

VISION 2025

I. Student Success: By 2025, Brazosport College enrollment will increase by 5%, the percentage of public high school students enrolling directly after graduation will reach 32%, the number of students completing degrees and certificates will increase by 21%, the number of students who transfer to a four-year school will increase by 10% and job placement rates will remain above 80%.

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
I.1 Create coherent pathways leading to student goals.	Ongoing	I.1.a By January 2019, incorporate Fields of Study curricula into applicable transfer pathways.	Vice President, Academic and Student Affairs Dean of Instruction	Staff Time	Completed December 2019
		I.1.b By July 2019, design and implement non-credit-to-credit pathways for students in Healthcare Career Programs.	Vice President, Industry and Community Resources	Staff Time	Completed December 2019
		I.1.c By December 2021, create seamless educational pathways between college areas of study and programs with high school endorsements.	Vice President, Academic and Student Affairs Dean of School and College Partnerships	Staff Time	
		I.1.d By December 2019, design and implement pathways for students who are placed in transitional education courses.	Vice President, Academic and Student Affairs Dean of Instruction	Staff Time	Completed December 2019

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		I.1.e By December 2019, implement non-credit-to-credit pathways for students in ABE and ESL Community Education programs.	Vice President, Industry and Community Resources	Staff Time	Completed December 2019
		I.1.f By December 2021, implement policies and processes to award credit for prior learning experiences, including non-credit programs, military and corporate training, and industry recognized credentials.	Vice President, Academic and Student Affairs	Staff Time + \$10K	Divide I.1.f into 2 objectives. New objective I.1.i (added 4/2021 from PIEC recommendation)
		I.1.g By September 2019, create and implement the Catalyst Program, a cohort-based dual-credit instructional model through which students can earn an associate degree within one year of high school graduation and a Bachelor of Applied Technology within three years.	Vice President, Academic and Student Affairs Dean of Instruction Dean of School and College Partnerships	Staff Time	Completed December 2019
		I.1.h By September 2019, establish the Office of School and College Partnerships ⁴	Vice President, Academic and Student Affairs Dean of School and College Partnerships	\$30K/yr salary & benefits + \$20K operating budget	Completed December 2019

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		I.1.i By December 2023, implement non-traditional course scheduling practices, including eight-week academic courses, compressed schedules, and weekend classes.	Vice President, Academic and Student Affairs Dean of Instruction Dean of Student Services	Staff Time + TBD	Added 4/2021 from PIEC Recommendation
I.2 Help students choose and enter a pathway leading to their educational and career goals.	Ongoing	I.2.a By May 2019, develop and implement student centered onboarding.	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time	Completed May 2019
		I.2.b By May 2019, provide comprehensive training for all ACE it personnel including faculty coaches, staff coaches and student services support staff, full-time and part-time.	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time	Completed December 2019
		I.2.c By December 2024, integrate career exploration strategies into college programs to ensure thoughtful choices of educational and career pathways.	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time + TBD based upon needs analysis	Date change from 2021 to 2024
		I.2.d By December 2023, reestablish and expand programs for elementary school students that support a college going culture. ⁵	Vice President, Industry and Community Resources	Staff Time	Change date from 2021 to 2023

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
			Dean of School and College Partnerships		
		I.2.e By December 2019, ensure the college's brand includes key characteristics that encompass our core values.	Vice President, College Advancement	Staff Time + \$50K for consultant	Completed December 2019
		I.2.f By September 2022, enroll all first-time-at-BC students in ACE it.	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time	Changed date from 2021 to 2022
		I.2.g By December 2020, hire staff and implement a process to provide degree planning for all dual credit students who have earned 15 credit hours.	Vice President, Academic and Student Affairs Dean of School and College Partnerships	Staff Time + \$150K/year	Completed December 2020
		I.2.h: By December 2022, expand degree and career planning to include non-dual-credit high school students as well as students in K-8.	Vice President, Academic and Student Affairs	Staff Time	Changed date from 2021 to 2022

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
			Dean of School and College Partnerships		
I.3 Help students stay on and complete their chosen pathway.	Ongoing	I.3.a By September 2018, create a Loss Analysis Report that identifies roadblocks to registration and can be used to clear roadblocks	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time	Completed December 2018
		I.3.b By September 2022, create and implement Early Connect and Support across campus.	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time + SIS Implementation	
		I.3.c By September 2022, develop a system to ensure students can easily track their progress on their pathway and what they need to complete their program.	Vice President, Academic and Student Affairs Dean of Student Services	Staff Time	Staff + SIS Implementation
		I.3.d By September 2021, create and complete implementation of a master course schedule for all instructional programs and departments to improve educational planning and program completion as current pandemic restrictions allow.	Vice President, Academic and Student Affairs Dean of Instruction	Staff Time	Implementation dependent on pandemic restrictions

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
I.4 Ensure students are learning on their chosen pathway.	Ongoing	I.4.a By December 2018, Strengthen and expand role of advisory councils to support program development and improvement.	Vice President, Academic and Student Affairs Dean of Planning, Institutional Effectiveness and Research	Staff Time	Completed December 2018
		I.4.b By September 2019, create curriculum maps that align course goals to program outcomes.	Vice President, Academic and Student Affairs Dean of Planning, Institutional Effectiveness and Research	Staff Time + \$10,000 (FY19)	Completed December 2019
		I.4.c By September 2019, create learning outcomes reports for all programs (including transfer programs) based on classroom summative assessments.	Vice President, Academic and Student Affairs Dean of Planning, Institutional Effectiveness and Research	Staff Time	Completed December 2019
		I.4.d By December 2021, implement the Center for Instructional Excellence, incorporating instructional design efforts with existing teaching and learning support services for faculty.	Vice President, Academic and Student Affairs Dean of Instruction	Staff Time + TBD based upon needs analysis	

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		I.4.e By December 2023, provide students with opportunities to apply and deepen knowledge and skills through projects, internships, co-ops, clinical placements, service learning, and other active learning activities that faculty intentionally embed into coursework.	Vice President, Academic and Student Affairs Dean of Instruction	Staff Time + \$15K	Changed date from 2021 to 2023
		I.4.f By December 2022, assess current offerings for students in both credit and non-credit programs to develop professional skills including communication skills, interview techniques, and skills associated with social and emotional intelligence.	Vice President, Academic and Student Affairs Dean of Instruction Vice President of Industry and Community Resources	Staff Time + \$TBD	Redefined and split into two objectives (1.4.g part two) 4/2021
		I.4.g By December 2023, develop and implement opportunities for students in both credit and non-credit programs to develop professional skills including communication skills, interview techniques, and skills associated with social and emotional intelligence.	Vice President, Academic and Student Affairs Dean of Instruction	Staff Time + \$TBD	Added 4/2021

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
			Vice President of Industry and Community Resources		

II. Social and Economic Mobility: By 2025, the number of students completing degrees and certificates will increase by 23% for African American students, 43% for Hispanic students, 28% for male students and 30% for economically disadvantaged students⁷.

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
II.1 Expand financial support services to underrepresented students in the community as well as students enrolled in dual credit, evening, online, and minimester classes.	1/14-12/19	II.1.a By December 2019, determine whether financial aid and scholarship awards mirror service area characteristics.	Vice President, College Advancement	Staff Time + TBD based upon needs analysis	Completed December 2019

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
	1/14-12/19	II.1.b By September 2025, expand existing financial literacy outreach to include an array of topics such as paying for college, managing debt, budgeting, and investing, and make it available to all students and their families.	Vice President, Academic and Student Affairs		
II.2 Increase understanding of equity and inclusion among faculty and staff.	4/18-12/20	II.2.a By December 2022, publish an equity and inclusion dashboard displaying primary measures of equity and inclusion, and use it to facilitate discussions around equity and inclusion. ⁸	Vice President, Academic and Student Affairs Dean of Planning, Institutional Effectiveness and Research	Staff Time	Changed date from 2021 to 2022
	8/19-8/22	II.2.b By August 2022, increase by six percentage points the percentage of college employees belonging to each race/ethnic group that is underrepresented relative to our service area. ^{9 10}	Vice President, Human Resources	Staff Time + \$5K annually	
II.3 Ensure that we meet the needs of underserved students.	4/18-12/21	II.3.a By December 2023, using data from the equity and inclusion dashboard to determine the areas of greatest need, develop and implement an equity assurance program ¹¹	Vice President, Academic and Student Affairs Leadership Council	Staff Time + TBD based upon needs analysis	Changed date from May 2022 to December 2023
		II.3.b By September 2020, establish an on-campus facility to provide affordable medical and behavioral health services to students, faculty, and staff.	Vice President of Industry and Community Resources	Staff Time	Completed December 2020

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
II.4 Provide groceries to students who self-identify as food insecure. ¹²	9/18-9/20	II.4.a By January 2020, complete the construction of a walk-in consumer-choice food pantry open to all students who self-identify as food insecure.	Vice President, Academic and Student Affairs, Dean of Student Services	Staff Time + \$5,000	Completed December 2020
		II.4.b By January 2020, begin operating the food pantry.	Vice President, Academic and Student Affairs, Dean of Student Services	Staff Time + \$5K/year	Completed December 2020
II.5 Provide centralized services for underserved students.	9/20-9/21	II.5.a By December 2019, create a new position to oversee the food bank and other services that we provide to our students.	Vice President, Academic and Student Affairs, Dean of Student Services	Staff Time + \$83K/year salary & benefits	Completed December 2020
II.6 Ensure that we meet the needs of students who are taking care of families. ¹³	1/21-9/23	II.6.a By September 2023, establish a process for collecting data from all students about their families, including the number and age of dependents, family structure, etc., and include this data in the Equity Dashboard (see Strategy II.2)	Vice President, Academic and Student Affairs, Dean of Planning, Institutional Effectiveness and Research	Staff Time	Changed from 2022 to 2023
		II.6.b By September 2023, conduct a Family Friendly self-study to identify resources and services that support student parents and analyze the data to see what changes may be needed in the future.	Vice President, Academic and Student Affairs, Dean of Planning, Institutional Effectiveness and Research	Staff Time	

VISION 2025

VISION 2025

III. Business, Community & Campus Engagement: By 2025, Brazosport College will ensure ongoing and mutually beneficial collaboration with stakeholders (including school districts, employers, community, etc.) and continued development of a healthy campus culture that exemplifies our Core Values.

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
III.1 Advance cultural enrichment of the College community and the greater community through programming at The <i>Clarion</i> .	1/14-12/20	III.1.a By December 2024, review programs offered through The <i>Clarion</i> to rebuild average participation by 15% relative to AY 2013-2014. <i>Post pandemic restrictions will guide strategies.</i>	Vice President, College Advancement	Staff Time	Changed date from 2021 to 2024 and 25% to 15% based on pandemic closures.
III.2 Advance cultural enrichment of the greater community through Community Education (CE) youth programs.	1/14-12/20	III.2.a By December 2024, review youth programs offered through CE to increase enrollment by 15% relative to AY 2013-2014. Post pandemic restrictions will guide strategies.	Vice President, Industry and Community Resources	Staff Time	Changed date from 2021 to 2024.
III.3 Support growth and development of all college employees through expanded professional development programs.	1/14-8/19	III.3.a By August 2019, develop and implement professional development addressing new employee onboarding.	Vice President, Human Resources	Staff Time + \$20,000 annually beginning in FY18	Completed December 2019
III.4 Reform current faculty tenure policy through creation of a comprehensive tenure system. ¹⁴	1/19-9/21	III.4.a By September 2022, develop a comprehensive tenure plan and begin a one-year pilot.	Vice President, Academic and Student Affairs, Dean of Instruction	Staff Time + \$25K/yr for 2 years for consultant	Changed dated from 2021 to 2022.

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		III.4.b By September 2023, evaluate the pilot and make recommendations as appropriate.	Vice President, Academic and Student Affairs, Dean of Instruction	Staff Time	Changed date from 2022 to 2023.
III.5 Restructure and redesign the college website to better serve the needs of all college stakeholders, especially prospective and new students and their families.	TBD	III.5.a By December 2021, evaluate current technology platforms and determine whether to stay with Percussion or switch to a different platform	Vice President, College Advancement	Staff Time	Completed December 2020
		III.5.b By May 2022, complete the restructuring and redesign of the college website (not including populating the pages with content) in a sandbox environment.	Vice President, College Advancement	Staff Time + \$TBD	
		III.5.c By February 2023, populate the redesigned college website with content, complete quality control checking, and put the new website into production.	Vice President, College Advancement	Staff Time + \$TBD	
III.6 Assess the targets for improving strength and function of advisory committees and create a development plan that assists faculty in facilitating advisory committees for rich engagement.	1/2021-9/2022	III.6.a By December 2022, determine cornerstones for high functioning advisory committees and complete a S.W.O.T. analysis for each BC advisory committee to determine development needs.	Vice President, Academic and Student Affairs	Staff Time + \$TBD	New objective added based on feedback from PIEC (1/2021) and Board Workshop (2/2021)

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		III.6.b By September 2023, create and implement a development program for employees leading advisory committees.	Vice President, Academic and Student Affairs	Staff Time + \$TBD	New objective added based on feedback from PIEC (1/2021) and Board Workshop (2/2021)

VISION 2025

IV. College Legacy: By 2025, Brazosport College will ensure the development and sustainability of resources, infrastructure and public policy essential to being the College of Choice.

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
IV.1 Develop Former Students Association (FSA).	1/14-12/20	IV.1.a By December 2024, expand membership to 150 paid members	Vice President, College Advancement	Staff Time	Changed date from 2021 to 2024
IV.2 Research and recommend a secure and comprehensive student information system for implementation to meet college-wide needs.	8/15-1/21	IV.2.a By December 2019, complete the contract negotiations for acquisition of new student information system.	Vice President, Financial Services and CFO	Staff Time + \$1-3 million	Completed December 2019
		IV.2.b By October 2022, complete the implementation of the new student information system.	Vice President, Financial Services and CFO	Staff Time	
IV.3 Increase the security of the College by enhancing awareness of campus safety.	8/15-8/20	IV.3.a By December 2018, implement campus safety and security awareness program	Vice President, Human Resources	Staff Time	Completed December 2018
		IV.3.b By August 2022, develop and distribute an Emergency Operations Plan including a Hazard Mitigation Plan and Continuity of Operations Plans. ¹⁵	Vice President, Human Resources	Staff Time + \$30K over two years for consultant	Changed date from 2021 to 2022

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		IV.3.c By May 2021, conduct a lighting survey of existing parking lots to determine areas that need additional illumination, and survey of pavement markings and sidewalks to determine where additional or improved markings and/or sidewalks are needed to guide pedestrian traffic.	Vice President of Human Resources		Completed December 2020
		IV.3.d By December 2021, complete the installation of new lighting in parking lots and the addition of markings and/or sidewalks to guide pedestrian traffic.	Vice President, Financial Services and CFO	Staff Time + \$TBA	
IV.4 Ensure the sustainability of our physical plant and maintain flexibility to meet future infrastructure needs.	4/18-5/20	IV.4.a By February 2018, develop and implement comprehensive scheduled maintenance plan for the campus.	Vice President, Financial Services and CFO	Staff Time	Completed December 2018
		IV.4.b By August 2020, complete Phase I of the piping project.	Vice President, Financial Services and CFO	Staff Time + \$1 million	Completed December 2020
		IV.4.c By December 2023, conduct a space utilization study for the entire campus and update the Master Plan for future space allocation based on post pandemic needs ¹⁶	Vice President, Financial Services and CFO	Staff Time + \$50K for consultant	Changed date from 2021 to 2023 to meet post pandemic needs.

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
		IV.4.d Project on hold, develop programming plan to guide the remodeling of D-Wing.	Vice President, Financial Services and CFO	Staff Time + \$30K	Project on hold.
IV.5 Ensure that our information technology systems are secure and capable. ¹⁷	9/19-9/21	IV.5.a Project on hold, conduct a needs assessment regarding instructional technology, including a survey of peer institutions.	Vice President, Financial Services and CFO	\$30K for a consultant	Project on hold.
		IV.5.b By December 2022, replace the system that detects and identifies all connections to the network, and replace the wireless network controllers and access points with units that will work with the SIS system.	Vice President, Financial Services and CFO	Staff Time + \$500,000 (capital budget)	Changed date from 2021 to 2022
		IV.5.c By March 2021, replace the existing firewall with one that includes the latest features for network protection.	Vice President, Financial Services and CFO	Staff Time + \$300,000 (capital budget)	
		IV.5.d By September 2022, replace existing network hardware (routers & switches) with units that include the latest features for network protection.	Vice President, Financial Services and CFO	Staff Time + \$400,000 (capital budget)	
IV.6 Expand the endowment fund to provide scholarships	9/19-12/23	IV.6.a By December 2023, raise additional funding for College Now scholarships, general scholarships,	Vice President, College Advancement	Staff Time	

VISION 2025

Strategies	Strategy Timeline	Measurable Objective	Lead Responsibility	Cost Estimate	Progress
throughout our service area. ¹⁸		facility improvements, and other needs of the.		+ \$40K for advertising & a consultant	
IV. 7 Consider feasibility and plan for possible future expansion of taxing district boundaries		IV.7.a. By December 2022, study annexation law to determine the most advantageous process for proceeding if determined feasible	Vice President, Financial Services and CFO	\$TBA	Added based on Board Workshop feedback 2/2021
		IV.7.b By December 2023, conduct feasibility study regarding taxing district expansion and develop potential plans	Vice President, Financial Services and CFO	\$TBA	Added based on Board Workshop feedback 2/2021

VISION 2025

Definitions of Strategic Goals

Student Success: This strategic goal encompasses strategies to attract students/learners to the college and help them achieve their educational goals. Students and learners include degree and certificate seeking students, continuing education students, corporate trainees in the CBIT, and people who want to grow their small businesses with help from the SBDC. Strategies in this category usually involve direct contact with students/learners, including recruiting, instruction, consulting, advising, coaching, career placement, etc. For example:

- Strategies that involve award scholarships belong in this category, but strategies to raise money for scholarships belong in the College Legacy category.
- Strategies that involve hiring staff in student services or peer recruiting belong in this category, but strategies that involve hiring staff in the business office or facility services belong in College Legacy.

There are four large Student Success strategies directed at degree and certificate seeking students and continuing education students, and these are the four pillars: Create Coherent Pathways, Get Students on Pathways, Keep Students on Pathways, and Ensure Students are Learning on Their Pathways. The Guided Pathways initiative and the ACE it program both fit within the four pillars. Strategies that may fall outside of the four pillars but still within Student Success include those aimed at marketing and recruiting and those aimed at career placement.

Social and Economic Mobility: This strategic goal encompasses strategies to ensure that all students/learners have a similar opportunity to succeed regardless of socioeconomic standing, race, gender, language, disability, age and other factors. Strategies in this category, like those in Student Success, usually involve direct contact with students/learners, but focus on meeting needs and removing obstacles for specific groups of students/learners. For example:

- Strategies that involve hiring practices to ensure that applicant pools are representative of the diversity of our region so that students are more likely to “see themselves” in the faces of faculty and staff belong in this category.
- Strategies that involve scholarships for underrepresented groups, such as English Language Learners belong in this category.
- Strategies to increase awareness of inequities as a way to increase equity belong in this category.

KPIs for Social and Economic Mobility may include any of the Student Success KPIs disaggregated by college readiness, economic status, race/ethnicity, gender and other factors.

Business, Community & Campus Engagement: This strategic goal encompasses strategies that develop productive relationships between the college and communities in our service area, between the college and business and industry, and within the college community itself. For example:

VISION 2025

- Strategies that involve partnerships with business and industry to create new degree and certificate programs aligned with labor market opportunities belong in this category.
- Strategies that provide cultural events for the general community as well as the college community belong in this category.
- Strategies that enhance the college work environment belong in this category.

College Legacy: This strategic goal encompasses strategies that protect and develop the college's physical and financial resources and strategies that may affect the college's mission including influencing public policies. Long-term strategies in this category typically involve projects such as capital campaigns, issuing construction bonds, creating new buildings, and proposals to expand the college's mission by offering new types of degrees. Short-term strategies in this category typically involve short-term fund-raising events, measures of all kinds to increase operational efficiency, preventive maintenance plans, etc.