

**BOARD OF HIGHER EDUCATION  
REQUEST FOR BOARD ACTION**

**NO.:** BHE 26-36

**BOARD DATE:** February 10, 2026

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**APPROVAL OF BRISTOL COMMUNITY COLLEGE STRATEGIC PLAN**

**MOVED:** The Board of Higher Education (Board) hereby approves the **Bristol Community College Strategic Plan 2025-2030**, subject to the institution ensuring that all strategies within the plan will be implemented consistent with relevant state and federal laws as well as guidance issued by the Massachusetts Attorney General; and provided further that the institution is authorized to make revisions to the document as needed from time to time to maintain compliance. The Board further authorizes the Commissioner to forward the strategic plan to the Secretary of Education for final approval pursuant to Massachusetts General Laws Chapter 15A, Sections 9(l) and 22(l).

**VOTED:** Motion adopted by the BHE on 2/10/2026.

Authority: Massachusetts General Laws Chapter 15A, Sections 7, 9(f), 9(l) and 22(l); BHE By-Laws, Article I, Section 3 and Article III.

Contact: Richard Riccardi, Sc.D., Deputy Commissioner for Academic Affairs and Student Success

## **Background**

A fundamental responsibility of the Board of Higher Education (BHE) is to provide overall direction to the state's system of public higher education. The BHE enacts this responsibility by establishing statewide goals and by regularly measuring and reporting progress toward these goals. Articulating statewide goals has no impact in the public higher education system unless these goals and performance metrics are embraced by the individual colleges and universities and incorporated into their strategic plans.

Massachusetts state law therefore charges the BHE and the Secretary of Education with reviewing and approving campus strategic plans. M.G.L. c. 15A, §§9(f), 9(l) and 22(l).

## **Bristol Community College Planning Process**

*Touch Point 1:* On September 23, 2024, DHE staff met virtually with President Douglas and members of the Strategic Planning Team to review the strategic planning process. Questions concerning the expectations and roles of the Department, the local Board of Trustees and the Board of Higher Education were discussed as well as the timing of the Touchpoints and how they intersected with the meeting schedule of the BHE. Chief Strategy Officer Lynch outlined the process from the campus perspective, focusing on four major initiatives. First, an environmental scan would be completed based on the findings from their 2024 NECHE Self-Study, as well as incorporating other relevant research and resources. Second, both internal and external stakeholders would be engaged through a number of mechanisms, including surveys, brainstorming sessions, one-on-one interviews, workshops, focus groups, campus-wide Town Halls, All-College meetings, classroom visits, SWOT analysis workshops, information sessions, and the nationally normed PACE (Personal Assessment of the College Environment) survey. Third, there would be intentional cross collaboration between the Integrated Planning Council and Strategic Fellows, ensuring governance level perspective and strategic insights. Finally, the resulting strategic priorities would be based on Return-On-Investment (ROI). Chief Strategy Officer Lynch provided an update to DHE Staff on December 3, 2024 that over the past three months, twenty-five (25) events targeting both internal and external stakeholders had already occurred, as well as several surveys and one-on-one interviews with key business and community partners. Data assessment to develop their Environmental Scan and SWOT Analysis and demographic and labor market trend research was taking place as they prepared for incoming President Harris' arrival and input in the upcoming year.

*Touch Point II:* In anticipation of Touchpoint II, Bristol Community College met with DHE Staff on May 30, 2025 to review proposed timelines and discuss the overall direction of the plan. Bristol Community College submitted the Touchpoint II draft plan to the DHE on August 1, 2025. After a comprehensive DHE staff review, a Touchpoint II meeting (virtual) was held on September 19, 2025 with Chief Strategy Officer Lynch and Risk/Compliance Officer Bassler to provide feedback. DHE staff noted how inclusive the process was based on the presentation at Touchpoint I and the hard work involved in producing the plan. DHE staff also noted how well developed the four pillars of the plan (Student Success, Data and Technology, Innovation & Transformation, and Community Affairs & Development) were in the initiatives and metrics of the plan. Chief Strategy Officer Lynch noted that during their summer retreat and SMART Goal workshops, the leadership team concluded that based on the direction of the plan, it would be prudent to review the vision and mission again, subject to engagement with their Board of Trustees and the college community. The revised vision and mission statements are incorporated in the plan.

*Touch Point III:* The plan was approved by Bristol Community College's Board of Trustees on October 6, 2025. Chief Strategy Officer Lynch submitted the plan to DHE staff on November 12, 2025. The plan was distributed to the members of the Board of Higher Education on February 6, 2026.

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by Bristol Community College at Touch Point II and Touch Point III. Staff recommendation is for BHE approval of the proposed **Bristol Community College Strategic Plan 2025-2030**.

# BRISTOL

COMMUNITY COLLEGE



## STRATEGIC PLAN 2025-2030

# President's Letter

Dear Bristol Community College Community,

It is with great pride and excitement that I present to you Bristol Community College's **Five-Year Strategic Plan: 2025-2030**, a bold, collaborative roadmap that charts our course toward a future defined by innovation, community engagement, and excellence.

This plan is the result of extensive engagement with our faculty, staff, students, alumni, partners, and community stakeholders. Through meaningful conversations and a shared vision, we identified our college's most pressing challenges, highest aspirations, and greatest opportunities. At the heart of this plan is a renewed commitment to student success, inclusive excellence, and the transformative power of education.

Our work will be driven by a culture of innovation, deep community engagement, and a firm commitment to using the best tools, practices, and ideas to empower every learner and strengthen our collective future.

As an institution rooted in service to Southeastern Massachusetts, we understand that our impact reaches far beyond the classroom. This plan positions Bristol as a dynamic force for social and economic mobility, preparing learners for meaningful careers, supporting regional workforce needs, and empowering every member of our diverse community to thrive.

Over the next five years, we will focus our energy and resources on several key priorities:

- **Student-Centered Learning and Support:** Enhancing the student experience through improved access, advising, career planning, and holistic support systems.
- **Inclusion and Belonging:** Embedding equity and inclusion in every facet of our work to ensure that all students and employees feel respected, valued and truly connected.
- **Innovation and Institutional Agility:** Redesigning systems and practices to meet the evolving needs of our students, workforce, and society.
- **Partnerships and Community Engagement:** Deepening our relationships with employers, K-12 partners, and community organizations to create stronger pathways and impact.
- **Sustainability and Stewardship:** Advancing long-term sustainability by strengthening the college's infrastructure, operations, and resource management to meet the evolving needs of our students, communities, and regional economy, both today and into the future.

This plan is more than a set of goals; it is a living document that reflects our shared purpose and a collective promise to continuously evolve as a student-ready, mission-driven institution.

I invite each of you to engage with Bristol Community College's Five-Year Strategic Plan: 2025-2030 – as readers and as active partners.

Your insight, creativity, and dedication are what will bring this vision to life. Together, we will shape a future where Bristol continues to be a beacon of opportunity, access, and innovation.

With gratitude and determination,



**Dr. Sedgwick L. Harris**  
President, Bristol Community College

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# Comprehensive Stakeholder Engagement Summary

As part of its strategic planning efforts, Bristol Community College conducted a robust and inclusive stakeholder engagement process that reached 1,607 individuals across key internal and external groups. This effort was grounded in a mixed-method research approach, ensuring that all voices were heard through a diverse range of engagement formats tailored to the needs and preferences of each stakeholder group.

Central to this engagement strategy are the four priorities identified by the Massachusetts Board of Higher Education: **student success, public good, economic mobility, and innovation**. These priorities serve as both a framework and a call to action – guiding conversations, shaping institutional goals, and aligning our shared efforts.

As part of the process, the college employed a variety of qualitative and quantitative methods – including surveys, brainstorming sessions, one-on-one interviews, workshops, focus groups, town halls, and classroom visits – to gather meaningful insights. This comprehensive methodology was designed to ensure all stakeholders had multiple and accessible opportunities to participate in ways that were most comfortable and convenient for them.

**Internal stakeholders**, including faculty, staff, and administrators, were engaged through campus-wide Town Halls, All-College meetings, SWOT analysis workshops, information sessions, and the nationally normed PACE (Personal Assessment of the College Environment) survey.

These forums provided structured and open-ended avenues for feedback on institutional priorities, culture, and opportunities for improvement.

**External community members** were invited to share their perspectives through surveys, interactive brainstorming sessions, and targeted one-on-one interviews, fostering a deeper understanding of regional needs and partnerships.

**K-12 partners** participated through focused brainstorming sessions and surveys, allowing the college to align more closely with local educational pipelines and strengthen collaborative efforts.

**Students** were reached through classroom visits, surveys, and dedicated brainstorming sessions, creating space for authentic student voice in shaping the college experience.

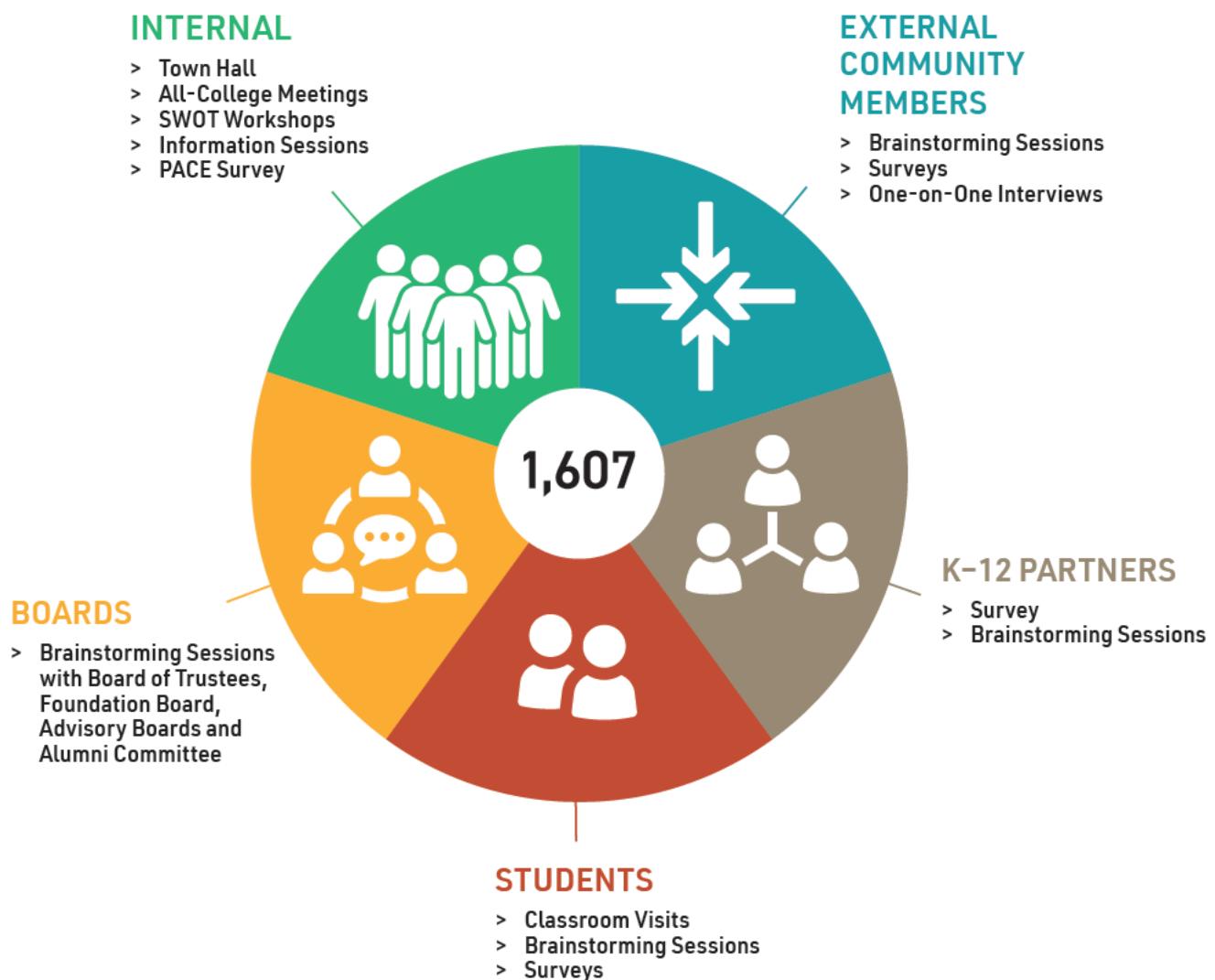
**Board members**, including the Board of Trustees, Foundation Board, Advisory Boards, and Alumni Committee, contributed through facilitated brainstorming sessions that captured governance-level perspectives and strategic insights.

This intentional and wide-ranging engagement initiative reflects Bristol's ongoing commitment to inclusive decision-making, transparency, and alignment with community and institutional priorities. Conducted across all locations – Attleboro, Fall River, New Bedford, Taunton, NOWI, and online – this process ensures that the college's strategic direction is informed by the people it serves and the people who serve it.

# Stakeholder Engagement

BRISTOL COMMUNITY COLLEGE

ATTLEBORO FALL RIVER NEW BEDFORD TAUNTON ONLINE



## STAKEHOLDER BREAKOUT

External Community Partners ..... 53

Nonprofit Organizations

Educational Partners

Industry Leaders

Bristol Boards (Trustees, Foundation, Alumni and Advisory Boards) ..... 121

Bristol Faculty & Staff (all locations) ..... 854

*Note: Individuals attended events and/or submitted survey responses.*

Bristol Students (all locations) ..... 579

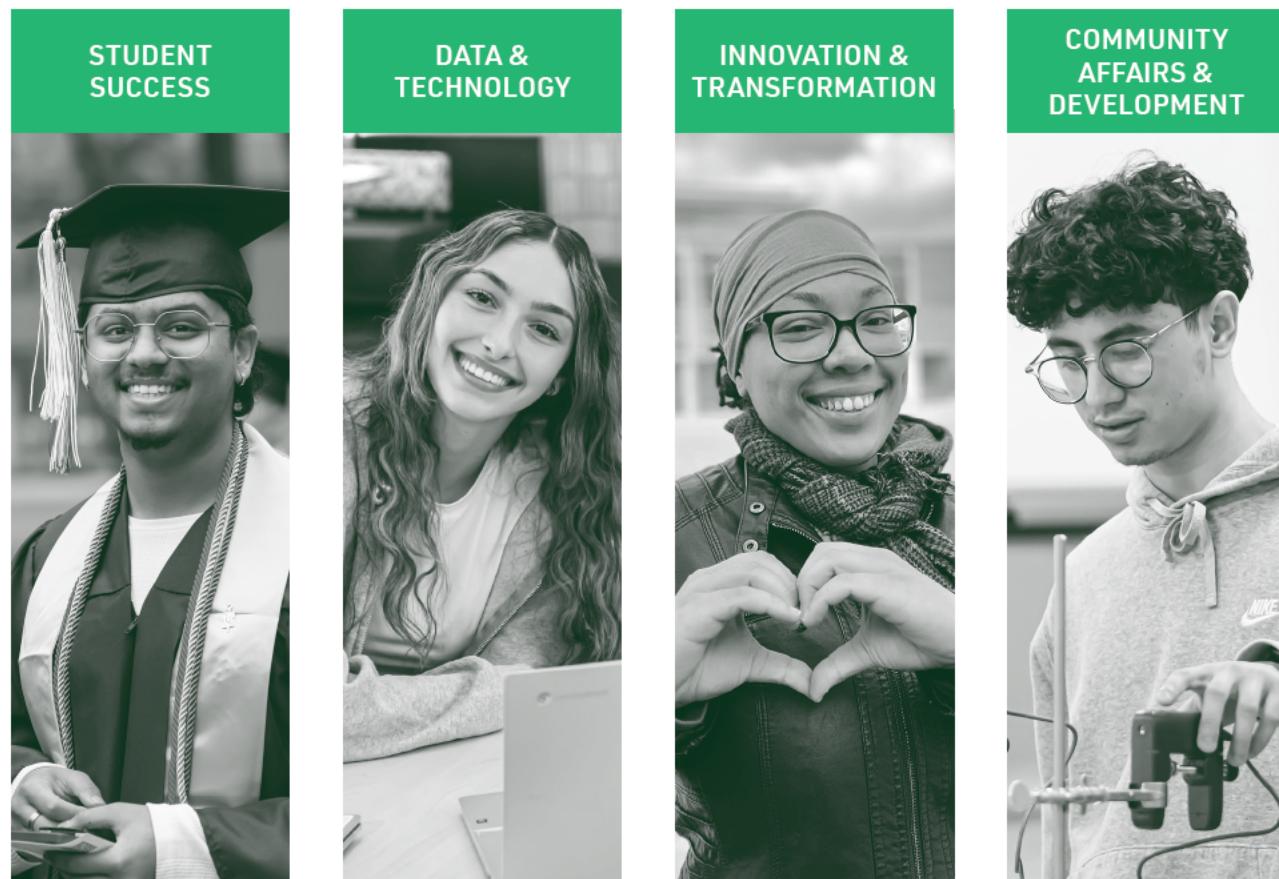
# Bristol's Strategic Priorities: Four Foundational Pillars for Progress

Bristol's strategic vision is guided by four key pillars: **Student Success, Data and Technology, Innovation & Transformation, and Community Affairs & Development**. These pillars are more than focus areas; they are the foundation of our institutional culture and the driving forces behind our collective progress. Uniting these priorities requires a shared commitment to innovation, collaboration, and a clear sense of purpose.

Our student-centered, skills-based curriculum will create flexible and affordable pathways that support academic achievement, career readiness, and a strong sense of belonging. Through the development of an agile IT infrastructure, we

will equip our campus community with the tools, insights, and systems necessary to strengthen teaching, learning, and operational excellence.

By fostering intentional partnerships, expanding alumni engagement, and deepening our community-rooted initiatives, Bristol will continue to fuel regional economic growth and workforce development. At the core of this strategy is a commitment to cultivating a transformative culture where every member of the Bristol community is empowered to lead, innovate, and adapt. Together, we will build a resilient future grounded in trust, accountability, and a continuous drive for improvement.





## STUDENT SUCCESS

### Strategy

We will develop and implement a comprehensive, equity-focused strategy to embed career and transfer development throughout the entire student experience – starting at enrollment and continuing through completion – so that all students gain career clarity, practical experience, essential life skills, and a clear path to employment.



## DATA & TECHNOLOGY

### Strategy

We will build an agile IT infrastructure that empowers students, faculty, and staff with seamless access to reliable data, modern tools, and support services. This foundation will enable excellence in teaching, learning, student support, assessment, and institutional operations.



## INNOVATION & TRANSFORMATION

### Strategy

We will create an environment where innovation and transformation empower all members of our community to lead change, shape the future, and drive meaningful impact. Rooted in shared responsibility, mutual trust, and continuous growth, this strategy will position our institution to respond to complex challenges with creativity, agility, and resilience.



## COMMUNITY AFFAIRS & DEVELOPMENT

### Strategy

We will position the college as a catalyst for regional economic development by cultivating strategic partnerships, deepening alumni involvement, and expanding community engagement initiatives that drive workforce readiness, innovation, and local investment.

# Executive Summary

## Bristol Community College Strategic Plan | 2025-2030

### "Shaping the Future Together: Innovation. Belonging. Impact."

Bristol Community College's 2025-2030 Strategic Plan outlines a bold and actionable vision to meet the evolving needs of our students, workforce, and regional community. Grounded in inclusion, innovation, and purpose, this plan will guide the college's evolution over the next five years through four interconnected pillars: **Student Success, Data & Technology, Innovation & Transformation, and Community Affairs & Development**. These pillars are more than areas of focus; they form the foundation of our institutional culture and shape our collective progress.

Through this strategic framework, we aim to create an environment where every student has the opportunity to succeed, every employee has the tools to lead and thrive, and every community partner sees Bristol as a dynamic engine of regional progress.

## PILLAR 1: STUDENT SUCCESS

### Empowering Students Through Skills, Support, and Belonging

At the heart of our mission is a student success model that is inclusive, holistic, and future-focused. We will design flexible, affordable, and skills-based curricula that prepare students for meaningful employment, transfer opportunities, and lifelong learning. These pathways will be guided by real-time labor market data and shaped in collaboration with industry leaders in areas such as healthcare, advanced manufacturing, information technology, clean energy, and social services.

Recognizing the realities students face juggling work, caregiving, and often financial insecurity, we are committed to delivering wraparound support services aligned with key success milestones, such as course completion, credential attainment,

and career placement. Our proactive, integrated support model will address academic, financial, mental health, and basic needs, helping students stay on track from enrollment through graduation and beyond.

Belonging is essential to achievement. We will foster a vibrant, inclusive campus culture through personalized advising, mentoring, co-curricular engagement, and intentional student leadership development.

Career development will be embedded throughout the student journey, beginning at enrollment. Students will gain exposure to career coaching, work-based learning, employer engagement, and job-readiness training. Whether pursuing a degree, industry-recognized credential, or transfer pathway, students will graduate with the clarity, skills, and confidence to navigate a dynamic labor market.

### Opportunities for Expanded Reach and Enrollment

Bristol will continue to expand its Early College programs, which are expected to represent a growing share of future enrollment – potentially approaching 20% – while providing students in Gateway Cities with early access to higher education. Additionally, we will broaden Credit for Prior Learning (CPL) offerings to ensure adult learners receive credit for life and work experiences supporting faster credential attainment and increased completion rates. With Southeastern Massachusetts facing an underemployment rate of one in eleven and a regional economy concentrated in low-wage sectors, our programs will prioritize stackable credentials, short-term certifications, and interdisciplinary pathways that lead directly to self-sustaining careers.

## PILLAR 2: DATA & TECHNOLOGY

### Building an Agile and Student-Centered Digital Ecosystem

To support academic and operational excellence, Bristol will implement a comprehensive data and technology strategy that replaces fragmented systems with an integrated, future-ready infrastructure. Our focus will be on increasing operational efficiency, enabling real-time data sharing, and improving user experiences across academic and administrative platforms.

We will establish robust data governance frameworks to ensure consistency, accuracy, and ethical use of institutional data. In parallel, we will expand data literacy across the college community so faculty, staff, and students can confidently engage in data-informed decision-making and continuous improvement.

The development of predictive modeling systems will allow us to anticipate enrollment trends, student service usage, and financial forecasting, strengthening our ability to adapt quickly and ensure institutional resilience. This data-centered approach will ensure Bristol remains agile, accountable, and aligned with strategic goals.

## PILLAR 3: INNOVATION & TRANSFORMATION

### Creating a Culture of Courage, Agility, and Shared Leadership

Bristol will cultivate a culture where innovation is embraced at every level, empowering faculty, staff, and students to lead change and respond with creativity to evolving challenges. Central to this effort is a redefinition of shared governance and responsibility, and the enhancement of our shared governance model ensuring inclusive decision-making and collaborative leadership across the institution.

Addressing post-pandemic challenges such as remote work-related disconnection, knowledge loss, and cultural tensions, we will rebuild trust

and foster transparent communication and collective ownership of innovation. Clear structures and communication pathways will align the entire college around a common vision for transformation.

We will prioritize employee success by investing in professional development, leadership opportunities, and enhancing a strong sense of belonging. Through equitable advancement pathways, recognition programs, and inclusive practices, every employee will be supported in their growth and empowered to contribute meaningfully to institutional change.

Our commitment to organizational optimization means embedding continuous improvement into all operations. By streamlining processes, leveraging feedback, and aligning strategy with action, we will build a college that is both responsive and resilient.

Our students' voice will be embedded into every level of decision-making. We will actively pursue, listen to, and act on student feedback, ensuring that programs, services, and policies reflect the lived experiences and aspirations of those we serve.

## PILLAR 4: COMMUNITY AFFAIRS & DEVELOPMENT

### Strengthening Regional Impact Through Strategic Engagement

As an anchor institution, Bristol will deepen its role as a regional catalyst for economic mobility and inclusive growth. We will build and sustain strategic partnerships with businesses, nonprofits, K-12 schools, government agencies, and higher education institutions to enrich student learning and expand access to career exploration, internships, mentorship, and service learning.

We will activate our alumni network as ambassadors, mentors, and collaborators, strengthening community ties and offering students direct pathways into industries and professional networks.

To address lingering post-COVID disengagement, we will launch intentional community engagement campaigns that increase visibility, foster civic leadership, and build philanthropic relationships. These efforts will not only support students but elevate the college's profile as a convener of community dialogue and a trusted regional leader.

As an economic driver, Bristol will align its branding and strategic communication to highlight its role in workforce development, innovation, and community prosperity. By actively responding to labor market trends and co-designing programs with employer partners, we will equip students with the skills, credentials, and connections needed to thrive in high-demand careers, while strengthening the regional economy.

#### **Expanding Our Reach in Gateway Cities**

Bristol is uniquely positioned to meet the needs of Fall River, New Bedford, Taunton, and Attleboro, cities undergoing transformation and seeking skilled talent pipelines. We will continue to support offerings in offshore wind, and expand into trades, biotech, advanced manufacturing, and life sciences, aligning with the region's economic development strategies. Strategic investments in multilingual services, apprenticeships, and service-learning partnerships will deepen community integration and support local challenges like housing, food insecurity, and access to childcare, barriers directly impacting student success. These targeted efforts will enable Bristol to grow enrollments while playing a pivotal role in regional revitalization.

## **TARGETED ENROLLMENT EFFORTS**

Bristol's enrollment strategy is focused on reaching a diverse range of prospective students through targeted outreach and programmatic alignment with key population needs. Priority enrollment markets include students in Dual Enrollment and Early College programs, who are seeking accelerated and affordable pathways to college credit; adult learners aged 25 and older, many of whom are looking to upskill, reskill

(i.e. micro credentials, certificates, and trades), or complete a degree; and individuals pursuing Workforce Training opportunities tied to in-demand careers. In addition, Bristol is committed to expanding access for ESL/ESOL learners, providing critical language and academic support to strengthen pathways into higher education. Finally, the college is prepared to engage 18- to 24-year-olds who are reconsidering traditional college options in light of potential changes to Pell funding and the rising cost of four-year institutions, positioning Bristol as an affordable, high-quality alternative.

## **PLAN GOVERNANCE & OVERSIGHT**

To improve alignment between Bristol's further enhanced Risk Management Framework and the strengthened Strategic Plan governance and oversight protocols, a coordinated approach has been established. The results from internal risk assessment and external review efforts are being reconciled to Strategic Plan goals and supporting action plans to ensure appropriate coverage of agreed priorities, as well as to centralize and streamline ongoing risk monitoring. This collaboration will enable leadership to make more fully informed decisions and provide a holistic view of how resources are being applied to priorities.

## **USING METRICS TO GUIDE OUR WORK**

At Bristol Community College, the Massachusetts Performance Measurement Reporting System (PMRS) serves as a foundational framework for aligning institutional strategy with statewide priorities in higher education. By leveraging this comprehensive set of metrics spanning access, success, equity, workforce alignment, and fiscal stewardship, the college ensures that its strategic plan is rooted in measurable outcomes that matter most to students, the region, and the Commonwealth. The PMRS offers a data-informed

lens through which institutional strengths and opportunities for improvement are identified, providing the evidence base necessary to set achievable goals that support student success and community impact.

Using the PMRS as a guiding tool, the college has been able to move beyond anecdotal planning toward a culture of accountability and continuous improvement. The system's emphasis on disaggregated data helps the institution identify and close equity gaps, while metrics on post-graduate outcomes and workforce alignment inform program development and resource allocation. In this way, the strategic plan becomes not just an aspirational document, but a roadmap driven by performance benchmarks, ensuring that every initiative, from student support services to academic innovation, is purposefully aligned with statewide expectations and the evolving needs of the communities the college serves.

Identified in the PMRS system, Bristol has three areas in need of improvement – On-Time Credit Accumulation, Persistence after the First Year, and Student Loan Debt at Graduation.

Bristol Community College's 2025–2030 Strategic Plan directly aligns with the Massachusetts state metrics of On-Time Credit Accumulation and Persistence after the First Year through its targeted, student-centered strategies under the **Student Success** and **Data & Technology** pillars. The plan's commitment to flexible, skills-based curriculum and expanded Early College and Credit for Prior Learning (CPL) programs ensures that students, especially those from Gateway Cities, can earn credits efficiently and stay on track toward timely completion. Embedded career development, proactive wraparound supports,

and a culture of belonging further reduce barriers to academic progression and increase student motivation and clarity of purpose which are key drivers of first-year persistence.

Additionally, the integration of predictive analytics, enhanced advising models, and real-time data use will allow the college to identify at-risk students early and intervene before they disengage. Improved system integration and data-informed strategies proposed in the plan will support intentional course scheduling, holistic student services, and seamless tracking of academic milestones, all of which contribute to helping students accumulate credits and persist through the critical first year and beyond. Together, these efforts reflect a coordinated and equity-minded approach that strengthens student outcomes and supports statewide goals for higher education attainment.

## A BOLD, INCLUSIVE PATH FORWARD

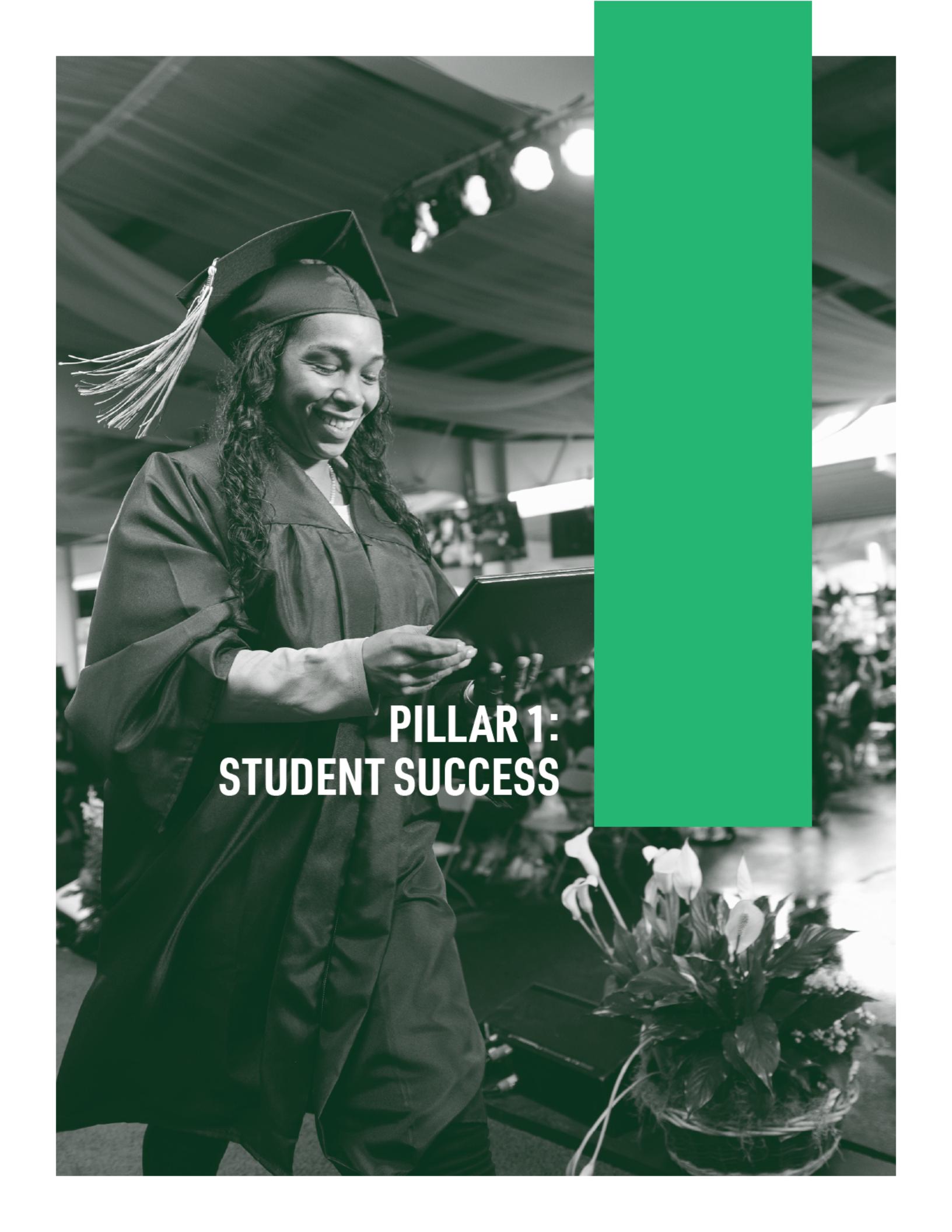
This strategic plan affirms Bristol's commitment to student-centered, inclusive-focused transformation. By uniting academic excellence with innovation, technological advancement, organizational agility, and deep community engagement, we will position Bristol Community College – and the communities we serve – for a more vibrant, resilient, and inclusive future.

Together, we will shape what's next for Southeastern Massachusetts through education, collaboration, and the shared belief that everyone deserves the opportunity to learn, lead, and thrive.

# Mission & Framework

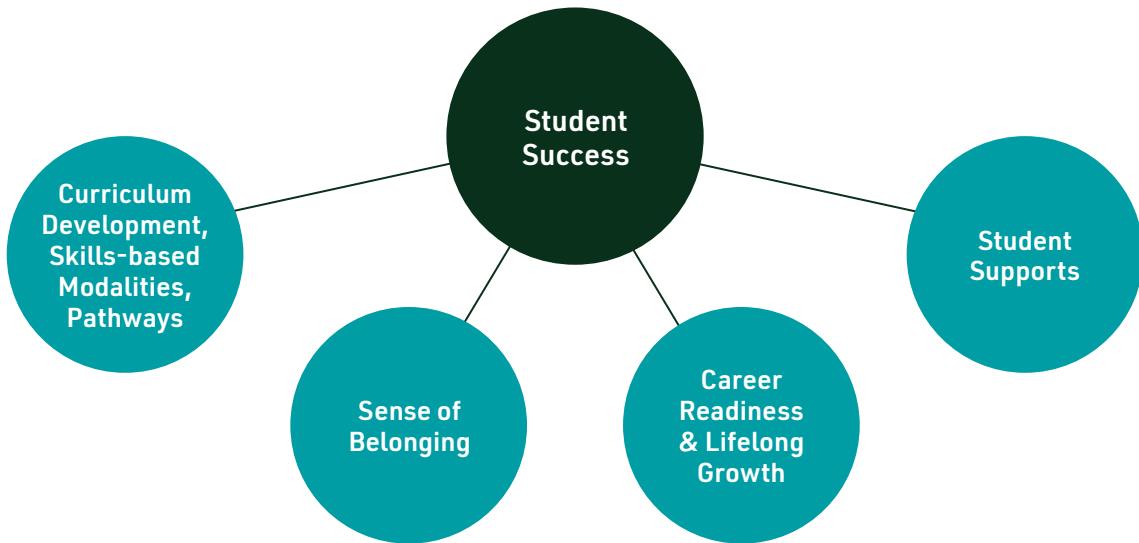
**MISSION STATEMENT:** Bristol Community College provides an accessible, innovative, and inclusive education that prepares students to navigate and succeed in our ever-changing world.





# PILLAR 1: STUDENT SUCCESS

**Bristol will develop and implement a comprehensive, equity-focused strategy to embed career and transfer development throughout the entire student experience – starting at enrollment and continuing through completion – so that all students gain career clarity, practical experience, essential life skills, and a clear path to employment or transfer, supporting lifelong learning and adaptability.**



### **Student Success Strategy: Empowering Students Through Skills, Support, and Belonging**

At the heart of our mission is a commitment to student success that is equitable, holistic, and future-focused. To deliver affordable, flexible learning opportunities that prepare students for life and work, we will design and implement a skills-based curriculum that drives academic excellence, centers the student experience, fosters a deep sense of belonging, and provides comprehensive support, from enrollment to graduation, career development, and lifelong learning.

This strategy is informed by the evolving needs of Southeastern Massachusetts, where economic mobility increasingly depends on access to meaningful credentials, career-aligned education, and strong support networks. We aim to close regional skills gaps, respond to employer demands, and support students' aspirations by delivering a student success model that is dynamic, data-driven, and centered in holistic supports that drive achievement.

### **Advancing Academic Excellence with a Student-Centered Approach**

Our approach begins with a renewed focus on equity, intentional design, and inclusive support systems. We will cultivate a thriving academic environment that nurtures students' academic, professional, and personal development.

Given regional trends such as the growing need for bachelor's degrees, underemployment, and limited college attainment in Gateway Cities, academic excellence must be rooted in access and relevance. By aligning our programs with labor market needs and the lived realities of our students, we ensure that our academic model supports upward mobility and generational change.

### **Curriculum Development: Skills-Based, Flexible, and Future-Focused**

With one in every eleven individuals in Southeastern Massachusetts underemployed, and a significant portion of the regional workforce concentrated in low-wage sectors, the need for pathways to self-sustaining careers is urgent. The low

educational attainment in the Gateway Cities of Fall River, New Bedford, and Taunton, paired with the high poverty and unemployment, indicates a need for relevant, workforce-aligned academic offerings.

To address this, Bristol will develop and deliver a skills-based, interdisciplinary curriculum that equips students with the competencies most valued in today's economy. Offered in flexible formats, whether in-person, hybrid, or online, these programs will emphasize the in-demand skills of critical thinking, effective communication, digital literacy, adaptability, and a commitment to lifelong learning.

Informed by real-time labor market intelligence and shaped in collaboration with industry partners, our academic offerings will prepare students for high-demand, high-opportunity careers in areas such as:

- Healthcare and life sciences
- Clean energy and offshore wind
- Advanced manufacturing
- Information technology
- Social services and education

In response to the critical shortage of skilled trades in Southeastern Massachusetts, we will also strengthen technical and workforce training programs in high-demand fields such as HVAC, crane operation, and welding, to name just a few. These trades are essential to support regional infrastructure, housing development, and economic growth, particularly in Gateway Cities and areas targeted for expansion. By investing in these programs and aligning them with industry-recognized credentials and licensure pathways, we will equip students with the tools to secure well-paying jobs and support the economic vitality of our communities.

Through workforce training and strategic industry partnerships, we will build direct pipelines into these high-growth sectors. Our collaborations with employer consortia, labor unions, and

economic development councils will ensure our curriculum remains market-responsive and that students graduate with the technical proficiency, certifications, and professional networks needed to succeed.

These programs will also incorporate experiential learning including internships, apprenticeships, and project-based assignments to reinforce practical knowledge and enhance real-world readiness. As the region continues to shift toward skills-based hiring, our curriculum will be designed to emphasize both industry-specific expertise and transferable competencies like adaptability, collaboration, and digital literacy.

### **Fostering a Strong Sense of Belonging**

Belonging is a critical component of academic and personal success. We will prioritize accessible and personalized student support services, including academic advising, mentorship, peer networks, and co-curricular programming. We will foster a strong sense of belonging by creating a vibrant campus culture rooted in community and connectedness, where every student feels seen, supported, and valued as an integral part of the college experience.

Research shows that students in Southeastern Massachusetts, particularly in Gateway Cities like New Bedford and Fall River, face systemic barriers to persistence and completion. By creating intentional spaces for student voice, leadership, and engagement, we will remove barriers and build a culture where all students feel seen, heard, and empowered.

### **Deliver Intentional Support Services That Drive Student Achievement**

Bristol is committed to providing intentional, outcomes-focused support services that are strategically aligned with key student success milestones, such as persistence, course completion, credential attainment, and post-graduation achievement. These services are designed to ensure that every student receives the personal guidance and essential resources needed to meet their academic and professional goals.

Our wraparound support model will deliver integrated, proactive services that address the whole student. From FAFSA assistance and food security to crisis response, academic recovery, and career development, we will provide coordinated support at every stage of the student lifecycle. These touchpoints will be intentionally placed to anticipate needs, eliminate structural barriers, and reinforce students' ability to stay on track.

To strengthen this model, Bristol is evolving toward a case management approach that ensures each student receives individualized attention and guidance throughout their academic journey. Using an integrated technology platform, advisors and support staff will be empowered to deliver timely, personalized interventions that proactively address barriers to persistence, course completion, and credential attainment. This shift enhances our ability to connect students with the right resources at the right time, fostering stronger relationships, accountability, and outcomes.

Recognizing that many of our students juggle work, caregiving, and other responsibilities, we are building a flexible and responsive system of support that meets students where they are and helps them move forward with confidence. By embedding accessibility into our service design and delivery, Bristol will create a reliable safety net that not only supports individual achievement but also advances institutional goals for student success.

### **Integrating Career Exploration and Development**

To meet the demands of the regional economy and fulfill the aspirations of our students, Bristol will embed career exploration and preparation throughout the curriculum. Career development will be a core part of the student experience, beginning at enrollment and continuing through to completion.

Our goal is to help students gain career clarity, build practical experience, and develop essential life skills, all while establishing a clear pathway

to employment or transfer. These experiences will support lifelong learning and adaptability in a rapidly evolving workforce.

Starting early and reinforced throughout a student's journey, career-connected learning will include:

- Career coaching and exploration courses
- Work-based learning opportunities, such as internships, apprenticeships, and clinical placements
- Employer engagement, including mentorships, networking events, and guest speakers
- Job readiness training, including job search strategies, digital portfolios, and long-term career planning

In high-growth fields such as clean energy, healthcare, manufacturing, Artificial Intelligence, cybersecurity, and social assistance, where many well-paying roles do not require a bachelor's degree, Bristol is uniquely positioned to deliver career-ready credentials. By aligning with workforce development efforts and regional industry consortia, Bristol will equip students to move directly into high-demand careers or continue their education toward advanced degrees.

### **Data-Driven Continuous Improvement**

We will establish a culture of continuous improvement by leveraging data, student feedback, and engagement metrics to inform program design, teaching practices, and service delivery. Ensuring that Labor Market Data and in-demand skill sets are part of our ongoing CAS and Program Review assessment will ensure we remain aligned with student needs, industry expectations, and regional economic trends.

With the growing demand for adaptability in the workforce, we will measure not just academic outcomes, but also post-graduate success, career satisfaction, and readiness for lifelong learning.

# PILLAR 1

## Student Success

### SMART Goals & KPIs



#### CONCENTRATION AREA: Curriculum Development

**SMART GOAL:** By June 2028, Bristol Community College will implement a comprehensive, college-wide framework for curriculum development and review that embeds clearly defined, skills-based learning outcomes across 100% of all new and revised credit and non-credit programs.



KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Develop a college-wide curriculum framework with outcomes.</li> <li>2. Embed skills-based learning outcomes aligned with industry needs across all offerings.</li> <li>3. Integrate curriculum framework across the program lifecycle from initial design to delivery.</li> <li>4. Train faculty and staff regarding the framework.</li> <li>5. Continuous improvement of curriculum.</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of programs with defined, measurable, skills-based learning outcomes</li> <li>2. Percentage of curriculum proposals that align with the framework (100% compliance)</li> <li>3. The college will gather employer feedback on the efficacy of skill alignment and framework through the completion of a Comprehensive Local Needs Assessment required for Perkins</li> <li>4. Completion rate - 80%</li> <li>5. Conversion to employment - 70%</li> <li>6. Retention at employer for 6 mos. - 60%</li> </ol>

#### CONCENTRATION AREA: Sense of Belonging

**SMART GOAL:** By June 2027, Bristol will implement a comprehensive and coordinated student belonging strategy that integrates academic advising, career development, mentorship, co-curricular programming, and diverse learning modalities to increase student connection and engagement.



KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Define the factors that impact Bristol students' sense of belonging.</li> <li>2. Develop a student belonging strategy that includes areas across SSEM.</li> <li>3. Implement the strategy.</li> <li>4. Evaluate the impact on student belonging.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify the factors that impact Bristol students' sense of belonging</li> <li>2. Development of a survey tool and resource that regularly measures Bristol students' Sense of Belonging Score – requires a baseline</li> </ol>

**CONCENTRATION AREA: Career Readiness & Lifelong Growth**

**SMART GOAL:** By June 2028, Bristol will integrate career exploration and development into every program offering through sequenced curricular experiences that begin at the student's first point of contact and continue beyond program completion to transfer or employment.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"><li>1. Define what career exploration means at Bristol (who, when, and how).</li><li>2. Develop a framework and process for student career exploration (from first point of contact through completion).</li><li>3. Development of an action plan for student goal achievement (transfer or employment).</li></ol>	<ol style="list-style-type: none"><li>1. 100% of degree programs will have career exploration pathways</li><li>2. Increase in transfer rates</li><li>3. Degree and employment outcomes (employed in their field within 6 mos. of graduation)</li></ol>

**CONCENTRATION AREA: Intentional Support Services that Drive Student Achievement**

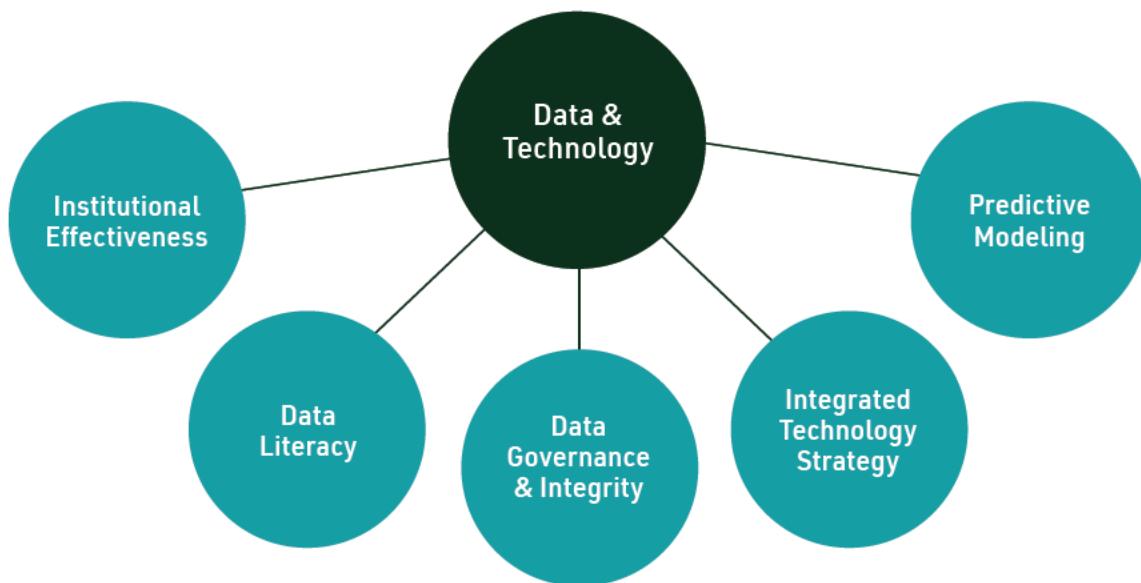
**SMART GOAL:** By June 2027, Bristol will design and implement a case management approach that integrates academic and student support services in conjunction with our wraparound support model that integrates our technology platforms to deliver timely, personalized interventions that address barriers to persistence, course completion, and credential attainment.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"><li>1. Integrate both academic support and core student services into our wraparound support model.</li><li>2. Implement a case management process using EAB Navigate.</li><li>3. Identify equity and access barriers that increase gaps in retention and completion.</li><li>4. Monitor and assess outcomes, modifying wraparound support and case management support model as needed.</li></ol>	<ol style="list-style-type: none"><li>1. Full implementation of all care units in Navigate</li><li>2. % of students receiving timely interventions through Navigate</li></ol>



## PILLAR 2: DATA & TECHNOLOGY

Over the next five years, Bristol Community College will implement a comprehensive data and technology strategy designed to build an agile and integrated digital infrastructure that supports excellence in teaching, learning, student services, and institutional operations. The results of the environmental scan indicate that there is an institution-wide need for broader engagement with and understanding of our data and that a gap exists. Informed by third-party audit reports, internal assessments, and best practices in higher education, this strategic direction will enable Bristol to transition from fragmented systems resulting in inconsistent data quality and reactive reporting to a cohesive, forward-looking digital ecosystem that centers student success and institutional effectiveness.



### **Integrated Technology Strategy to Improve Efficiency**

A key priority will be the development of an integrated digital framework that connects academic, administrative, and student-facing platforms. By streamlining workflows, eliminating redundancies, and enabling real-time data sharing, the college will foster collaboration, reduce inefficiencies, and empower faculty, staff, and leadership with holistic insights that drive innovation and student-centered decisions.

### **Data Governance to Establish and Maintain Integrity**

Equally critical is the establishment of robust data governance structures to ensure consistency, accuracy, and ethical use of institutional data.

Clear policies, shared standards, and responsible stewardship will reinforce trust in the data used for strategic planning, operational improvement, and compliance. This foundation of data integrity will support transparency and accountability across the institution.

### **Increasing Data Literacy to Ensure Data-Driven Decision-Making**

The results of the environmental scan indicate that there is an institution-wide need for broader engagement with and understanding of our data, and that a gap exists between data availability and usability.

To fully leverage data for decision-making, Bristol will cultivate a college-wide culture of data literacy.

Through targeted training, user-friendly tools, and ongoing support, students, faculty, and staff will gain the skills needed to interpret and apply data in meaningful ways. This emphasis on capacity-building will deepen learning, foster innovation, and ensure that individuals at all levels can make informed, data-driven decisions.

### **Develop Predictive Modeling System to Enhance Student Experience**

The college will also harness the power of predictive analytics to improve institutional planning and student outcomes. By building platforms that analyze patterns in enrollment, academic performance, and service usage, Bristol can anticipate challenges, personalize student support, optimize resource allocation, and proactively respond to emerging trends. These capabilities will enable the college to adapt quickly and maintain long-term resilience.

Analytic models will provide important insights into ongoing concerns about retention among part-time students and emphasize the need for better data to tailor student services. In addition, the trends in enrollment cliffs, changing student demographics, and declining Early College conversions indicate the value of predictive tools in identifying at-risk groups and customizing outreach.

### **Institutional Effectiveness**

Institutional effectiveness at Bristol Community College means a comprehensive, integrated approach that ensures the college fulfills its mission, advances student outcomes, and meets internal and external expectations for accountability and continuous improvement. It encompasses strategic planning and alignment, accreditation, student learning assessment, institutional research, enrollment management, program quality, resource allocation, and operational efficiency.

A recent SWOT analysis highlighted the need to integrate more formalized processes and frameworks for assessing the impact of change and aligning efforts with clear, measurable outcomes. To strengthen this work, Bristol is implementing a project management framework to guide strategic plan execution, promote transparency, and ensure efficient use of resources across all units.

This will be complemented by a change management framework that will help the college anticipate bottlenecks, understand the downstream impact of decisions, and engage stakeholders throughout the process. Supported by data-informed decision-making, technology integration, and a deep commitment to equity, inclusion, and community impact, Bristol's evolving model of institutional effectiveness fosters its agility, coherence, and sustainable progress across the institution.

### **Becoming a Data-Informed Institution**

The environmental scan affirms that Bristol is already moving in the right direction with strong tools in place, but fragmented systems, inconsistent practices, and limited data fluency are all barriers in this transformation. This new strategy will enhance institutional effectiveness by improving agility, aligning operations with strategic goals, and supporting continuous improvement. Through this integrated approach, Bristol Community College will position itself as a data-informed, future-ready institution prepared to meet the evolving needs of its students, community, and region.

## PILLAR 2

### Data & Technology SMART Goals & KPIs



#### CONCENTRATION AREA: Integrated Technology Strategy



**SMART GOAL:** By December 2026, develop an integrated IT strategy that includes a complete inventory of all current IT systems, an assessment of at least 90% of system functionalities and use, and a proposed plan for eliminating 5 system redundancies to improve efficiency and alignment across college operations.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"><li>1. Conduct a comprehensive IT system inventory.</li><li>2. Assess system functionality and performance (develop criteria).</li><li>3. Identify and prioritize redundancies.</li><li>4. Define necessary metrics (reduction and redundancy).</li><li>5. Develop a plan for system reduction.</li><li>6. Review, adopt, and enforce IT procurement policy.</li></ol>	<ol style="list-style-type: none"><li>1. # of system redundancies eliminated</li><li>2. Decrease the number of vendors based on assessment.</li><li>3. Completed assessment of system functionality (degree of utilization)</li><li>4. 90% of system functionalities will be assessed</li></ol>

#### CONCENTRATION AREA: Data Governance & Integrity



**SMART GOAL:** By June 2027, the cross-functional Data Governance Team (DGT) will complete a baseline assessment of institutional data quality across core systems (Enrollment and Course Management, Admission CRM, State HRIS, Finance, and Student Success) to inform future data governance improvements.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"><li>1. Develop a data governance model and process that clearly defines membership, roles and responsibilities relative to campus stakeholders to ensure consistency in data.</li><li>2. Prioritize high-impact student data areas such as student records, financial aid, and course data.</li><li>3. Map all standard processes within the registrar's office and other key areas identified as a priority.</li><li>4. Integrate existing systems and functions by utilizing common fields established by Banner and decreasing manual loading of data across systems.</li><li>5. Identify the important data elements by which we want to measure completeness.</li><li>6. Develop a data remediation plan and corrective action plan to address data quality and gaps.</li><li>7. Identify the top reports necessary for key stakeholders and the data parameters and descriptions associated with those reports.</li><li>8. Clean up and purge unnecessary ARGOS reports.</li></ol>	<ol style="list-style-type: none"><li>1. Creation of data governance model</li><li>2. Established baseline of institutional data quality (criteria/rubric)</li><li>3. By the end of Year Five, be at data governance industry standards (data accuracy 90%, data completeness 98%)</li></ol>



### CONCENTRATION AREA: Institutional Effectiveness

**SMART GOAL:** By June 2030, adopt a formal change management framework and develop, document, and implement standardized operating procedures (SOPs) for 100% of core administrative and student service functions.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Define and identify core functions (inventory).</li> <li>2. Prioritize core functions.</li> <li>3. Develop SOPs.</li> <li>4. Train employees.</li> <li>5. Create process to monitor, track and update SOPs regularly.</li> </ol>	<ol style="list-style-type: none"> <li>1. Creation of change management framework</li> <li>2. Summary of inventory findings</li> <li>3. Training completion rates</li> <li>4. Execution of SOPs</li> </ol>



### CONCENTRATION AREA: Predictive Modeling

**SMART GOAL:** By June 2028, launch a college-wide predictive modeling system grounded in historical and real-time institutional data to forecast student enrollment trends, fiscal forecasting, and student risk and services, to increase data to improve persistence and retention.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Develop predictive analytics framework.</li> <li>2. Identify existing data analytics supporting SMART goal (internal/external).</li> <li>3. Design and implement dashboards to close gap.</li> <li>4. Ensure that data protocols are established.</li> <li>5. Provide training for new dashboards.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dashboards (or gap) implemented by January 2027</li> <li>2. # of unique users served per month</li> <li>3. User satisfaction with dashboards</li> <li>4. Training completion rates</li> <li>5. Enrollment forecasting 3-5 years</li> <li>6. Student risk forecasting 3-5 years</li> <li>7. Fiscal forecasting 3-5 years including metrics</li> <li>8. Student services needs assessment 3-5 years</li> </ol>



### CONCENTRATION AREA: Data Literacy

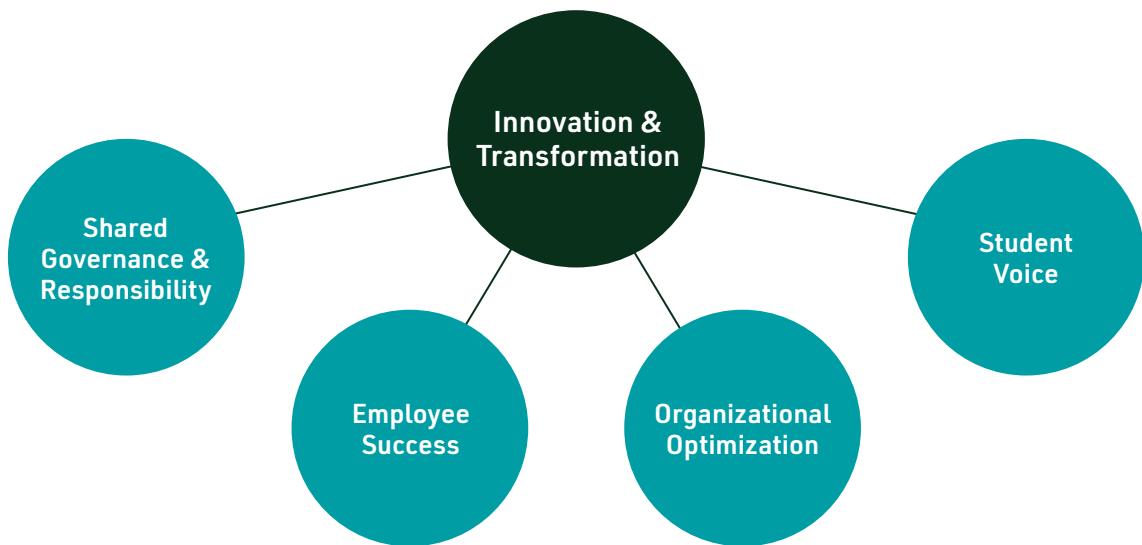
**SMART GOAL:** By December 2027, develop and implement a foundational data literacy program for staff and faculty that achieves a minimum 75% participation rate among key data users – identified through the data inventory and IT system audit – to support informed decision-making and enhance institutional data culture.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Identify key data users.</li> <li>2. Design data literacy curriculum.</li> <li>3. Implement and deliver training.</li> <li>4. Evaluate the impact of training on data use (pre and post assessments).</li> <li>5. Develop plans to operationalize for long-term sustainability.</li> </ol>	<ol style="list-style-type: none"> <li>1. Curriculum developed and launched by June 2027</li> <li>2. Pre/post assessment of increase in knowledge</li> <li>3. Long-term use of data (6-12 mos. measure of integrations of data into decision-making)</li> <li>4. Achieve 75% participation rate of key data users by December 2027</li> </ol>



## PILLAR 3: INNOVATION & TRANSFORMATION

We will cultivate and embrace a culture of innovation and transformation that empowers all members of our community to lead change, shape the future, and drive meaningful impact. Rooted in shared responsibility, mutual trust, accountability, and continuous growth, this strategy will position our institution to respond to complex challenges with creativity, agility, and resilience. To position Bristol as a forward-thinking, adaptive institution, we will support collaboration and continuous improvement through the following four interconnected themes:



#### **Shared Governance and Responsibility**

We will redefine and strengthen shared governance by fostering transparency, inclusive decision-making, and collaborative leadership at all levels of the institution. Clear structures, defined roles and responsibilities, and open communication channels will ensure that faculty, staff, students, and administrators are actively engaged in shaping strategic priorities and institutional outcomes. Considering community feedback pointing to post-COVID challenges associated with a diminished sense of community due to remote work, and a significant loss of institutional knowledge due to staff turnover, this work is critical. By rebuilding trust and encouraging open dialogue, we will cultivate collective ownership of change, ultimately enhancing institutional effectiveness and supporting innovation.

#### **Employee Success**

We recognize that our ability to innovate and transform is directly tied to the growth and well-being of our faculty and staff. Bristol will invest in employee success through intentional professional development, leadership pathways, and equitable opportunities for advancement to address our issues with employee retention, and disparities in workforce diversity, 8.4% of employees vs. 35.5% of students.

We will foster a culture of belonging by implementing inclusive practices, meaningful recognition programs, and an environment that values the diverse identities, experiences, and contributions of all employees. Addressing ongoing cultural challenges, including inconsistent

communication, that often result in labor tensions will be central to this effort. We want to ensure that every employee feels respected, supported, and empowered to lead change.

### **Organizational Optimization**

To sustain innovation, Bristol will embed a culture of continuous improvement into every area of our operations to address internal inefficiencies. We will address issues such as lack of standard operation procedures, inconsistent service delivery, and limited change management frameworks.

Through our Get Curious, Stay Curious campus-wide campaign, we will continue to promote organizational optimization by approaching processes with intentionality, using data to assess outcomes, and leveraging feedback to adapt and refine practices. We will implement structures that promote agility and responsiveness, ensuring that our operations remain aligned with our mission and student needs. By positioning innovation as a proactive and collaborative process, we will build a system that values reflection, encourages experimentation, rewards curiosity, and embraces transformation as an ongoing institutional responsibility.

### **Student Voice**

At the heart of our transformation is a commitment to placing students at the center of everything we do. We will actively seek out and integrate student perspectives to inform the design of our programs, services, and policies, ensuring that our offerings are relevant, responsive, and student-centered. We seek to remove barriers to persistence and reinforce academic program relevance. By embedding student voice into decision-making and offering meaningful engagement opportunities, we empower students to co-create their educational journeys. In doing so, we not only enhance the student experience but also affirm our belief that innovation thrives when those most impacted are part of the process.

# PILLAR 3

## Innovation & Transformation SMART Goals & KPIs



### CONCENTRATION AREA: Shared Governance & Responsibility



**SMART GOAL:** By September 2026, develop and implement a comprehensive shared governance system that effectively streamlines decision-making and supports change management and organizational development.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Define Shared Governance, including purpose and guiding principles.</li> <li>2. Develop and document clearly defined roles, responsibilities, and expectations across all groups at the college (administration, faculty, staff, senates, governance councils and students).</li> <li>3. Develop a mutual understanding of accountability.</li> <li>4. Review and refine current governance structure.</li> <li>5. Establish charters for each group that include purpose, membership, authority and processes.</li> <li>6. Define decision-making and communication protocols.</li> <li>7. Identify professional development needed to support the model.</li> <li>8. Define and delineate how college service fits into this new structure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completion of new framework by September 2026</li> <li>2. # of change initiatives supported by the governance process</li> <li>3. Employee awareness of key initiatives</li> <li>4. Satisfaction rate (80%) with how change is managed</li> </ol>

### CONCENTRATION AREA: Employee Success



**SMART GOAL:** By December 2027, Bristol will increase its employee engagement by implementing professional development and talent retention initiatives to strengthen its position as an employer of choice in the region.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Establish a comprehensive baseline of employee engagement and retention.</li> <li>2. Define and implement meaningful metrics for employee experience.</li> <li>3. Design and implement a strategic employee engagement plan.</li> <li>4. Strengthen employee development, recognition, and career pathways.</li> <li>5. Identify variables that contribute to staff turnover through exit interviews and survey tools.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase # of candidates in candidate pools</li> <li>2. Turnover rate</li> <li>3. Increase in PD opportunities</li> <li>4. Increase in # of employees who engage in PD opportunities</li> <li>5. Internal mobility rate</li> </ol>

**CONCENTRATION AREA: Organizational Optimization**

**SMART GOAL:** By December 2027, Bristol will work to identify the highest impact service areas and develop plans to evaluate, assess and improve these to support students, eliminate operational and policy barriers, and increase access to key institutional services.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"><li>1. Identify high-impact service areas.</li><li>2. Determine existing utilization and service satisfaction data.</li><li>3. Map existing processes, review policies to identify pain points and inconsistencies.</li><li>4. Develop a measurement metric (error rate, response time, etc.).</li><li>5. Redefine processes and implement change plans.</li><li>6. Track improvements.</li></ol>	<ol style="list-style-type: none"><li>1. Assess the top three highest areas of impact by December 2027</li><li>2. Student usage rates</li><li>3. Student satisfaction with services (baseline required)</li></ol>

**CONCENTRATION AREA: Student Voice**

**SMART GOAL:** By June 2027, Bristol will establish and maintain structured mechanisms for integrating student voice into institutional planning and decision-making. At least three major institutional initiatives per year will include documented student input, and 100% of academic and service departments will embed student feedback loops (e.g., surveys, focus groups, panels) into their annual program review processes.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"><li>1. Identify initiatives where student voice will be included.</li><li>2. Develop tool to include student voice (focus groups, surveys, etc.).</li><li>3. Develop a process to share out data collected (include communication plan).</li><li>4. Develop a Student Advisory Council.</li></ol>	<ol style="list-style-type: none"><li>1. Hold 4 Advisory Council meetings per academic year</li><li>2. Measure student response rates</li><li>3. Measure student satisfaction rates</li></ol>



## **PILLAR 4: COMMUNITY AFFAIRS & DEVELOPMENT**

Bristol Community College is deeply committed to building a thriving, inclusive, and resilient region through intentional engagement and collaboration. By cultivating strategic partnerships, fostering alumni involvement, expanding community outreach, and aligning closely with workforce and economic priorities, we will position the college as a trusted anchor institution and dynamic catalyst for regional growth. These efforts are grounded in a shared commitment to student success, economic mobility, and civic leadership. Whether through co-designed learning opportunities, responsive training programs, or collaborative solutions to local challenges, our partnerships will create meaningful pathways for students, enrich community life, and ensure that Bristol remains a driving force for innovation, equity, and prosperity across Southeastern Massachusetts. There are several aspects of this strategy that, if implemented, will ensure our success.



### **Creating and Nurturing Strategic Partnerships**

We will build strong, mutually beneficial relationships with local businesses, nonprofit organizations, government agencies, K-12 schools, and higher education institutions that will enrich our student experience by expanding their opportunities both inside and outside the classroom. These partnerships will provide our students with additional learning opportunities, such as internships, service learning, career exploration, and mentorship, while also offering access to resources that support their academic and personal success. In turn, our community partners benefit from fresh perspectives, workforce development support, and collaborative solutions that advance their organizational goals.

### **Engaging Alumni as Ambassadors, Mentors, and Collaborators**

We will strengthen networks, promote student success, and enhance the college's visibility and influence in the region. With a satisfaction rating of over 90% amongst our vast network of over 14,000 alumni, we will utilize this network of alumni as ambassadors within the community, as well as a resource for our students to explore opportunities and career exploration through relationship building and networking opportunities with alumni within their respective fields. Through the creation of additional events and collaboration opportunities, we plan to create a stronger connection between

Bristol and its alumni and harness their collective power in industry to enhance and enrich our existing Bristol Student experience.

### **Building Robust Community Engagement Opportunities**

A continued lack of awareness among the community with respect to Bristol's offerings continues to be of concern. The college, like many institutions, struggles with post-COVID-19 community building, both internally and externally.

Through a series of events, intentional engagement activities, and collaboration routed in addressing local challenges, we will continue to build recognition in the market. This increased recognition will help us to build philanthropic relationships and demonstrate the college's commitment to inclusive growth and civic leadership.

### **Positioning Bristol as an Economic Driver**

To elevate the college's role as a dynamic economic driver in the region, our brand strategy will position the institution as a catalyst for regional growth by highlighting our commitment to workforce readiness, innovation, and community prosperity. We will strategically communicate the impact of our partnerships with local industries, the influence of our engaged alumni network, and the value of our community initiatives. By aligning our messaging with regional economic priorities, we will strengthen the college's identity as an essential

hub for talent development, entrepreneurial support, and collaborative investment, thereby ensuring long-term vitality for both the college and the communities we serve.

### **Enhancing our Workforce Relationships**

We will enhance our workforce relationships through active engagement with employers, workforce boards, and community organizations to ensure that training programs are responsive, relevant, and effective. These relationships will provide insights into current and future labor market needs, emerging skills, and occupational trends. This collaboration will inform curriculum development, guide new program creation, and support the continuous improvement of existing courses to better prepare students for high-demand careers.

By aligning education with employer expectations, we will equip students with in-demand skills and serve as a vital resource for workforce development, economic mobility, and community prosperity.

## PILLAR 4

### Community Affairs & Development SMART Goals & KPIs



#### CONCENTRATION AREA: Workforce Development



**SMART GOAL:** By December 2027, identify, design, and implement new workforce training programs in collaboration with local employers and industry partners, resulting in a 25% increase in training programs.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Take an inventory of our existing partnerships.</li> <li>2. Complete workforce development strategy once full inventory is completed.</li> <li>3. Develop an assessment protocol for conducting LMI analysis college-wide.</li> <li>4. Train staff to utilize assessment protocols.</li> <li>5. Evaluate all academic and non-credit programs using new LMI protocols and identify areas in need of modification.</li> <li>6. Develop a plan to modify programming.</li> <li>7. Implement the changes in programming, both credit and non-credit.</li> <li>8. Evaluate the effectiveness in programming.</li> </ol>	<ol style="list-style-type: none"> <li>1. 25% increase in programs</li> <li>2. Number of partnerships</li> <li>3. 100% completion of new program assessment</li> <li>4. # of new students in training</li> <li>5. x% increase in program revenue</li> </ol>

#### CONCENTRATION AREA: Strategic Partnerships



**SMART GOAL:** By June 2028, establish and formalize at least 10 new strategic partnerships with local employers, industry associations, K-12 schools, and economic development organizations to strengthen Bristol's alignment with high-demand, high-growth regional industries. These partnerships will serve as platforms for collaboration on a range of initiatives, including the development of experiential learning opportunities, informed academic programming, emerging career pathways, and real-time insights into workforce training needs and industry trends.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Conduct inventory.</li> <li>2. Develop engagement strategy based on inventory.</li> <li>3. Prioritize partnerships with local employers, industry associations, K-12 schools, and economic development organizations.</li> <li>4. Identify representatives to manage each relationship.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of new partnerships (10+)</li> <li>2. # of students impacted</li> <li>3. At least one new opportunity per partner</li> </ol>



#### CONCENTRATION AREA: Alumni Engagement

**SMART GOAL:** By June 2028, increase overall alumni engagement by 25% through a combination of giving, volunteerism, and participation in college activities, resulting in a 10% increase in alumni giving, a 25% increase in alumni participation in volunteer programs (e.g., mentoring, guest speaking, advisory boards), and the launch of 4 new annual engagement events or initiatives that foster a lifelong connection to the college community.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Recruit and engage at least 25 new alumni volunteers, including 5 new Steering Committee members, to serve as mentors, speakers, or committee participants (mentors, career panels, etc.).</li> <li>2. Expand our alumni mentorship program to include at least 10 academic programs, with each program aligned with at least 2 alumni mentors.</li> <li>3. Acquire 50 new alumni donors through outreach campaigns (Giving Tuesday, Giving Day, digital promotions, etc.).</li> </ol>	<ol style="list-style-type: none"> <li>1. Alumni engagement will increase by 25%</li> <li>2. Alumni giving will increase by 10%</li> <li>3. 4 new initiatives and events created</li> <li>4. Campaign response rates as compared to FY25 baselines</li> <li>5. Alumni participation in volunteer programs will increase by 25%</li> </ol>

#### CONCENTRATION AREA: Community Engagement

**SMART GOAL:** By December 2026, Bristol Community College will implement at least three new community-based initiatives, in collaboration with local nonprofits, government agencies, or civic organizations, that address specific regional challenges such as education equity or economic resilience.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Identify the three new community-based initiatives based on criteria.</li> <li>2. Develop each community-based initiative with partner.</li> <li>3. Implement community-based initiatives.</li> <li>4. Evaluate/assess each initiative based on impact.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of initiatives implemented</li> <li>2. # of new partners, by category</li> <li>3. Partner satisfaction rating</li> <li>4. Community impact</li> </ol>

#### CONCENTRATION AREA: Brand Positioning

**SMART GOAL:** By June 2027, develop and execute a marketing campaign that positions Bristol Community College as a leading educational and workforce training institution in the region, highlighting its role as a key economic driver. The campaign will emphasize the college's alignment of identity, programs, and partnerships with the evolving needs of local employers and communities to drive regional workforce development.

KEY OBJECTIVES	METRICS
<ol style="list-style-type: none"> <li>1. Define the value proposition for our employers and partners.</li> <li>2. Identify and align existing programs, services and partnerships at Bristol, including the outcomes and ROI that make up the overarching umbrella of offerings and opportunities across the college.</li> </ol>	<ol style="list-style-type: none"> <li>1. Web traffic to workforce website pages</li> <li>2. Growth in key search (10% annual growth)</li> <li>3. Media reach, impressions, and engagement (digital and traditional channels)</li> <li>4. Brand recognition/partner survey (measure recognition and alignment)</li> </ol>

# Summary Table: Key Research-Strategy Alignments

STRATEGY AREA	SUPPORTING RESEARCH INSIGHT	STRATEGIC IMPLICATION
Skills-Based Curriculum	1 in 11 underemployed; low attainment in Gateway Cities	Focus on high-demand, flexible, credentialed learning pathways
Workforce Alignment	Employers report low confidence in community college alignment	Curriculum must be co-designed with industry and emphasize real-world skills
Belonging & Inclusion	Faculty-student relationships are key to success; BIPOC staff underrepresentation	Build inclusive campus culture and diverse representation
Basic Needs Support	Housing, food, and transportation barriers limit persistence	Justify wraparound services and basic needs support
Career Readiness	Internships are inaccessible; few career engagement touchpoints	Embed career exploration early and expand employer partnerships
Data-Informed Decisions	Fragmented data systems and underused dashboards	Invest in training, integration, and transparency to close the feedback loop

## Integrated Planning Council

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April Lynch | Co-Chair

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