

VISION 2020

PHASE 2

BRUNSWICK
COMMUNITY COLLEGE

HEALTH SCIENCES

STUDENT COMPLETION



CUSTOMIZED TRAINING
RETURN ON INVESTMENT



INTEGRITY

OPPORTUNITY EXCELLENCE

SUSTAINABLE COLLEGE

SUPPLY THE WORKFORCE

PROCESSES



TRANSFER ADVISING

ATTRACT BUSINESS TO BRUNSWICK COUNTY

VISION 2020

GRANTS AND SCHOLARSHIPS

FITNESS AND CULTURAL OPPORTUNITIES

BIOTECHNOLOGY

INTERNSHIPS

ENGINEERING

STATE EXPERIENCE

PARTNERSHIPS



TRANSFER
ACCESSIBILITY

EXCELLENCE

COMMUNITY

CAMPUS VISIBILITY

SMALL BUSINESS SUPPORT

WITH HEALTH DEGREES, DIPLOMAS & CERTIFICATES

STACKABLE, TRANSPORTABLE CREDENTIALS

PERSONAL ADVISING
RESPECT

EXPERIENCE

TRANSFER
ACCESSIBILITY

EXCELLENCE

THE PROCESS

In spring 2012, to assure that the long-term planning of the College involved a broad-based constituency of internal and external stakeholders, Brunswick Community College (BCC) organized a series of meetings to obtain input for its *Vision 2020*. Meetings included community leaders and business leaders, economic development representatives, members of the Board of Trustees, and campus leaders. At each meeting, presentations outlined county demographics, economic forecasts and job trends. These briefings were followed by table discussions related to economic and job trends in stakeholder areas of expertise and consideration of programs and services for BCC.

As a result of stakeholder input, the College introduced *Vision 2020* in 2012 which included new curriculum and CE/WD programs to consider, partnerships to encourage “stackable credentials” that focused on job placement, initiatives to attract and support business and industry to the county, a focus on securing alternative sources of revenue for College programs and services, the need to expand lab facilities for the health sciences, and the necessity to recognize and grow the dedicated faculty and staff of the College. The complete *Vision 2020* plan is found at <http://www.brunswickcc.edu/mission-goals/>.

However, careful research suggested that the College must position itself to be proactive to sudden changes in the economy and to other external forces that may abruptly impact enrollment and College resources. Therefore, the College revisited *Vision 2020* in 2015 by reengaging key stakeholders. *Vision 2020, Phase II, 2015-2018* is the result of that review and includes five strategic objectives by which the College may continue to gauge its progress and to readily adapt to economic shifts. These strategic objectives, as well as associated intentional actions that demonstrate these directives, received a final review by the campus community and the College Board of Trustees in August 2015. The following document is the result of the College’s review of and update to its initial visioning for the future.

BCC MISSION

To provide opportunities for individuals to be successful through accessible, high quality programs and services that meet the educational, cultural and workforce development needs of the community.

GOALS

Goal 1: To educate, qualify, and prepare students to be successful in professional technical careers and/or transfer programs using traditional and/or distance learning.

Goal 2: To promote student access and success by providing quality academic and support services.

Goal 3: To provide quality workforce training and to promote economic development.

Goal 4: To prepare adult learners for college and career programs through foundational skills, English as a Second Language, high school equivalency, and developmental studies.

Goal 5: To provide opportunities for life-long learning, cultural enrichment, and global awareness.

Goal 6: To employ and support qualified, diverse faculty and staff that promote a student-centered learning environment.



Goal 7: To effectively manage and expand the College's fiscal resources.

Goal 8: To provide a safe, well-maintained learning environment and strong support for administrative and instructional technology and to encourage sustainability practices.

Goal 9: To foster a collegial atmosphere and open communication.

Goal 10: To continually collect and assess data to monitor and improve student learning and administrative performance.

Revised by the Board of Trustees, January 2012

CORE VALUES

We honor and embrace the Core Values of Brunswick Community College. During the 2013-2014 academic year, the campus community joined to select, define and identify these beliefs as timeless guiding principles of our organization and the glue that holds our institution together as it grows. These values, therefore, represent what we believe is the enduring character of Brunswick Community College.

Excellence: Fostering a culture of continual advancement through superior academics and quality service.

Integrity: Vigilantly upholding the highest standards of fair, ethical, and honest behavior.

Respect: Accepting and appreciating the worth and contributions of ourselves, others, and the College.

Opportunity: Helping our students, employees and community reach their potential by supporting success through education.

Community: Cultivating and nurturing a welcoming environment of trust and belonging through collaboration and partnerships.

Adopted by the campus community and Board of Trustees, August 2014

STRATEGIC DIRECTIVE 1

Deliver new and current programs in flexible, efficient ways that lead to increased student enrollment and completion.

- 1.1 Implement new curriculum and CE/WD programs, pathways and deliveries that reflect local needs, lead to jobs, and advance the College's regional competitiveness.
 - Assess current curriculum and CE/WD program performance to advance effective program variety.
 - Add new curriculum and CE/WD programs and deliveries that address local needs and enhance local competitiveness (healthcare, trades, manufacturing).
 - Invite community participation in program and services development and implementation.
- 1.2 Increase partnerships and engage in practices that support successful student transfer to senior institutions.
 - Enhance partnerships with post-secondary institutions.
 - Develop a transfer student support program.
- 1.3 Augment academic support activities that promote completion.
 - Strengthen the College's advising and career counseling model.
 - Develop a college-wide enrollment and retention plan.
 - Develop a student technology assessment.
- 1.4 Enhance the student experience at Brunswick Community College.
 - Strengthen student enrollment and registration processes.
 - Grow opportunities for student engagement.
 - Increase student use of academic support services.
- 1.5 Raise funds to enhance student completion and program excellence.
 - Expand scholarship support for students (CU and CE/WD).
 - Leverage grants and foundation funding to encourage student success.



Cookies
Candies

Dorland Community College
Baking & Pastry
Showcase
Event Location: Public & Private
Event Dates: October 15-16, 2015
Event Location: Public & Private
Event Dates: October 15-16, 2015



Opportunity: Helping our students, employees and community reach their potential by supporting success through education.



Respect: Accepting and appreciating the worth and contributions of ourselves, others, and the College.

STRATEGIC DIRECTIVE 2

Improve efficiency and sustainability of College operations and facilities.

- 2.1 Renovate, repair and repurpose facilities as appropriate to support programs and services.
 - Update the 2008 Facilities Master Plan, engaging campus and community.
 - Provide an annual timeline for campus maintenance, renovations and repairs.
 - Renovate or repurpose facilities to accommodate benchmarked program growth.

- 2.2 Increase the efficiency of campus operations.
 - Engage in performance contracting.
 - Improve efficiencies in campus operations and auxiliary services.
 - Promote sustainable practices.

- 2.3 Expand alternative revenue streams.
 - Increase support from the foundation and grants.
 - Encourage campus entrepreneurship.

- 2.4 Purchase equipment and technology updates with intentionality, promoting an efficient, reliable learning environment.
 - Optimize technology and training to enhance employee knowledge and innovation.
 - Assess the current technology plan (replacement goals, wireless, textbooks).
 - Become ADA compliant.

STRATEGIC DIRECTIVE 3

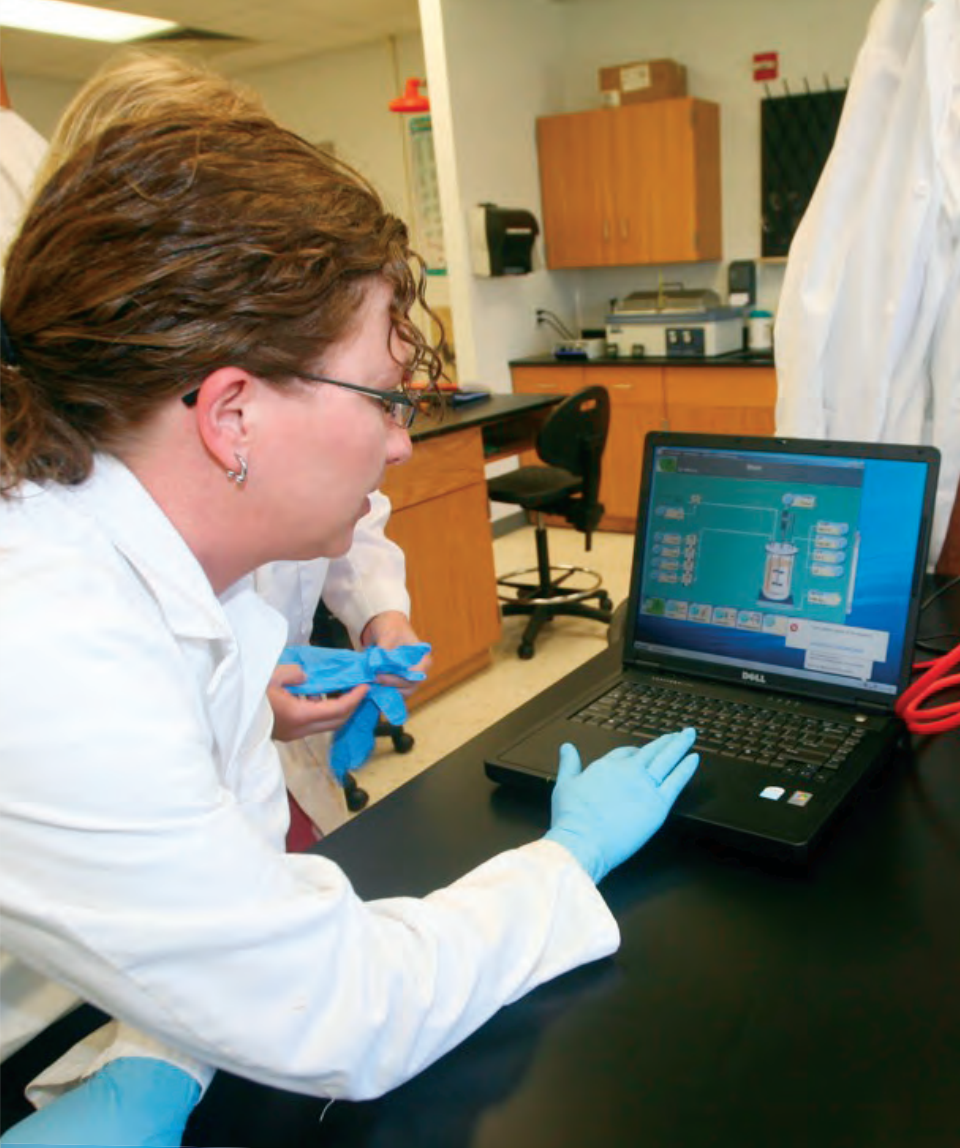
Leverage information to promote College growth and excellence.

- 3.1 Promote a culture of assessment throughout College programs and services.
 - Train campus in Compliance Assist.
 - Promote departmental accountability.

- 3.2 Align College programs with the needs of students, employers, and the larger community.
 - Engage community stakeholders through surveys, forums and advisory committees.
 - Employ local, regional and state analytics to determine the appropriate program variety at BCC.

- 3.4 Use data to build and support strategic enrollment, marketing and student success plans.
 - Implement targeted recruitment and advertising campaigns to grow the enrollment pipeline.
 - Advance the expectation of departmental responsibility for program visibility and student retention.

- 3.5 Excel in NCCCS measures of performance and growth.
 - Use data to inform performance measures outcomes.
 - Create action plans to address performance measures below the System averages.



Excellence: Fostering a culture of continual advancement through superior academics and quality service.



Community: Cultivating and nurturing a welcoming environment of trust and belonging through collaboration and partnerships.

STRATEGIC DIRECTIVE 4

Invest in effective marketing strategies to support existing programs and services, recruit students, and engage the community in the life of the College.

- 4.1 Implement effective marketing strategies to promote new and existing programs at the College.
 - Increase the use of strategic digital marketing techniques.
 - Engage the marketing committee to advise College marketing initiatives.
 - Revise the BCC Website.

- 4.2 Support the economic growth and development of Brunswick County and the region.
 - Assist the region/county in attracting new businesses to the area.
 - Increase the number of community and business partnerships.
 - Deliver opportunities for business and industry engagement.

- 4.3 Inform students and local residents regarding cultural arts and wellness opportunities at the College.
 - Maintain area advisory boards to inform and market diverse requests in the county.
 - Actively market cultural arts and wellness opportunities.

- 4.4 Increase College visibility and engagement with community members interested in furthering their education.
 - Deliver purposeful recruitment for high school students from public, private, and home schools.
 - Provide focused recruitment for adults throughout the community.
 - Increase visibility and location of satellite centers.

STRATEGIC DIRECTIVE 5

Build and maintain Excellence among faculty and staff.

- 5.1 Implement Human Resources policies, procedures, and practices that honor diversity, exemplify professionalism and support a positive campus climate.
 - Develop performance appraisals that promote growth in the classroom, work setting, and community relationships.
 - Demonstrate a focus on recruiting, hiring, retaining, and developing excellent faculty and staff.
 - Conduct 360 degree evaluations and/or campus satisfaction survey.

- 5.2 Provide opportunities for faculty and staff growth, recognition, and leadership.
 - Invest in ongoing professional development for faculty and staff with a focus on leadership.
 - Engage the campus in recommending ways to demonstrate an appreciation of the worth and contributions of the hard work of College employees.
 - Implement faculty salary study.

- 5.3 Promote a positive campus climate through increased communication and collaboration.
 - Provide opportunities for teamwork through cross functional partnerships.
 - Offer opportunities for faculty and staff interaction with the Board of Trustees.
 - Present current information in multiple formats to enhance internal communication.

5.4 Provide Initiative Support

- Engage Aspen Institute to assist the College in identifying strategic initiatives most likely to improve student success.
- Hire Subject Matter Experts (SME's) to assist in specific strategic initiatives.
- Increase the number of full-time faculty.



Integrity: Vigilantly upholding the highest standards of fair, ethical, and honest behavior.

BRUNSWICK COMMUNITY COLLEGE FRIENDS,



Once again you have supported BCC in its visioning process for the future.

In spring and summer of 2015, the College and the community revisited *Vision 2020* to gauge the institution's progress in achieving its strategic goals as well as to adapt its 2012 vision to recognize state, regional and local economic shifts that have occurred in the last three years.

Vision 2020, Phase 2 is an updated plan that represents Brunswick Community College's commitment to continuous improvement, responsiveness to local needs, and support of student success.

Please enjoy the following document that extends the College's initial visioning for the future.

A handwritten signature in black ink that reads "Susanne H. Adams". The signature is written in a cursive, flowing style.

Susanne H. Adams, President
Brunswick Community College

Board of Trustees

Alan Holden, Chair

Bobby Long, Vice Chair

Jim Bradshaw

Dwight Flanagan

Jwantana Gardner Frink

Frank Iler

John Jones

Patrick O'Bryant

Art Skipper

Gene Steadman

Doug Terhune

Allen Williams

Additional details on directive measurements can be viewed by visiting us online at www.brunswickcc.edu/mission-goals. Suggestions to support the College's achievement of its strategic directives may be emailed to cobbm@brunswickcc.edu.



RELIABLE TECHNOLOGIES
EFFICIENT COLLEGE OPERATIONS
WEBSITE REDESIGN
INDUSTRY PATHWAYS
ENHANCE COLLEGE
COLLEGE
ACC

APPLIED SCIENCES
CAREER COUNSELING
PARTNERSHIPS
FACULTY AND STAFF DEVELOPMENT AND RECOGNITION
ACCOUNTABLE, TRANSPARENT, PROFESSIONAL

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