

GREAT BAY COMMUNITY COLLEGE

Strategic Plan 2008 – 2013

August 13, 2008



Vision

To build and sustain the best science, technology, career and transfer oriented community college in New England. We will achieve this by becoming more innovative, entrepreneurial and collaborative as well as by being a strong resource for our service area; by maintaining our excellence in the liberal arts; by becoming more student centered; by retaining and graduating more of our students; by having more of our students transfer and enter high paying careers; by attracting faculty and staff who understand and are committed to our mission; by engaging with the community and incorporating more service learning and civic engagement activities into our curriculum; and by the use of data to become more productive and efficient in the use of our resources.

Mission Statement

Great Bay Community College provides accessible, student-centered, quality higher education programs for a diverse population of students seeking career, degree or transfer opportunities. A strong commitment to lifelong learning is reflected in our policies, programs and activities. We will continue our strong tradition of providing education in the sciences, career and technical programs as well as in the liberal arts. We endeavor to promote economic development through community engagement and workforce development for the region.

Core Values

Success for Our Students – This is paramount and foremost in our mission and will be achieved through our continual refinement and improvement in student services, advising, pedagogy, and outcomes assessment. We recognize that learning and student development occur in multiple contexts, and thus, we will provide a diverse and extensive array of curricular and co-curricular opportunities. Students are treated with respect at all times, and we strive to respond to them in a timely, accurate, and complete fashion.

Teaching Excellence – We are a teaching college and take pride in this mission. Integrity in course content assures students of a high quality education that is recognized in transfer by other institutions of higher education as well as in the workplace. Highly qualified staff using traditional and innovative teaching methods, coupled with a strong student support system, provides a diverse student population the opportunity to reach their potential as learners and meet our high standards. Faculty scholarship and collaboration is valued; and leading edge information on teaching and learning as well as an adherence to industry needs keep our programming current and responsive. Teaching excellence is achieved through the hiring of good faculty and through a continual program of professional development.

Community Engagement – We understand that we are an important and integral part of the larger community. We strive to serve as a resource to further the needs and aspirations of the region’s businesses and citizens. We encourage partnership and collaboration, entrepreneurship, and innovative thinking to build bridges between our college and the community.

Workplace Culture – As a community we communicate, collaborate and plan to build and sustain the best organization possible. We are engaged in the life of the college and seek consensus on matters which impact our community. Our responsibilities are fulfilled with integrity and professionalism, and we respect all who enter our doors.

Citizenship and Civic Engagement - The College accepts its role in promoting engaged citizenship. We go further by recognizing the importance of tying classroom learning to civic engagement. We promote volunteerism and service learning as a way to integrate classroom learning with community issues.

Continuous Improvement – We recognize that as an organization we are always in a state of evolution. We strive to be the best we can be through reflection and critical evaluation. We recognize our short comings and take corrective action. We also celebrate our accomplishments.

Corporate Citizenship – We recognize that we have an impact on our environment, and pledge to be responsible corporate citizens by adopting practices that lead to a healthier community and work environment.

Code of Ethics

Our college policies, procedures, decisions and actions are based on the following ethical principles:

- Responsibility
- Fairness
- Honesty
- Mutual Respect
- Integrity

**GREAT BAY COMMUNITY COLLEGE STRATEGIC PLAN
2008-2013**

GOALS & OBJECTIVES

GOAL 1: Consolidate all of the college's programs and services on the Portsmouth campus

OBJECTIVES:

- Conduct a comprehensive inventory of programs and services currently being provided and the associated human resources. Identify those programs and services which are not being provided.
- Assess and modify as appropriate standard operating policies and procedures.
- Develop a staffing plan for a merged campus.
- Develop a master plan for the physical move to the Portsmouth campus while maintaining continuous service, personal safety, and physical security.

GOAL 2: Develop and implement a five year enrollment management plan.

OBJECTIVES:

- Review academic programs to determine which current programs should be maintained, grown or phased out; and identify which new programs should be added.
- Increase enrollment in those programs where there is capacity to expand.
- Gather data about enrollment trends including numbers of applicants; registrations; and rates of retention, transfer, graduation and placement. Develop a data dashboard for enrollment related information.
- Develop short and long range enrollment goals for current and new programs.
- Design recruiting activities and marketing strategies to achieve these enrollment goals.
- Develop strategies to promote student success and persistence.
- Develop a First Year Experience program.

GOAL 3: Build and expand our technological capacity.

OBJECTIVES:

- Assess the technology needs of each academic program and service area within the college.
- Assess current uses of technology and the degree to which it is being utilized to its fullest capacity.
- Develop a master plan for the acquisition, repair, management and security of hardware and software.
- Utilize BANNER to its fullest capacity.
- Develop a technology training plan.
- Continue to support Title III technology initiatives when the current grant expires.
- Establish a records management program

GOAL 4: Develop and coordinate college wide accountability and assessment initiatives.

OBJECTIVES:

- Identify and articulate desired outcomes for the college as a whole as well as its individual departments, and methods for determining progress toward achieving those outcomes.
- Develop strategic plans for each department and academic program in concert with the college's strategic plan.
- Continue and improve the program review process.
- Complete the Data Warehouse project.
- Conduct an analysis of CCSSE data to identify areas of strength and weakness, communicate findings with the college, and identify appropriate action steps based on the results.

GOAL 5: Assess and adjust the human resource program.

OBJECTIVES:

- Analyze the human resource needs of our departments and programs.
- Develop a procedure to prioritize the creation of new positions and the possible elimination of existing ones.
- Review and assess the organizational structure of the college.
- Identify functions not being performed or performed inadequately and prepare a plan to correct the shortcomings and inadequacies.
- In conjunction with CCSNH review performance evaluation criteria and procedures.
- Provide management training.
- Examine how personal professional development plans are developed and supported.
- Develop an employee orientation program

GOAL 6: Organize and deliver comprehensive and responsive student services.

OBJECTIVES:

- Assess compliance with disability law and take appropriate action.
- Review and critique the current way of operating our student administrative services (admissions, registration, financial aid, cashier, etc), and consider alternative models.
- Review and critique the quality and scope of the developmental student services offered (student activities, counseling and health, athletics and recreation, student leadership, career services, etc). Develop a plan in response to identified strengths and weaknesses.
- Review and critique the quality and scope of educational student services (CAPS, TRiO, Library, etc.) and develop a plan in response to identified strengths and weaknesses.
- Standardize and synchronize publications/forms/web information etc.

GOAL 7: Increase visibility and outreach to the regional and local community.

OBJECTIVES:

- Build affiliations with business, industry, and community organizations.
- Cultivate partnerships and collaborations with high schools, adult education and post secondary institutions. Assume leadership roles as appropriate.
- Host activities that involve the community at large.
- Expand opportunities for service learning, internships, and community service (including work-study).
- Expand outreach to government and legislative bodies and their members.
- Develop a plan for marketing the college's programs and services.
- Establish an alumni relations program.
- Establish fund raising and development opportunities.

GOAL 8: Develop a system to request, allocate and monitor financial resources.

OBJECTIVES:

- Align strategic planning with allocation of resources
- Involve managers and directors in the budget cycle.
- Implement the BANNER finance module
- Establish a method for compiling relevant information (data dashboard) and a data driven decision making system for the distribution of financial resources.
- Provide training for managers in the application of budget systems, policies and procedures.
- Identify and pursue appropriate grant opportunities.

GOAL 9: Develop an optimal governance model for the college which is congruent with CCSNH by-laws and NEASC standards.

OBJECTIVES:

- Develop a mission statement or statement of purpose regarding institutional governance.
- Identify principles of governance which should be in evidence in our structure.
- Assess what is working well and what is not in our current model.
- Develop an organizational model which is consistent with our purpose/mission, reflects our important governance principles, and reflects best practices in institutional governance.
- Develop standard operating policies and procedures, and define the roles and responsibilities of members.

GOAL 10: Create a campus culture and environment which best promotes the College's Vision, Mission and Values.

OBJECTIVES:

- Expand opportunities for faculty, staff, and students to be engaged in a vibrant campus life.
- Establish policies and procedures that create a safe, secure and environmentally friendly campus.
- Maximize accessibility to programs and services by students who are marginalized, stigmatized, and under-represented.
- Adopt other strategies to create a campus culture which reflects our Core Values.