

Bellingham Technical College (BTC) 2023-30 Strategic Plan

Mission: BTC provides student-centered, high-quality professional technical education for today's needs and tomorrow's opportunities.

Vision: BTC will be a recognized leader in providing innovative and effective technical education, maximizing student potential and supporting the regional economy through development of a competitive workforce.

Values: As a learning community, BTC is committed to educational excellence and equity realized through a positive, values-based environment. To fulfill BTC's mission and vision, the College will adhere to the following values:

- **Student-Centered.** Creating a supportive and inclusive community that results in a high level of student competence, professionalism, and success.
 - **Responsive.** Embracing positive, effective change that creates opportunity and meets current and emerging needs.
 - **Collaborative.** Creating and leveraging partnerships and resources to achieve shared values and goals for students, the College, and the community.
 - **Principled.** Promoting a culture of respect and accountability, reflecting integrity in decision-making, and ensuring responsible stewardship of all resources.
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BTC's strategic plan was developed by the employees and students of BTC to guide our institutional work.

Themes and Goals

Theme 1: Teaching & Learning. *Foster student learning and development through quality instructional methods and modalities, effective student learning environments, job skills training, and employee professional development.*

- Goal 1: Support student learning and development through quality instruction
- Goal 2: Provide clear and effective pathways for students
- Goal 3: Identify and address barriers to student access and learning
- Goal 4: Establish systems and support for employee success and professional development

Theme 2: Career Preparation & Achievement. *Facilitate student career preparation and achievement through advising, workplace readiness training, job placement support, and strong employer relationships.*

- Goal 5: Support prospective, current, and returning students in identifying and achieving their career goals
- Goal 6: Maintain and develop external partnerships designed to help students succeed

Theme 3: Innovation & Responsiveness. *Promote innovation and responsiveness by keeping up with current workplace practices, trends, and latest technology; supporting adaptation to change; and developing external partnerships.*

- Goal 7: Prioritize continuous improvement through assessment, development, and alignment of practices and resources
- Goal 8: Keep pace with industry and workforce needs and emerging trends

Theme 4: Campus Community & Culture. *Strengthen campus culture through a collaborative community, respectful communication, and transparent governance.*

- Goal 9: Cultivate an environment that supports student and employee engagement, satisfaction and sense of belonging
- Goal 10: Strengthen college commitment to accessibility, diversity, equity, and inclusion
- Goal 11: Unify the campus community through collaboration and open communication
- Goal 12: Maintain a welcoming and safe environment

Key Performance Indicators (KPIs)

KPI 1: Student enrollment

- a. headcount - % of students enrolled in one or more course(s)
- b. Full-Time Equivalent (FTE) - # of full-time equivalent students based on an enrollment total of 45 credits per year

KPI 2: Student Learning Outcomes (SLOs)

- a. course-level - % of students who achieve course-level SLOs
- b. program-level - % of students who achieve program-level SLOs
- c. college-level - College-level SLO assessment processes are in place. (qualitative)

KPI 3: Student transition

- a. Transitional Studies (TS) to college-level - % of TS students transitioning from TS to any college-level course within 2 years (8 quarters)
- b. developmental education to college-level - % of developmental education students transitioning from developmental to same-subject college-level course within 2 years (8 quarters)
- c. early-program to core-program - % of early-program students transitioning from first college-level course to first core-program course within 2 years (8 quarters)

KPI 4: Student retention - % of degree-seeking students who are retained from one fall to the next

KPI 5: Student completion - % of program students who graduate with a degree and/or certificate within 3 years (12 quarters)

KPI 6: Student employment

- a. career services - Consistent career services, including academic planning, are established and available to all students. (qualitative)
- b. job placement - % of students leaving with 45+ credits who are employed within 9 months of their last BTC course enrollment
- c. workplace performance - % of employers who are satisfied with BTC graduate workplace performance

KPI 7: External partnerships - A coordinated approach to identifying employer needs and strengthening relationships with external partnerships is in place. (qualitative)

KPI 8: BTC professional development - % of employees who are satisfied with their access to professional development opportunities

KPI 9: Strategic planning and resource allocation

- a. unit-level planning and assessment - Campus-wide unit-level planning and assessment processes are in place. (qualitative)
- b. fiscal stability - Campus-wide fiscal stability planning is in place. (qualitative)

KPI 10: Campus climate

- a. student satisfaction - % of students who are satisfied with the overall BTC campus climate
- b. student physical safety - % of students who feel physically safe on campus
- c. employee satisfaction - % of employees who are satisfied with the overall BTC campus climate
- d. employee physical safety - % of employees who feel physically safe on campus
- e. participatory governance - % of employees who feel represented in BTC's participatory governance structure

KPI 11. Advancing student equity

- a. access - student demographics are representative of the service area population (aggregation includes disability status, race/ethnicity, socioeconomic status, and veteran status)
- b. retention gap - % point variance between students of color and white students
- c. completion gap - % point variance between students of color and white students