# CHANGING LIVES
# STRENGTHENING COMMUNITIES

## 3-year Strategic Plan 2016-2019

**ABTech**
**Community College**
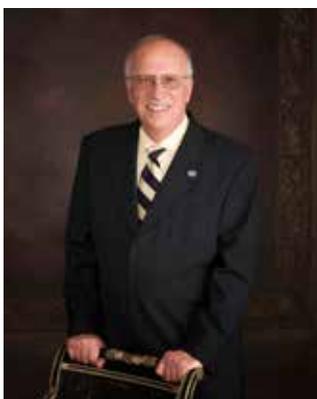
## Letter from Dennis King

Any reputable institution must plan for the future. To do so, it needs a Strategic Plan to know where it is presently and to create a path for improving. Some call this "moving from good to great." Others see it as a methodical and recurring cycle of assessment, aspiration, and attainment. No matter how one views it, a Strategic Plan is necessary if an institution is to grow and improve. The Board of Trustees of A-B Tech, striving to improve the College, has adopted this Strategic Plan for the next three years.

This plan addresses the following four Priorities:
1.    Student Access and Success
2.    Sustainability and Organizational Development
3.    Technology Infrastructure and Systems
4.    Communication and Engagement

Each Priority has two or four Goals, and each Goal has as many as five Initiatives to ensure the likelihood that the Goal is accomplished. To assess progress, the College will regularly report on a number of metrics, called Tracking Measures. Because of the breadth of the plan, we will undertake only a third of the Initiatives during Year 1.

What follows in this booklet is our Strategic Plan for 2016 to 2019. Use it to hold us accountable and to watch this fine community college improve upon itself!

Warm Regards,

Dennis King

Dennis King, President

# Priorities

# Vision

Changing Lives • Strengthening Communities

# Mission

Dedicated to student success, A-B Tech delivers quality education to enhance academic, workforce, and personal development.

# Values

Excellence • Integrity • Supportive Learning Environment
Innovation • Service and Engagement

# Student Access & Success

*Practice effective enrollment management to increase student access, retention, success, and completion. This is accomplished through active recruitment, relevant programming, high-quality instruction and comprehensive student support services.*

**Goal 1: Improve access, persistence, and completion for all student groups**

*Major College Initiatives*

1.1.1. Prioritize and fully implement the existing three-year Strategic Enrollment Management Plan

1.1.2. Reduce representation and achievement gaps between majority and underrepresented student groups

1.1.3. Fully articulate and enculturate a distinctive student success and institutional service model/culture

1.1.4. Develop and employ a comprehensive, College-wide career services program, including advising, planning and placement

1.1.5. Develop and implement an ADA compliance/accessibility plan

## Goal 2: Ensure academic program relevance and sustainability

*Major College Initiatives*

1.2.1.  Increase the availability of online programs of study

1.2.2.  Identify and implement new career and technical education programs of study and workforce development programs reflecting community economic development initiatives

1.2.3.  Develop and implement a process to evaluate and ensure the continued viability and sustainability of academic programs

1.2.4.  Develop, expand and implement instructional pathways

*Selected Tracking Measures*

### 1. Improve access, persistence and completion

- *Annual unduplicated headcount*
- *Proportion of students persisting from year 1 to year 2*
- *Proportion of students earning 12 college credits in 1 year*
- *Proportion of students earning 24 college credits in 2 years*
- *Course success and retention by modality*
- *Annual number of degrees, diplomas, certificates, and industry-recognized credentials*
- *ADA compliance/accessibility plan developed and implemented*

### 2. Ensure academic program relevance and sustainability

- *Number of programs of study and classes available online*
- *Number of instructional pathways and pathway enrollment*

*See more at: abtech.edu/strategicplan1619*

# Sustainability & Organizational Development

*Ensure the success, security, and stability of the College through effective and efficient administrative processes, a diverse and supported workforce, and ongoing resource stewardship.*

**Goal 1: Strengthen processes, systems and supports to advance faculty and staff success and excellence and reduce employee turnover**

*Major College Initiatives*

2.1.1.  Improve employee recruiting, hiring, onboarding, and offboarding processes

2.1.2.  Develop and implement a College Diversity and Inclusion Plan

2.1.3.  Evaluate faculty workload and compensation policies and procedures

2.1.4.  Enhance employee use of flex time and alternative work schedules

2.1.5.  Develop a sustainable professional development funding mechanism for faculty and staff

**Goal 2:  Develop a systematic approach to organizational operations and succession planning**

*Major College Initiatives*

2.2.1.  Develop and implement a Business Continuity Plan

2.2.2.  Develop and implement a College Leadership Succession Plan

2.2.3.  Expand cross-training opportunities for employees

2.2.4.  Enhance employees' project management skills

## Goal 3:  Enhance campus infrastructure safety and security

*Major College Initiatives*

2.3.1.  Enhance campus safety and security awareness for employees and students

2.3.2.  Improve campus access and egress

2.3.3.  Enhance vehicular and pedestrian traffic flow

2.3.4.  Enhance campus safety/security monitoring and communications

## Goal 4:  Expand opportunities to increase connections and giving for unfunded needs and priorities

*Major College Initiatives*

2.4.1.  Conduct an assessment of the advancement function of the College

2.4.2.  Develop and implement a three-year College Advancement Plan

## Selected Tracking Measures

### 1. Processes and systems to ensure faculty and staff success

- *Recruiting and hiring statistics (applicants, interviewees)*
- *Employee turnover rate*
- *Sustainable professional development funding mechanism developed and implemented*

### 2. Business continuity and succession planning

- *Business Continuity Plan developed and implemented*
- *College Leadership Succession Plan developed and implemented*

### 3. Campus safety and security

- *Evaluate perception of the safety/security of the campus environment*
- *Number of emergency call boxes*
- *Number of security cameras*

### 4. College Advancement

- *College Advancement Plan developed and implemented*
- *Annual donations and gifts*
- *Giving participation (College Boards and full-time employees)*
- *Annual revenue generated by grants, contracts, and categorical funding*

*See more at: abtech.edu/strategicplan1619*

# Technology Infrastructure & Systems

*Utilize current and effective technology to support the educational, administrative and workforce systems of the College. Use efficient technology solutions to improve student access and success, strengthen the College's operational effectiveness, enhance connections with educational, workforce and community partners, and support the evaluation of College initiatives and processes.*

**Goal 1: Enhance information technology (IT) systems effectiveness and efficiency**

*Major College Initiatives*

3.1.1. Develop an IT services model that defines expectations and deliverables and establishes a framework for project management, budgeting, life-cycle management and feedback from the campus community

3.1.2. Connect with the campus community by identifying an IT liaison for each functional unit and meeting periodically with unit leaders allowing for improved prioritization of projects

3.1.3. Acquire and/or develop IT management tools to better support student lifecycle management

## Goal 2:  Develop data governance processes and procedures

*Major College Initiatives*

3.2.1.  Develop an overarching model for College data operations – including written standards, processes, a data dictionary, feedback loops, and a training plan

3.2.2.  Implement the newly-developed data model campus-wide – providing training for all data entry employees, and enhance expertise in Business Process Analytics

3.2.3.  Implement a data analytics system – including integration services and initial training for data professionals

*Selected Tracking Measures*

### 1. IT systems effectiveness and efficiency

- *IT services model developed and implemented*
- *Student life-cycle management IT tools acquired/ developed and deployed*

### 2. Data governance processes and procedures

- *Data governance model developed and implemented*
- *Data analytics system developed (or identified) and implemented*

*See more at: abtech.edu/strategicplan1619*

# Communication & Engagement

*Cultivate understanding and engagement among constituents and stakeholders through positive and informative communication. Collaborate with educational, workforce, and community partners to establish pathways to regional jobs, supporting the development of a strong workforce and providing economic stability.*

## Goal 1: Enhance student connections to regional jobs

*Major College Initiatives*

4.1.1. Work with local businesses and industry to expand work-based learning opportunities (workplace shadowing, internships, pre-apprenticeships, registered apprenticeships, etc.)

4.1.2. Enhance graduate and post-enrollment job placement tracking

4.1.3. Increase the number of students leaving the College with an in-demand, job-ready credential

4.1.4. Enhance back-to-industry opportunities for faculty to help them stay current with industry trends, enhance curricular offerings, and integrate work-based learning into their programs

## Goal 2: Support the development of new and existing businesses

*Major College Initiatives*

4.2.1. Work with local workforce and economic development partners to ensure that business outreach efforts are focused on economic priorities

4.2.2. Facilitate workforce and economic development opportunities through customized training, sector strategies, business incubation and entrepreneurial support

4.2.3. Increase connectivity and services to businesses and industry

## Goal 3:  Enhance the College's branding and marketing

*Major College Initiatives*

4.3.1.  Further develop and implement an integrated communications and marketing plan designed to guide accessible, targeted, timely, and compelling messaging that will impact awareness, enrollment, support, and advocacy for the College

4.3.2.  Enhance the use of the website to provide information related to the College's comprehensive programs and services

4.3.3.  Make adjustments to the College's integrated communications and marketing plan to align with the new student success and institutional service model/culture (online, print, campus signage, student engagement visuals)

## Goal 4:  Improve College-wide communication with employees

*Major College Initiatives*

4.4.1.  Enhance cross-departmental collaboration and communication

4.4.2.  Increase the frequency of College listening sessions

4.4.3.  Improve the College's mechanisms for information sharing

### *Selected Tracking Measures*

### *1. Enhance connections to regional jobs*

- *Student participation in work-based learning opportunities*
- *Number of students leaving the College with an in-demand, job-ready credential*
- *Faculty participation in back-to-industry opportunities*

### *2. Support the development of new and existing businesses*

- *Small Business Center statistics*
- *Number of customized or specialized training courses or services*
- *Total number of companies participating in training and/or services*

### *3. College marketing and branding*

- *Website traffic and user satisfaction measures*

### *4. College-wide communication*

- *College climate survey and/or focus group results*
- *Number of College listening sessions*

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# Strategic Planning Team

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