GREAT BAY COMMUNITY COLLEGE
2016-2020 STRATEGIC PLAN

This strategic plan flows from the direction of the Board of Trustees (BOT) has set for the Community College System of New Hampshire, as much as from internal conversations we have had related to the opportunities and challenges we continue to experience at Great Bay Community College.

Over the past year, as a community, we have had several gatherings to ponder opportunities, challenges and our future direction. These meetings have included senior administration, faculty leadership, program and administrative directors, and Advisory Board members. We had several meetings among a select group of administrative and faculty leaders in early 2015 to discuss our mission, vision, and values, and to do a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. We also had a meeting with about 30 campus leaders in June, and a community-wide meeting in August where we, again, spoke about our mission, vision, and values, as well as our strengths, weaknesses, opportunities, and threats.

From all these conversations comes this strategic plan. In planning a strategy for the next 3-5 years, we must strike a balance between the paths that the System is setting and where we, as a college that serves the Seacoast, see ourselves heading. The BOT has endorsed the goal of 65 by 25, ensuring that 65 percent of all NH adults have a postsecondary credential by 2025. They have also endorsed the pathways model of education, which requires more alignment of advising with program pathways so that more students are retained and persist to completion. Finally, the BOT continues to be committed to accessible, affordable, quality education.

On the local level, Great Bay's biggest assets are our employees and the passion and commitment they bring to the educational enterprise for transforming lives, and to the assurance of educational quality. Other strengths that set us apart are the diversity of programming and a balance among technical, healthcare oriented, and liberal arts/transfer programming; our direct collaboration with business and industry; a strong Business Training Center; the addition of our second campus in Rochester; our focus on student service and success; strong support from our friends in the community, including the College's Advisory Board; our new Student Center; and our partnerships with a variety of 4-year institutions related to transfer and other collaborative activities to benefit our students and the College as a whole. Weaknesses and threats continue to lie in the areas of state funding; uncertainty about future healthcare and salary compensation; demographics that lead to reduced enrollment; less staff to do the work; and higher expectations and workload related to performance and accountability. A big, looming question is, where are we heading as an institution of higher education, and what role will we play in New Hampshire's education landscape over the next 5, 10, 20 years?

Strengths and opportunities are also apparent. We know that we are focused on quality education first and foremost; that we provide a great value for the investment students and parents make; that we are strong in reacting to student and community needs; that we enjoy the support of many in the business community; that we maintain a strong balance of programs; and that we have passionate, committed employees. With the addition of the Student Center, we have now entered a new realm where we can offer athletics and serve as a larger venue to support community events.

We must continue to view our work from a broad perspective which requires all of us to work with and interact with a diverse constituency. We must also continue to focus on ensuring quality and service to students which will support our work on "transforming lives". We are a transformative enterprise doing important work to support learning that shapes lives and minds.

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Based on the mission of the System, the directives of the BOT, and our focus on quality, service to student, and service to the broad community; based on the unique challenges and opportunities within the NH landscape; and based on the work that we have done together as a community to set the stage for the next 3-5 years, we will focus on the following strategic goals:

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.

We will transform the College through strategic hiring, exceptional training, and dedication of resources to support professional development, and a shift from part- to full-time for faculty and staff, to achieve extraordinary organizational performance. Student onboarding will incorporate new approaches to application, placement, advising, and registration. Students will select defined pathways and benefit from technology that supports graduation planning. Adoption of research-based practices will help students achieve timely completion of programs by addressing remedial coursework, gateway courses, and other challenges of undergraduate learning. We will remain open to diverse ways of knowing and learning, recognize that every student has potential, and balance open access and opportunity with an uncompromising commitment to quality and academic integrity.

Objectives:
- **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.**
    - o Complete Degree Works implementation and training for all faculty and advisors. (Directors)
    - o Overhaul communications plan from inquiry through the first semester for new students (Directors).
    - o Collaborate with faculty to implement a multiple measure protocol for identifying course placement for new students. (Directors)
    - o Create guided pathways to direct Liberal Arts and non-matriculated students into focused degree programs. (DCs)
    - o Revise and update academic programs as needed to reduce credits when appropriate. (DCs)
    - o Advise students to take 15 credits per semester where possible (faculty and staff Advisors)
    - o Assess and revise the First Year Experience curriculum. (TRIP)
    - o Expand use of guided pathway strategies to include co-remediation and curriculum maps. (DCs)
    - o Create, revise, and adopt a college-wide statement of philosophy on developmental education. (TRIP)
    - o Explore and develop, if appropriate, a transition program for students who place into all developmental courses to help promote success and persistence. (TRIP)
    - o Implement financial consortium agreements with USNH institutions. (Directors)
    - o Create links to faculty and staff profiles in email accounts to increase connections with prospective students. (IT, Directors, DCs)
    - o Promote and expand prior learning assessment (PLA) opportunities, including creation of a portfolio design, and train faculty to become proficient in oversight and review. (DCs)

- o Explore and integrate, if appropriate, learning community cohort models, including honors programs, transition programs, linked courses, and team teaching. (TRIP)
- **Assess and improve course scheduling**.
    - o Collaborate with faculty to redesign course schedules that allow returning students to stay on track to graduate in two years or to accelerate degree completion. (Directors)
    - o Encourage use of summer as a program start for certificates and degrees. (Directors)
    - o Continued communication and strategizing sessions with Advising to determine the best format for current courses, as well as the development potential of new courses. (DCs)
- **Enhance teaching and learning as well as student services through the addition of full-time staff and faculty as budgets allow**.
    - o Assess, prioritize, and hire new faculty in various departments across the disciplines. (DCs)
    - o Bring a full-time professional librarian on board to bring services back for students. (Directors)
    - o Reestablish the position of LMS coordinator to support faculty providing online instruction. (DCs)
    - o Build a support system (ex. online advisors, introductory online course training module) which will enable new students to successfully complete online courses. (DCs)

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.

We will be innovative, creative, and fiscally responsible in developing new programs and pathways. Partnering with sister institutions through technology will increase possibilities, and establishing direct pipelines to the College from high schools will create opportunities for enrollment growth. We must think strategically in marketing to make deeper in-roads with parents, schools, and community members, and maximize our relationships with employers, community groups and organizations, K-12 personnel, and advisory boards.

Objectives:
- **Continue to focus on STEM courses/programs, but also focus on building enrollment in the Business, Health Occupations, and Liberal Arts**.
    - o Create marketing and PR materials that feature alumni and students. (Directors)
    - o Develop new strategies for connecting with high school students and parents and adult learners. (Directors)
    - o Expand online/distance learning with 6 new 100% online programs by 2020. (DLC)
    - o Examine the need for development and expansion of weekend/evening programs. (PC)
    - o Work with the Advanced Technology and Academic Center in Rochester to develop short-term, stackable programs that meet the needs of industry with a focus on STEM and Allied Health.

- **Work with credit/non-credit to explore new programs and opportunities that benefit all students and both sides of the College.**
    - o Encourage the credit and non-credit sides of the College to collaborate in program development, marketing and enrollment to include social media, insurance, medical assistant, data analytics for health care, and more. (BTC and DCs)

- o Explore programming for retirees. (PC)
- o Revise MOU with adult education based on current data and future needs (Directors).
- o Continue partnerships with the Career and Technical programs in Seacoast area high schools through running start, early college, and participation on advisory boards and committees. (DCs)

- **Continue to build on our strong connections with industry**.
  - o Build an apprenticeship model in partnership with industry (President, BTC)
  - o Continue to explore customized curriculum development with industry (BTC)
  - o Create differentiated pricing models for industry. (President, CFO)
  - o Integrate CRM software for better customer service and improved efficiency.

- **Continue to build our athletic programs to attract younger students who will attend full-time.**
  - o Develop and implement a strategic plan for athletic programs and Student Success Center.
  - o Add programs in baseball, softball, and soccer over the next three years.
  - o Explore funding options and community partnerships for expanding athletic program (Directors).

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.

Great Bay will develop a culture of assessment that supports the advancement of teaching, learning, program development, student support and engagement, and administrative operations. Institutional research will support evidenced-based decision making to enable student retention and completion. College metrics, in alignment with system metrics, will inform strategies for institutional growth and sustainability.

Objectives:
- **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**.
  - o Work with central office to develop and implement a comprehensive data tracking system. (IR)
  - o Create a "local" dashboard that reports weekly, biweekly, or monthly data in critical areas and that also address institutional outcomes, completion, and transfer. (Directors, DCs, and IR)
  - o Build a mini-dashboard for Financial Aid that provides institutional information on student aid (Directors).
- **Explore other technical tools, such as career development software, that will enhance the student experience, as well as retention and persistence.**
  - o Explore purchase and implementation of a CRM to better manage and track potential students (Directors).
  - o Increase use of academic alerts and develop technical solutions for documenting, tracking and monitoring student participation in academic coaching programs (Directors).
  - o Assess the need for improved use of existing technology and acquisition of new technologies in all courses. Make recommendations for purchase, training, and implementation based on identified need. DLC, IT)

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.

Alignment and collaboration among credit and non-credit programs is necessary to advance opportunities for students. Collaboration will require in-depth analysis to identify programs that may implement stackable credentials. Opportunities for growth exists in the partnerships with business and industry, our sister colleges, and the USNH system. We must respond to aging demographics and how the College may serve a retiring population. Finally, fundraising at the local and system levels will play a significant role in helping to support students and operational activities.

Objectives:
- **Continue to add short/niche/stackable programs that respond to industry needs.**
  - o The BTC and ATAC will partner to build a suite of 12 programs in the area of advance manufacturing, business, and allied health. (President, BTC)
- **Continue to build and market our space rental capacity, especially, where allowable, the use of the gym.**
  - o Develop a rental brochure for the Portsmouth and Rochester campuses that includes gym and classrooms (Director).
- **Partner with local hotels to develop housing options and to market our classroom space as conference space, especially during the summer**.
  - o Develop housing options for our specialized programs such as Helicopter, Surgical Tech., ACM, and NDT.
  - o Establish rental rates for local hotels and share with hotels (Directors).
- **Market our specialized programs**
  - o Program such as Helicopter, ACM and NDT will be marketed regionally.
- **Continue to build exposure and visibility, as well as fundraising capacity.**
  - o Expand business partnerships to develop industry funded, program-specific scholarships as a way to attract new students and fill high demand positions. (DCs)

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.

Our partners in business and industry will help to create, fund, and sustain career services at the College. We will draw from their expertise to introduce services and opportunities to benefit all students. From acceptance to graduation and beyond, we will implement strategies that contribute to the professional maturity of the students we serve.

Objectives:
- **Work with Business Chair to begin development of this pilot program, with potential expansion to other programs in the future**.
  - o Write a request for Perkins Grant money to fund a part-time Career/Internship/Advisor within the Business Department. (DCs)
  - o Research possibility of creating a summer Internship Program for Business/Accounting students. (DCs)

- o Develop grant or stipend money to bring someone in to develop & pilot programming in Business Department related to career development. (DCs)
- **Continue to develop program for student mentoring by industry CEOs, senior executives, etc.**
  - o Increase participation in mentor programs and create opportunities for participants to create resume components that reflect their experiences (Directors).
- **Align with several staff placement companies to have them assist us with career advising and placement services.**
  - o Currently connected with Bank W. Holdings, need to expand to other agencies to develop additional working relationships for our students both in speaker series and job placement. (DCs)
- **Implement "Purpose First" as part of the Guided Pathways for Success (GPS) program.**
  - o Work with Student Services and Program Faculty to infuse or embed career exploration into learning, marketing and counseling activities. (Directors)
  - o Integrate an online career assessment tool which could be used during the onboarding process. (Directors, DCs)
  - o Examine and shape, by means of data-driven approaches, what an online career center would look like at Great Bay. (DLC)
  - o Align efforts in this area to include Purpose First, GPS, Degree Works, Perkins, apprenticeships, other grants and advisory board interests. (President, PC, Advisory Board)

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.

The College values continuous improvement through collaboration and communication. Transparency, honesty, excitement, and passion bring life to the organization. The health and welfare of our employees are critical and we must find ways to improve and sustain our collegiality and connections with each other through mutual respect, shared work experiences, shared governance, and the celebration of our accomplishments.

Objectives:
- **Continue to support and improve governance process**.
  - o Collect feedback from faculty and staff and steering committee regarding strengths and needs of new governance system and make modifications where appropriate.
- **Improve opportunities for professional development across the College**.
  - o Increase Library resources in areas of videos, books, audiotapes and streaming memberships (Directors).
  - o Create a menu of free and low cost professional development opportunities to be offered to all GBCC staff and faculty. (BTC)
  - o Utilize existing faculty and staff to create affordable professional development opportunities for staff, administration and faculty. (Directors and DCs)
  - o Propose a conference attendance budget for faculty and staff who are not served by Perkins funding (PC)

- **Work on developing process documents and manuals, as well as cataloging our internal policies.**
  - Develop a faculty advising manual (Directors).
  - Develop a distance learning handbook for department chairs and program coordinators. (DLC)
- **Create a workplace that focuses on health and wellness of employees.**
  - Create a wellness and celebration committee (operational) for the college that focuses on health, wellness, community building and morale boosting for faculty, staff and administration (HR in partnership with governance bodies).
  - Find more ways to celebrate our individual and collective accomplishments.