

VISION 2020

I. Student Success: Brazosport College, by 2020, will increase completion rates (certificate and degree attainment) by 15%, increase College readiness rates by 20%, increase transfer rates by 10% and increase job placement rates by 10%.¹

Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
Implement New Mathways Project in conjunction with the UT Dana Center	1/14-1/17	By January 2017, pilot two pathways of NMP curriculum By January 2017, develop co-curricular materials based upon Frameworks for Mathematics and Collegiate Learning Course to support curriculum in transitional mathematics courses	Vice President, Academic and Student Affairs, Dean, Instruction, Division Chair, Mathematics and Life Sciences, Director, Student Success Center	Staff Time
Scale delivery of Learning Frameworks course to all Texas institutions of higher education as part of the Catalyst and New Mathways Project (NMP)	1/14-1/18	By January 2018, provide training to Texas Higher Education institutions By January 2018, serve as mentor to Active Learning Sites and Capacity Building Sites	Vice President, Academic and Student Affairs, Dean, Instruction, Division Chair, Director, Student Success Center	Staff Time + \$100,000 (Catalyst Grant)
Develop an online course quality assurance program for the purpose of facilitating and improving student success in online courses	8/15-12/17	By December 2017, train 75% of all faculty who teach online courses By December 2017, conduct mandatory online course reviews using quality assurance program metrics	Dean, Instruction, Vice President, Academic and Student Affairs, Director, Distance Learning and Online Instruction, Director, Employee Development Center	Staff Time + \$5,000 annually beginning in FY15

¹ Baseline: 2013-2014 Academic Year

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<p>Integrate Learning Frameworks (LF) into Adult Education and Literacy (AEL) instruction</p>	<p>1/14-12/17</p>	<p>By December 2017, 50% of all AEL classes will have instructors trained in Learning Frameworks who are incorporating it into their AEL classes</p>	<p>Vice President, Industry and Community Resources, Vice President, Academic and Student Services, Dean, Instruction, Director of Student Success Center, Director, Community Education, AEL Grant Manager</p>	<p>Staff Time + \$5,000 annually beginning FY15 (Catalyst Grant)</p>
<p>Offer flexible paths to completion through such offerings as weekend classes, flex entry, and compressed schedules</p>	<p>8/15-12/19</p>	<p>By December 2016, conduct needs analysis to determine required resources (human, fiscal, and facilities) to implement additional offerings</p> <p>By December 2016, survey students, industry partners, and instructional divisions to determine community needs</p> <p>By December 2018 pilot non-traditional offerings as indicated by research</p> <p>By December 2019, provide necessary professional development to faculty, full and part time</p> <p>By December 2019, provide necessary professional development for student support services staff, full and part time</p> <p>By December 2019, seek authority from SACSCOC to offer credit for prior learning</p>	<p>Vice President, Academic and Student Affairs, Vice President, Financial Services and CFO, Dean of Instruction, Division Chairs, Vice President, Industry and Community Resources, Dean of Student Services, Director of Admissions and Registrar</p>	<p>Staff Time + TBD based upon needs analysis</p>

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Implement Quality Enhancement Plan, ACE it	10/15-5/19	<p>By December 2016, implement Full Measure Education (FME) software platform to expand student accessibility to information, ability to communicate with students and streamline internal communication</p> <p>By August 2017, create and implement Early Connect and Support across campus</p> <p>By May 2019, provide comprehensive training for all ACE it personnel including faculty coaches, staff coaches and student services support staff, full and part time</p>	<p>Vice President, Academic and Student Affairs, Dean, Student Services, Dean, Instruction, Dean, Planning, Institutional Effectiveness, and Research, Director, ACE it, Director, Institutional Research, Director, Information Technology, Director, Marketing and Communications, Director, Employee Development Center, ACE it Committee</p>	<p>Staff Time + \$130,000 annually for FME</p> <p>\$25,000 annually for ACE it training</p>

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Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
<p>Integrate all instructional programs and student support services, including ACE it, within the Guided Pathways model</p>	<p>6/16-12/19</p>	<p>By December 2016, collect and analyze instructional program data to examine current and future instructional guided pathways</p> <p>By December 2017, working with program faculty, develop guided instructional pathways including Meta-major learning outcomes</p> <p>By December 2017, provide necessary professional development for faculty and student support services staff, full and part time</p> <p>By December 2018, working with student and instructional support services, develop necessary onboarding and early alert systems to support Guided Pathways</p> <p>By January 2019, increase the number of articulation agreements that support successful transfer</p> <p>By December 2019, integrate career exploration strategies with both K-12 and college programs to create seamless educational and career pathways</p>	<p>Vice President, Academic and Student Affairs, Dean, Instruction, Dean, Student Services, Dean, Planning, Institutional Effectiveness, and Research, Division Chairs, all student support services directors, Brazosport College Shared Counselors, K-12 counselors</p>	<p>Staff Time + \$30,000 annually beginning FY18</p>

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II. Broad Engagement: By 2020, the majority of Brazosport College faculty and staff will collaborate with internal and external stakeholders (school districts, employers, community, etc.) to develop strategies for improving student success.

Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
Expand GATOR, the College's organized reading initiative, to increase stakeholder involvement in order to achieve equity and eliminate achievement gaps	1/14-12/17	By December 2017, implement at least two GATOR programs per year beyond grant funding	GATOR Task Force	\$15,000 annually beginning in FY16
Develop Former Students Association (FSA)	1/14-12/20	By December 2020, expand membership to 250 paid members	Vice President, College Advancement, BC Foundation Officer, BC Foundation Development Officer	Staff Time + \$4,000 annually beginning in FY15
Expand instructional and financial support services to underrepresented students in the community as well as students enrolled in dual credit, evening, online, and minimester classes	1/14-5/18	By December 2016, conduct a support services analysis to examine current and future use of services and determine required resources (human, fiscal, and facilities) to implement additional support services By December 2017, implement instructional and financial support services as needed By May 2018, increase scholarship awards to mirror service area characteristics	Vice President, College Advancement, Vice President, Academic and Student Affairs, Vice President, Industry and Community Resources, Dean, Instruction, Dean, Planning, Institutional Effectiveness, and Research, Dean, Student Services, Director, Financial Aid, Division Chairs	Staff Time + TBD based upon needs analysis

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Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
Engage campus to enhance the delivery of services provided to better serve the Spanish-speaking population	5/16-12/17	<p>By December 2016, conduct a needs analysis to determine required resources to implement services to Spanish-speaking community</p> <p>By May 2017, develop a plan to implement changes or additions to services identified in survey results and confirmed by Leadership Council</p> <p>By December 2017, pilot implementation of changes or additional services identified in survey results and confirmed by Leadership Council</p>	Leadership Council, Director, Counseling and Testing, Director, Financial Aid, Registrar, Director, Student Life, Director, Business Services, Director, Community Education, Director, Institutional Research, Director, Marketing and Communications	Staff Time + \$10,000
Expand recruitment and retention efforts for all current students and prospective students	8/16-12/19	<p>By December 2016, collect baseline data for identification of strategic enrollment management targets</p> <p>By December 2018, conduct a third party analysis of recruitment, admissions, and retention efforts</p> <p>By December 2019, develop comprehensive communication plan to support strategic enrollment management plan targets</p> <p>By December 2019, develop streamlined admissions, new student orientation, and enrollment services</p> <p>By December 2019, develop and implement methods to reduce student costs and increase college affordability</p>	Vice President, Academic and Student Affairs, Vice President, College Advancement, Dean, Student Services, Vice President, Industry and Community Resources, Dean, Instruction, Dean, Planning, Institutional Effectiveness, and Research, Registrar	\$40,000 annually beginning in FY18 + TBD based upon needs analysis

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III. Workforce Development: By 2020, Brazosport College will be the regional center of educational and training opportunities preparing a diverse population of potential employees for successful entry or redeployment into the labor market by increasing the number of industry ready graduates by 25%.

Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
Develop and expand workforce delivery models	1/14-12/17	By December 2017, increase completers of the Jumpstart delivery model by 15%	Vice President, Industry and Community Resources, Vice President, Academic and Student Affairs, Director, Workforce Development and School Partnerships, Director, Center for Business and Industry Training	Staff Time + External Funding
Develop pathways to transition students from non-credit to credit programs	1/14-5/19	By December 2018, implement non-credit to credit pathway for students in healthcare programs By May 2019, develop a recruitment and marketing plan for healthcare pathway	Vice President, Industry and Community Resources, Vice President, Academic and Student Affairs, Director, Workforce and School Partnerships, Division Chair, Computer and Construction Technologies and Office Administration, Director, Community Education	Staff Time + TBD based upon needs analysis
Maximize student exposure to High-Skill, High-Growth areas	1/14-12/17	By December 2017, conduct a third party gap analysis on current and future workforce needs	Vice President, Industry and Community Resources, Vice President, Academic and Student Affairs, Dean, Instruction, Dean, Student Services, Dean, Planning, Institutional Effectiveness, and Research, Director, Workforce and School Partnerships, Division Chair, Computer and Construction Technologies and Office Administration	Staff Time + \$50,000

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Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
<p>Deepen and expand targeted relationships with business and industry that have a direct impact on student learning and meeting workforce needs</p>	<p>1/14-12/18</p>	<p>By December 2018, conduct Industrial and Commercial Pipefitting job analysis to implement curriculum changes</p> <p>By December 2018, strengthen and expand the role of advisory councils to support program development</p>	<p>Vice President, Academic and Student Affairs, Dean, Instruction, Dean, Planning, Institutional Effectiveness, and Research, Director, Workforce and School Partnerships, Division Chair, Computer and Construction Technologies and Office Administration</p>	<p>Staff Time + \$1,500</p>

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IV. Lifelong Learning: Brazosport College, by 2020, will develop lifelong learning initiatives that coordinate existing programs and develop new ones in response to our needs for an educated citizenry and workforce by increasing participation in community enrichment programs by 25%².

Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
Implement new Core Curriculum as mandated by Texas Higher Education Coordinating Board	1/14-1/17	By January 2017, implement use of assessment data in Core Curriculum Basic Program Reviews	Vice President, Academic and Student Affairs, Dean, Instruction, Dean, Planning, Institutional Effectiveness, and Research	Staff Time
Advance cultural enrichment of College community through use of The <i>Clarion</i> and through Community Education (CE) programs	1/14-12/20	By December 2020, review programs offered through The <i>Clarion</i> and CE to increase participation by 25% ²	Vice President, College Advancement, Vice President, Industry and Community Resources, BC Foundation, Director, The <i>Clarion</i>	Staff Time
Support changing demographics of local community by providing expanded English as a Second Language (ESL) and Adult Life and Learning Programs (ALLP)	8/14-12/17	By December 2017, increase enrollments in ESL and ALLP programs by 25% ²	Vice President, Industry and Community Resources, Director, Community Education, AEL Grant Manager	Staff Time + Texas Workforce Commission AEL Grant

² Baseline: 2013-2014 combined participation in ALLP, *The Clarion*, and AEL

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Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
<p>Support growth and development of all college employees through expanded professional development programs</p>	<p>1/14-12/19</p>	<p>By May 2017, conduct a needs analysis of professional development programs</p> <p>By December 2017, implement human resources training program to strengthen core competencies of supervisory personnel</p> <p>By December 2017, expand the comprehensive professional development plan to support identified needs</p> <p>By December 2018, develop and implement professional development addressing new employee onboarding</p> <p>By December 2019, develop and implement professional development addressing teaching and learning</p>	<p>Vice President, Human Resources, Director, Employee Development Center, Vice President, Academic and Student Affairs, Dean, Instruction, Division Chairs, Vice President, Industry and Community Resources, Director of Community Education, and Director of Center for Business and Industry Training</p>	<p>Staff Time + \$20,000 annually beginning in FY18</p>
<p>Advance Community Education (CE) offerings to drive program improvements</p>	<p>5/16-12/17</p>	<p>By December 2016, conduct a third party analysis of the CE Department</p> <p>By December 2017, implement program strategies based upon third party analysis and annual college planning process</p>	<p>Vice President, Industry and Community Resources, Vice President, Academic and Student Services, Dean, Planning, Institutional Effectiveness, and Research, Director, Community Education, Director, Marketing and Communications</p>	<p>Staff Time + \$10,000</p>

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V. College Legacy: Brazosport College, by 2020, will develop a plan to ensure the sustainability of resources, infrastructure, and public policy essential to being the College of Choice.

Strategies	Strategy Timeline	Measurable Objective	Responsibility	Cost Estimate
Research and recommend a secure and comprehensive student information system for implementation to meet college-wide needs	8/15-1/19	By February 2018, complete contract for negotiation for acquisition of new student information system By January 2019, implement conversion plan for new student information system	Vice President, Financial Services and CFO, Student Systems Information Committee	Staff Time + \$1-3 million
Increase the security of the College by establishing a Police Department and enhancing awareness of campus safety	8/15-5/18	By December 2016, complete the organization of the department, including personnel, policies, procedures, facilities, and equipment By August 2017, complete the transition of the campus for Concealed Campus Carry Law, including signage and programs By May 2018, implement campus safety and security awareness program	Vice President, Human Resources, Director, Campus Safety and Chief of Police	Staff Time + \$300,000
Evaluate Energy Performance Contract to reduce energy consumption and the cost of utilities	1/16-12/17	By April 2016, present Energy Performance Contract with Johnson Controls, Inc. to the Board of Regents for their consideration By December 2017, implement Energy Performance Program	Vice President, Administrative Services, Vice President, Financial Services and CFO	Staff Time + \$9,738,652