



VISION  
2020 AND  
BEYOND

**BRUNSWICK**  
COMMUNITY COLLEGE



# THE PROCESS

Each year, Brunswick Community College (BCC) assesses its success in achieving institutional goals related to distinct directives provided in the College's strategic plan – Vision 2020. Initiated in 2012 and revisited in 2015 (Vision 2020, Phase II), this strategic plan has a rich history of broad stakeholder engagement and flexibility that readily positions itself to be proactive to sudden changes in the economy and to other external forces that could abruptly impact enrollment and College resources. The Plan is revisited every three years and takes into account a service area reliant on tourism, retirement, small businesses, and healthcare. The College's response to the Vision 2020, Phase II strategic plan was made June 2018 at the close of the academic year.

Stakeholder meetings to craft Phase III or the final iteration of Vision 2020 took place throughout 2017-2018. Employing a more focused, themed approach to solicit input from the campus; from local business, industry and community leaders; and from both the Foundation Board and the Board of Trustees, Phase III requires more clearly measurable outcomes related to assessing the goals tied to each of the plan's five directives. Moreover, in choosing the goals and the measures attached to the plan, BCC used a variety of resources outside of the stakeholder forums. Some of these resources included the North Carolina Community College System Strategic Plan; Brunswick Vision 2017 – 2020 (county plan); Dr. Rebecca Tippett, Carolina Demographics; the NC Rural Center; and details from strategic planning meetings with Brunswick County Schools. The draft of Vision 2020, Phase III, was presented to the Board of Trustees on June 22, 2018, for their modifications and approval. Phase III, *Vision 2020 and Beyond*, will take BCC through academic year 2020 – 2021.

OUR VISION IS TO EXCEED  
THE EXPECTATIONS OF  
OUR STAKEHOLDERS  
FOR DELIVERING QUALITY EDUCATION,  
EXCEPTIONAL WORKFORCE  
TRAINING AND BROAD COMMUNITY  
ENRICHMENT. IT IS OUR 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.



EXCELLENCE

INTEGRITY

RESPECT

OPPORTUNITY

COMMUNITY

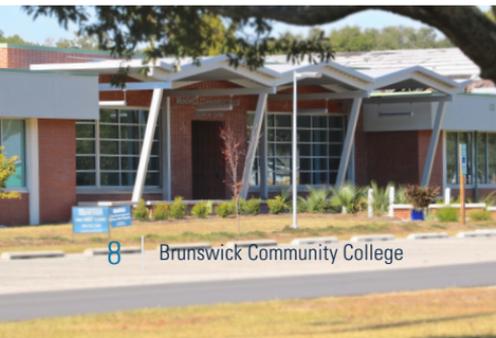
We honor and embrace the Core Values of Brunswick Community College. During the 2013-2014 academic year, the campus community joined to select, define and identify these beliefs as timeless guiding principles of our organization and the glue that holds our institution together as it grows. These values,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

## *Strategic Directive 1*

# DELIVER NEW AND CURRENT PROGRAMS IN FLEXIBLE, EFFICIENT WAYS THAT LEAD TO INCREASED STUDENT ENROLLMENT AND COMPLETION.

- 1.1 Implement new CE/WD programs, pathways, and deliveries that reflect local needs, lead to jobs, and advance the College's regional competitiveness.
- 1.2 Implement new Curriculum programs, pathways, and deliveries that reflect local job needs, assist students with transfer options, and advance the College's regional competitiveness.
- 1.3 Increase partnerships and engage in practices that support successful student progression or transfer to senior institutions.
- 1.4 Augment academic support activities that promote completion.
- 1.5 Enhance the student experience at Brunswick Community College.
- 1.6 Secure funds to increase student completion and promote program excellence.





## *Strategic Directive 2*

# IMPROVE EFFICIENCY AND SUSTAINABILITY.

- 2.1 Renovate, repair and repurpose facilities as appropriate to support programs and services.
- 2.2 Increase the efficiency of campus operations.
- 2.3 Expand alternative revenue streams.
- 2.4 Purchase equipment and technology updates with intentionality, promoting an efficient, reliable learning environment.

### *Strategic Directive 3*

# LEVERAGE INFORMATION TO PROMOTE COLLEGE GROWTH AND PROGRAM EXCELLENCE.

- 3.1 Promote a culture of assessment throughout College programs and services.
- 3.2 Align College programs with the needs of students, employers, and the larger community.
- 3.3 Use data to build and support the strategic enrollment process and student completion plan.
- 3.4 Excel in NCCCS measures of performance and growth.





## *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.
- 4.2 Support the economic growth and development of Brunswick County and the region.
- 4.3 Engage students and local residents regarding cultural arts and wellness opportunities at the College.
- 4.4 Increase College visibility and engagement with community members interested in furthering their education.

## *Strategic Directive 5*

# BUILD AND MAINTAIN EXCELLENCE AMONG FACULTY AND STAFF.

- 5.1 Implement Human Resource policies, procedures, and practices that honor diversity, exemplify professionalism, and support a positive campus climate.
- 5.2 Provide opportunities for faculty and staff growth, recognition, and leadership.
- 5.3 Promote a positive campus climate through increased communication and collaboration.



# ASSESSMENTS FOR VISION 2020, PHASE III *(abridged)*

## ***Strategic Directive 1***

- Annually increase FTE by least 1%, completion by 2%, persistence by 2%, CCP students by 10%, and local students by 5%.
- Create at least one new career pathway and build additional stackable credentials, annually.
- Increase career advising and faculty generated early alerts by 10% and increase Student Services Department satisfaction by 20%.
- Increase the number of SGA events by 4, faculty sponsored events by 2, and student athlete advisors by 2.
- Increase the number of Foundation scholarships (CE/WD and curriculum) by 10% and apply to one excellence grant, annually.

## ***Strategic Directive 2***

- Reduce the water usage by 5%, waste by 5%, and save 50,000 KWH of electricity annually.
- Increase student use of online payments by 10% and employee online pay time entry ability by 33%.
- Increase College fundraising events to be 100% sponsored, attendance to signature event by 8%, revenue by \$10,000, and the countywide Foundation performance by \$1,000 annually.
- Improve Instructional Technology infrastructure and recovering capabilities per the College Disaster Recovery Plan.

### ***Strategic Directive 3***

- The College, with the Office of Planning and Research, will utilize data more widely and effectively for the purpose of continuous improvement: daily enrollment data during active registration, three-year program evaluation to determine program health, annual review of learning and departmental service evidences, increase the use of survey data, and improve in all state performance measures through work teams' use of disaggregated data.
- Improve employability skills by 25%, and leverage data to create new career credit programs.
- Improve annual completion rates by 2% through the use of AVISO advising software.

### ***Strategic Directive 4***

- Increase marketing (digital ads) by 10%, campaign success (custom URLs) by 25%, and student interaction (social media) by 10%.
- Increase athletics visibility (home game attendance) by 10% and the number of female athletes by 25 (women's softball).
- Increase economic growth through the assistance and support of 5 small business start-ups.
- Increase community cultural opportunities (Odell Williamson Auditorium) by 5% and wellness opportunities (Fitness Center) by 10% through ticket sales, attendance, and membership.
- Increase visibility and participation by 20% through participation in the "Back to the Classroom."

### ***Strategic Directive 5***

- Improve employee satisfaction as measured by exit interviews at a level of 80% or higher and by conducting random "stay evaluation" interviews, to be increased by one survey, annually.
- Grow diversity at the College as determined by the Annual Diversity Report.
- Provide staff development for faculty and staff by maintaining a 1% budget funding level.
- Promote communication by having faculty and staff complete an annual survey.



This year, the College completed its work relative to Vision 2020, Phase 2 of its strategic plan. Numerous opportunities were offered for our students, employees, local businesses, industries, and community leaders to provide input into a new strategic plan – *Vision 2020 and Beyond*. This will guide BCC for the next three years in achieving its mission “to provide opportunities for individuals to be successful through accessible, high quality, student-centered programs...”

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

It is my privilege to lead this institution, and we are incredibly grateful for a host of talented colleagues who give their life’s work in service to our students. Please enjoy the College’s visioning for the future and accept our invitation to visit Brunswick Community College whenever you can.

A handwritten signature in black ink that reads "Susanne H. Adams". The script is elegant and cursive.

Susanne H. Adams, President  
Brunswick Community College

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