

Great Bay Community College

2016-2020 Strategic Plan

2016-2017 Report

2016-2017 Strategic Implementation Plan

The 2016-2017 Strategic Plan was completed in December 2016 and rolled out in January 2017 in time for the spring semester. The 6 major goals and 22 objectives were distributed amongst 5 governance groups: Department Chairs, Directors, TRIP, Distance Learning, and President's Cabinet. Each governance group was asked to identify what action items they could implement to achieve the stated objectives and subsequently the strategic goals. Due to the delayed start in completing the Strategic Plan, governance groups were asked to report on what they could reasonably achieve in one semester. The information was recorded and returned in chart form to each governance group. The following report reveals the aggregate work of the governance groups.

2016-2017 Strategic Plan Report

Strategic goal 1: The College will increase student retention, persistence, and completion through enhanced onboarding, advising, student support services, the ratio of full-time to part-time faculty, technology, prior learning assessment, and an emphasis on experiential learning. Student costs and completion time will decrease through the adoption of degree pathways, alignment of program requirements in course scheduling, and other measures.

Objective #1: Implement guided pathways strategies to include onboarding, curriculum maps, 15-to-finish, prior learning assessment, and other strategies that will improve retention, persistence and completion.

- The First Year Experience curriculum was revised to implement one of the tenants of Guided Pathways for Success: *Purpose First*. The course now focuses on helping student to clarify and affirm their career goals, as well as learn the academic and professional skills necessary for success. The revised course was approved spring 2017 and launched fall 2017.
- A new course, Introduction to Ethnography: World of Work (ANTH105G) was created and approved by curriculum committee in spring 2017. This course is designed for all undecided Liberal Arts students as part of the Guided Pathways initiative. The goal is to help students study career pathways from an ethnographic perspective, encouraging students to develop a method of inquiry within the context of careers.
- Student Services worked on a communication plan from inquiry to enrollment for new students. The acceptance package was streamlined, an online checklist for students was created, systematic reports for special populations were pulled and distributed for outreach, a placement score interpretation brochure was developed, and Admissions and Financial Aid missing documents were merged as one communication for students. One thing left to complete in 2017-2018 are the faculty letters to send out to students at 3 distinct times in the enrollment process.

- As requested for the 2017-2018 catalog, most programs of study submitted their curriculums in “map” formation; each semester was listed (fall, spring, fall, spring and sometimes summer) with the suggested courses per semester. In addition, four Liberal Arts concentrations changed their status to an independent AA or AS degree. There are five more slated for 2017-2018. Nine programs dropped the number of credits to graduate and many more will follow suit in 2017-2018.
- Two mathematics pathways were defined: Applied Math/Statistics and Calculus Sequence. Two co-remediation courses were launched: MATH147 (Topics in Applied College Math Plus) and MATH152 (College Algebra Plus). Each of these courses implements components from MATH090 which has now been eliminated as a developmental course.
- Advisors encourage students to take a full course load which for many is 15 credits per semester. This is assessed based on many factors. Advisors work with students to exercise a plan that will allow for the accumulation of 30 credits per year which is required for most programs to allow graduation in two years. Advisors also work with students to start their degree work in the summer months.
- A task force was formed to study alternative measures for course placement. This includes analyzing data on current students relative to placement and course success.

Objective #2: Assess and improve course scheduling.

- The current Director of Advising was promoted to Associate Vice President of Academic Affairs which will improve communication around course formats, course scheduling, and course development with transfer in mind for 2017-2018.
- Course scheduling was improved in 2015-2016 and 2016-2017 to allow more students to take more classes in a day; to more evenly spread out classes during the morning, afternoon and evening which alleviates the parking problem. The scheduling continues to be monitored.

Objective #3: Enhance teaching and learning as well as student services through the addition of full-time staff and faculty as budgets allow.

- It is the desire of the college to fund full-time positions with full time staff or faculty as resources and need allow. For example, a new full time faculty was hired to replace the outgoing Math faculty that was also the Department Chair. In addition, a full time Program Coordinator for Technical Programs was hired to oversee Aviation, Welding, Automotive, and Motorcycle Repair and a new faculty member was hired to teach Accounting in the Business Department. A part time position was added to IT. We are also in the process of hiring a part-time Teacher Prep program coordinator and a full-time Social Science department chair and instructor.

Strategic goal 2: The College will impact the 65 by 25 CCSNH vision through increases in graduates in STEM disciplines, health occupations, Business, and the Liberal Arts. The College will integrate new programs and revenue opportunities, and market to new areas and populations.

Objective #1: Continue to focus on STEM courses/programs, but also focus on building enrollment in the Business, Health Occupations, and Liberal Arts

- A STEM brochure was developed in Marketing that includes student profiles.
- The BTC and ATAC entered into several conversations about hosting short term training programs in Rochester. A CNC Boot Camp and HVAC training were schedule but cancelled due to low enrollment. Supervision classes running at ATAC are successfully enrolled and during the 2017-2018 year, there are plans to host a Medical Assistant Program similar to the one in Portsmouth.
- The Admissions Department, at their spring retreat, made a decision to take “PIE” on the road and in 2017-2018, they will visit each high school (bringing lunch) and meet with the guidance counselors to talk about GBCC programs.
- New certificate programs were developed: Non-Destructive Testing, Automotive Technology, and Motorcycle Repair Technician.
- Two new tracks were added to the Business Administration Program: Sports Management and Insurance and Risk Management.

Objective #2: Work with credit/non-credit to explore new programs and opportunities that benefit all students and both sides of the College.

- A revised MOU for the Adult Education Program was drafted and signed. The new MOU includes the addition of Portsmouth Adult Education, the addition of a new ELL class, and a new payment structure that benefits the students who need skill building to progress in their programs. Course are taught by Adult Education instructors on the Portsmouth and Rochester campuses.
- The goal of the CNC non-credit program was to launch students into the credit certificate, but to date that has not worked out. Nevertheless, BTC continues to collaborate with the credit side of the house. Conversations have taken place in 2016-2017 with computer technologies and hospitality to build training programs for specific industries.
- In 2016-2017 10 new courses and 1 new school were added to the Running Start Program for Great Bay during fall 2016.
- In 2016-2017, 30 High School students enrolled in 38 Early College Courses.
- In 2015 the WorkReadyNH grant was approved for 2 additional years; program continues to show high enrollments and visibility across the state. The program is up for renewal again in 2010.

Objective #3: Continue to build on our strong connections with industry.

- BTC created new non-credit programs: Medical Office Specialist and Leadership in Non-Profit Organizations.
- Partnered with the NH Automotive Dealers Association and Seacoast Harley Davidson to create certificates in automotive and motorcycle technology.

- ATAC partners with companies like BAE, Brazonics, and Cobham to build programs, recruit students, and refer students for employment.

Objective #4: Continue to build our athletic programs to attract younger students who will attend full-time.

- Men’s Baseball and Women’s softball were added to the menu of sports offered by Great Bay Community College. Enrollment in these sports starts in 2017-2018.
- Strategic goals and targeted outcomes have been developed in areas of participation and GPA and graduation.
- The annual golf tournament remains the largest funding source for athletics. In 2016-2017, the tournament brought in \$_____after expenses.
- In 2016-2017, GBCC developed a partnership with ConvenientMD to provide funding and free physicals for student athletes.

Strategic goal 3: The College will enhance processes to identify, collect, analyze, and use information and data for college-wide, collective decision-making, with a consistent focus on student and institutional outcomes.

Objective #1: Build a data dashboard that allows the college community to explore a variety of data points to make informed decisions and improve service for all within the organization.

- The College is working with System staff and Rapid Insight to build a dashboard across multiple metrics for more informed decision making. A pilot of this dashboard was distributed fall 2017.

Objective #2: Explore other technical tools, such as career development software, that will enhance the student experience, as well as retention and persistence.

- During the summer of 2017, the career tool AWATO was purchased to accommodate the needs of the revised FYE course and the new ANTH105 course. This tool has been implemented into the curriculum for the academic year 2017-2018. Recently, the CCSNH purchased *Career Coach* which will be implemented across all 7 colleges; this will be rolled out in 2017-2018 to all faculty, staff and students.
- The Berry-Dunn audit was conducted by the system office to assess IT infrastructure and services at all 7 campuses and feedback was provided. Action items to come in next year.

Strategic goal 4: The College will expand and diversify revenue streams to supplement operational budgets and increase resources. Fundraising will expand locally and through the CCSNH Foundation.

Objective #1: Continue to add short/niche/stackable programs that respond to industry needs.

- This objective was answered in Goal #2, Objective #1 and Objective #2

Objective #2: Continue to build and market our space rental capacity, especially, where allowable, the use of the gym.

- Responsibility for growing revenue from rentals was assigned to a staff member in 2015; this revenue stream has been growing.
- A Facilities Rental handout was developed and available to send out. The information is also on the website.

Objective #3: Partner with local hotels to develop housing options and to market our classroom space as conference space, especially during the summer.

- Housing options were explored with UNH but in the end, it was determined that students who transfer to UNH are not likely to access housing. Conversations have been had with independent housing developers in an effort to develop a partnership for housing athletes and other students attending Great Bay from out-of-state or from long distances in-state.

Objective #4: Market our specialized programs

- The Marketing Department has heavily invested in specialized programs through specially designed web ads, print, radio/TV ads, social media, press releases and photo ops, brochures, newsletters, TAP e-blasts and Pease Quarterly.

Strategic goal 5: The College will add career services over a five-year period, leading to a comprehensive career center that collaborates with Academic Affairs, Student Services, and other divisions to offer career assessment, placement, professional readiness, internships, apprenticeships, and mentoring for all students.

Objective #1: Work with Business Chair to begin development of this pilot program, with potential expansion to other programs in the future.

- The Business Administration Department was awarded Perkins money for an intern/career coach for 15 hours/week over 30 weeks or 10 hours/week over 45 weeks. This position will be filled in 2017-2018.
- The Business Administration Department was also awarded a grant from the Griffith Foundation for the insurance/Risk Management pathway that will allow the Department Chair to hire adjuncts for the fall and spring semesters. One adjunct has been hired and has started working as both an adjunct and career coach.

Objective #2: Continue to develop programs for student mentoring by industry CEOs, senior executives, etc.

- GBCC again offered the Women’s Leadership Mentor Program and the Executive Mentor Program with participation remaining around 10 to 12 students and 4 to 8 students respectively.

Objective #3: Align with several staff placement companies to have them assist us with career advising and placement services.

- Bank W. Holdings offers our “Career Smarts Speaker Series” at no charge to the college. Participation was poor and in 2017-2018, changes to curriculum are being made and workshops will be open to the public.

Strategic goal 6: The administration of the College will work with faculty and staff to foster a healthy, balanced community that focuses on the delivery of quality education and training through a process of consultation, communication, and shared governance, professionalism, continuous improvement in policies, processes, and human capital.

Objective #1: Continue to support and improve governance process.

- Feedback was collected from Faculty and Staff at the end of the 2016-2017 academic year and was integrated into the revision of the governance structure. The President’s Cabinet worked on the revised plan and process and presented it to the college community at the start of the 2017-2018 academic year.

Objective #3: Work on developing process documents and manuals, as well as cataloging our internal policies.

- A faculty advising handbook was created and distributed to all faculty advisors. As information changes or is updated, handouts are distributed to replace the existing handouts in the manual.