

BATES TECHNICAL COLLEGE DRAFT STRATEGIC PLAN 2019 – 2022

Mission Statement Operationalized by Core Themes



COMMUNITY RELATIONSHIPS

GOAL: Develop and maintain partnerships with government, labor, business and industry, highlighting the college as an effective and respected resource that contributes to community vitality.



Student Centered

GOAL: Attract, engage and retain a diverse student population, support them to overcome challenges to goals, and help them transition successfully to further education or employment.

**Mission: Bates Technical College
enriches diverse communities by
inspiring student learning,
challenging greater achievement
and educating for employment.**



Workforce Education

GOAL: Provide high quality career training that helps students realize their educational goals through innovative instruction.



General Education

GOAL: Provide and communicate opportunities for students to successfully complete their general education requirements.



CORE THEME: Community Relationships

Goal: Develop and maintain partnerships with government, labor, business and industry, highlighting the college as an effective and respected resource that contributes to community vitality.

Objectives	Measures	Baseline Data & Target Goal	Measurement Tool	Due Date
Partnerships enhance instructional programs.	Effectiveness of the program advisory committees via survey.	2018-2019	Survey developed	Annually
Partnerships have a direct, positive and visible impact to our college and local community.	Apprenticeship Annualized FTE	2017-18: 788.9 Goal:	Data Warehouse	Annually

CORE THEME: Student Centered

Goal: Attract, engage and retain a diverse student population, support them to overcome challenges to goals and help them transition successfully to further education or employment.

Objectives	Measures	Baseline Data & Target Goal	Measurement Tool	Due Date
Identify and implement new or enhanced strategies to retain a diverse student population.	One year completed or retained rate for all students.	Fall 2016 Cohort: 56% Goal:	Data warehouse	Annually
Decrease the equity gaps between students based on specific, identified groups.	Achievement gaps for students of color compared to white students: 3-year graduation rate	Fall 2014 Cohort: 10% gap Goal:	Data warehouse	Annually
Enhance the processes that increase enrollment	Conversion rate: Inquiry to registered	Fall 2018 Cohort: 8% Goal:	CRM	Annually

of prospective students.				
Faculty and staff are knowledgeable of the support services that facilitate retention and persistence.	Assess faculty and staff awareness of available support services twice a year.	2018-2019	Survey developed.	Annually
Identify and intervene with students who are not making satisfactory progress towards their educational goals.	Proportion of students of Satisfactory Academic Progress (SAP) warning	Fall 2018: 5.9% Goal:	Student Management System.	Annually

CORE THEME: General Education

Goal: Provide and communicate opportunities for students to successfully complete their general education requirements.

Objectives	Measures	Baseline Data & Target Goal	Measurement Tool	Due Date
Increase access to general education classes.	Proportion of general education courses in multiple modes of delivery	2018-19: 38% Goal: Increase by 5% per year.	SMS	Annually
Students complete College level Math for their program in Year 1.	Increase number of students who complete college level Math in 1st year	2017-18: 16.8% Goal: Increase by 3% per year.	Data warehouse	Annually
Students complete College level English in their program in Year 1.	Increase number of students who complete college level English in 1 st year	2017-18: 13.6% Goal: Increase by 3% per year.	Data warehouse	Annually

CORE THEME: Workforce Education

Goal: Provide high quality career training that helps students realize their educational goals through innovative instruction.

Objectives	Measures	Baseline Data & Target Goal	Measurement Tool	Due Date
Curriculum is current and in compliance with state and industry requirements.	Increase proportion of students hired in the area of their degree or certificate.	2016-17 Graduates: 40% Goal: Increase by 1% per year with goal to reach 90% of students.	SBCTC DLOA file	Annually
Students are provided with appropriate resources and guidance in choosing a career in accordance with their aptitudes and interests.	Fall to Winter retention rates.	Fall 2017 Cohort: 72% Goal: Increase by 2% per year.	Data warehouse	Annually
Students are provided with opportunities to develop cultural and workplace behaviors for professional success	Increase proportion of students taking Work-based Learning courses.	2017-18: 10.8% Goal: Increase by 1% per year.	Data warehouse	Annually

02/26/19