

# **Barstow Community College**

## **2019 - 2024 Strategic Plan for Transformational Improvement**

### **Strategic Priority #1**

#### **Innovate to Achievable Equitable Student Success**

*Commitment- Focus relentlessly on Student's end goals and always design with the student in mind. Require high expectations and pair those with high support.*

#### **Strategic Intentions:**

##### **Clarify the Path**

1. Promote the Barstow College Promise program, Transitional College and Dual enrollment and Adult Education programs to increase college access, affordability and completion.
2. Regularly analyze and review college programs and services to ensure appropriate career and transfer options for the Barstow region that align with all accreditation standards.
3. Ensure that districtwide enrollment management strategies are equitable and based upon the core priorities of student need, access, and success and are informed by the state's student-centered funding model.
4. Organize programs of study into meta-majors and manageable sets of pathways.
5. Clearly articulate and simplify student choices with course and program learning outcomes while developing "road maps" and two-year plans that meet industry standards or articulate with key transfer institutions.
6. Clearly articulate financial aid and student support opportunities to prospective students and their families.
7. Produce and provide, well ahead of enrollment timelines, a student-centered schedule with creative scheduling patterns, for increased enrollment and timely program completion.
8. Promote clear and concise information regarding attainable career and educational pathways in the catalog, college website, student handbook, social media and in all college publications.

##### **Help Students Choose and Enter a Path**

1. Design and implement processes, practices and tools that welcome and guide students into communities of career and study interests.
2. Integrate faculty counselors with instructional faculty in all "gateway" courses to capture student majors and increase level of career interest.
3. Determine appropriate supports to ensure the timely and efficient increase of students who transfer in their chosen field of study and/or receive jobs in their field of study.

4. Provide opportunity for students to explore academic and career options from the beginning of their college experience.
5. Align foundational skills and coursework with a student's program of study while building contextualized instruction to meet the needs of all students.

### **Help Students Stay on the Path**

1. Support students through a strong advising process, embedded and ongoing in the pathway experience and supported by appropriate technology.
2. Strengthen, clarify and provide accurate data and information about transfer and career opportunities at key educational milestones along the students' chosen college path.
3. Ensure the development of program plans with predictable scheduling patterns.
4. Close equity gaps by providing supports through OER, low cost degrees, enhanced scholarship offerings, and out of classroom supports through tutoring and the Teaching and Learning Support Center.
5. Embed academic and non-academic supports throughout students' programs to promote student learning and persistence.
6. Provide opportunity for volunteerism with internships and community involvement.
7. Involve the college in an "everyone matters" campaign and design more support and opportunity for the population of students where data shows they are "highly unlikely to succeed."
8. Implement a college-wide focus on customer service based on the "Caring Campus" program strategies.

### **Ensure Students are Learning**

1. Establish program-level learning outcomes aligned with the requirements for success in employment and further education.
2. Apply the results of learning outcomes assessment to improve the effectiveness of instruction across programs.
3. Integrate applied learning experiences to enhance instruction and student success in courses across programs of study.
4. Incorporate effective teaching and best practices throughout the pathways.
5. Incorporate equity-minded, student centered teaching strategies and relevant curriculum.
6. Provide supports through the Teaching and Learning Support Center to enhance engagement, reinforce in-class learning, and encourage independent learning.
7. Support faculty to:
  - a) Adapt the learning experience to student groups who have historically underperformed in their coursework,
  - b) Embrace innovative teaching strategies to enhance student engagement,
  - c) Embrace innovative ways to use instructional technology to support and enhance teaching and learning.
  - d) Contextualize foundational skills instruction to applied learning,
  - e) Make program learning outcomes relevant to career and educational opportunities,

- f) Remain current in their discipline of expertise and help apprentice students into their community of practice,
- g) Reduce regional achievement gaps.

### **Help Students Complete and Transition**

1. Streamline processes to award certificates and degrees to increase the number of students who earn credentials and build skills for work.
2. Increase the number of Associates Degrees for Transfer to CSUs, UCs and private colleges and universities, in alignment with Chancellor's Office agreements with these transfer institutions.
3. Consistently promote opportunities for informational and human connections to transfer institutions and career placement.
4. Promote the ability for graduates to provide feedback on Barstow Community College program effectiveness and to serve as role models and mentors to prospective and new students.

### **Strategic Priority #2**

#### **Ignite a Culture of Learning and Innovation**

*Commitment - Transform the community by leading strategic partnership development and action to achieve collective impact.*

#### **Strategic Intentions:**

#### **Strengthen and Expand Educational Offerings by Leading the Work of Partnering Across Systems**

1. Partner with area leaders in economic development activities within the region by creating partnerships and providing education and training focused on small and emerging business development.
2. Revitalize the Barstow College Promise partnership between the Barstow Unified School District, Silver Valley Unified School District, Baker Unified School District and Barstow Community College, to include Cal State University San Bernardino, and the City of Barstow, to promote seamless education support and pathways for students.
3. Collaborate with high school districts to improve rates of college readiness in high school graduates by aligning curricula and learning outcomes.
4. Encourage the development of more associate degrees for transfer to University of California and California State Universities.
5. Continue to support BCC's participation in the California Virtual Campus-Online Education Initiative (CVC-OEI) to further enhance access to resources for students and faculty as well as enhance online offerings and pathways.
6. Become an effective force in attracting new business and industries to the region.

7. Create opportunity to close regional achievement gaps by consulting with and including community agencies for collaboration with Adult Education and Strong Workforce program needs.
8. Identify existing and emerging industry needs to inform the development and/or enhancement of pathways programming.
9. Invest in areas of emerging need and in evolving fields of study and industry.
10. Maintain strong leadership in the Mountain Desert Economic Partnership.
11. Close achievement gaps and elevate educational attainment of adults in the Barstow service area.
12. Create innovative partnerships with the city of Barstow, government agencies, foundations and private sector entrepreneurs to act as incubators for new products, industries, and ways of doing business.
13. Develop academic and internship programs that prepare students, faculty, staff and partners with knowledge and skills to pioneer innovations.
14. Adopt best practices and collaborate with like institutions to implement initiatives in developmental education redesign.
15. Continue to develop programming that welcomes and brings the community to the college to showcase the Performing Arts Center, the Wellness Center, Athletic contests and events that elevate the community and create awareness of college offerings and opportunity.

#### **Align educational programs with Workforce Development**

1. Support faculty to develop noncredit programs with well-supported pathways to credit programs.
2. Ensure program certificates and degrees lead to viable employment.
3. Expand and further align the college's career technical education programs and contract education with the workforce needs of the region.
4. Create opportunities for lifelong learning and civic engagement with Career Technical Education, skill-based, and Community Education that empowers, enlightens and expands horizons for students of all ages and prior education levels.
5. Provide opportunities to enhance faculty understanding of industry training and skill needs.

#### **Build relevant and respectful offerings and scheduling patterns for our military partners**

1. Be flexible with scheduling and program offerings to our military partners by implementing a responsive approach to meet the current and unrecognized needs of students.
2. Provide opportunity for soldier students and their families with co-curricular offerings and events as part of an ongoing outreach and marketing effort.
3. Work in cooperation with military leaders to develop appropriate pathways and supports for educational attainment for soldier students.
4. Identify facilities and equipment resources that can be leveraged from our military partners to expand credit, noncredit, and contract education offerings.

**Be bold in engaging the community to promote advantages through education to build a better Barstow**

1. Promote opportunities for the Board of Trustees, Superintendent-President, faculty, staff and students, to serve as ambassadors to all sectors of the community and to advocate effectively for the college and the community we serve.
2. Focus on College Advancement, revenue generation and corporate sponsorships through support of the BCC Foundation and the creation of an alumni association.
3. Support internships for current students, and recruit former students to serve as guest speakers or mentors for students in the pathways from which they graduated.
4. Create a President Ambassadors Program and train members to speak to community groups, agencies, churches, philanthropic organizations, and at college fairs to promote and market the college from the student vantage point.
5. Infuse educational programs with opportunities for students, faculty and staff to meaningfully participate in and build the greater Barstow community.
6. Serve as an innovator and partner with elected officials to ignite and attract economic development opportunities to build a better Barstow.

**Strategic Priority #3**

**Build Community**

*Commitment— Create a climate where internal stake holders feel included, valued, empowered and seen, by taking ownership of goals and performance*

**Strategic Intentions:**

**Revitalize a positive, mutually supportive and caring Barstow Community College that sustains a sense of belonging and affirms the contributions of all members.**

1. Redefine institutional roles and boundaries to break down barriers that inhibit well-coordinated and nurturing support and focus on students.
2. Establish processes and practices to on-board new staff and faculty providing support and learning opportunities and professional development.
3. Provide an organizational structure that supports and rewards hard work, dedication and discipline, and creates upward mobility.
4. Establish practices that acknowledge contributions to institutional and community goals and that celebrate our shared successes.
5. Implement a comprehensive student achievement recognition program.
6. Implement a comprehensive staff recognition program.
7. Support college-wide professional development activities that advance institutional priorities and professional growth, and embraces all aspects of a professional learning organization
8. Infuse educational programs with opportunities for students, faculty and staff to meaningfully participate in and enhance the greater Barstow Community.

9. Encourage students, faculty and staff to continuously assess and identify opportunities for improvement and change, and to remove barriers to creative innovations that lead to institutional and educational effectiveness.
10. Develop an internal culture that embraces the spirit and expression of innovation through intentional investment in learning college systems, to act as marketers and ambassadors for the college in the community.

**Create an environment that supports and celebrates diversity by developing a cohesive and caring community**

1. Broaden and strengthen diversity and equity through outreach efforts and community service.
2. Gather and use empirical evidence to analyze and improve access, advancement, climate, education, training, recruitment, contracting, hiring and retention of historically underserved populations of students, faculty and staff.
3. Internationalize and infuse equity language into all college curriculum and documents to create globally aware and culturally intelligent students, staff and faculty.
4. Continue to support Basic Needs by appropriately supporting the food pantry and providing resources for students with housing insecurity needs.
5. Support student success through student engagement, leadership and co-curricular opportunities, frequent opportunities for interaction with faculty and staff, top-notch student services, discipline-wide systems of learning assessment and accountability, and other opportunities and support mechanisms for personal and intellectual growth.

**Invest in Continuous Professional Development for faculty and staff**

1. Develop culturally astute and responsive leaders in their respective fields, who model collaborative thinking in their work with students, and community members and partners.
2. Provide support for faculty and staff in developing digital fluency to effectively learn, interpret, analyze, construct, communicate information and teach in a digitally connected world
3. Continue to develop online learning strategies to include full degree and certificate programs, access to current technology, and a flexible and comprehensive suite of online support for faculty towards better services for students.

**Strategic Priority #4**

**Achieve Sustainable Excellence in all Operations**

*Commitment – Focus Institutional Resources on the Structures, Processes, and Practices that support Transformation*

**Strategic Intentions:**

**Sustain and cultivate an environment that strengthens the District’s long-term fiscal health**

1. Create a transparent budget/ development and resource allocation process.

2. Improve the Budget Allocation Proposal (BAP) process.
3. Maintain a budget reserve of at least 15 percent
4. Create a streamlined and centralized grants process.

**Promote safety and security of all facets of the College community**

1. Advance emergency planning and preparedness.
2. Increase college-wide awareness of cyber policies, procedures, and best practices.
3. Educate and train all students and employees on the Emergency Action Plan (EAP).
4. Obtain additional District-wide resources and expertise in the area of personal safety and training.

**Enhance and further an evidence-based framework that supports institutional planning and decision-making processes**

1. Foster the use of data, inquiry, and evidence.
2. Improve access to integrated and actionable data.
3. Ensure that the College's information systems produce accurate data and information.
4. Implement a comprehensive enrollment management plan.
5. Infuse marketing and communication to support all college planning documents.
6. Maintain relevant and accurate information on the BCC website.

**Ensure a sustainable and state-of-the-art facilities and technology infrastructure**

1. Review and update the Facilities and Technology plans and integrate them into all planning documents.