



2018 Monitoring Report on Mission Fulfillment



Presented to the BBCC Board of Trustees, June 7, 2018
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Mission Statement

Big Bend Community College delivers lifelong learning through commitment to student success, excellence in teaching and learning, and community engagement.

BBCC Board of Trustees' Ends Statements

The BBCC Board of Trustees provides policy direction through the following Ends Statements derived from the college Mission. The Ends Statements are implemented through the BBCC Strategic Plan.

E-1 *Mission*

BBCC delivers lifelong learning through commitment to student success, excellence in teaching and learning, and community engagement.

E-2 *Student Success*

BBCC provides the diverse population of its entire district with access to opportunities, assists students in completion of their goals, and develops skills for lifelong learning.

E-3 *Excellence in Teaching and Learning*

BBCC supports innovation, variety, and creativity; maintains high academic and industry standards; and supports professional development for continued growth.

E-4 *Community Engagement*

BBCC supports economic development by nurturing community and industry partnerships and support to the college to enhance access and service to our district population.

E-5 *Integrity and Stewardship*

BBCC acts as a responsible steward of resources by promoting accountability, sustainability, ethics and honesty, and prudent resource management to provide quality and affordable resources to the diverse population of our service district.

E-6 *Inclusion and Climate*

BBCC provides and maintains a climate of inclusiveness for students, employees, and partners by maintaining a safe learning environment and promoting cultural inclusiveness, understanding, and respect by embracing diversity, access, opportunity, and equity.

Core Themes

Student Success
Excellence in Teaching and Learning
Community Engagement

Vision

Big Bend Community College inspires every student to be successful.

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Mission Fulfillment 2018: Introduction

In 2017-18, BBCC revised the Mission Fulfillment process so that the Board of Trustees and all faculty and staff reviewed and rated the college's progress on fulfilling its Mission through an evaluation of Core Theme Indicators. The feedback and ratings identified areas where the college should focus efforts and recommended ways the college can improve. The primary areas of focus were on student success and BBCC processes, increasing access to education and training, internal and external partnerships, and creating a more inclusive campus climate through intentional diversity, equity and inclusion work. Trustee and staff feedback is provided on the following pages.

After reviewing Board and staff feedback, Shared Governance Council proposed next steps for the following year. Cabinet refined the proposed next steps and adopted plans for the 2018-19 academic year to improve college performance on each Core Theme Objective and to help the college achieve its strategic goals.

The above process coincided with assessment of departmental, program and discipline work plans and budget requests for the 2018-19 academic year. Department staff evaluated their work plans and how their work contributed to the college's progress toward specific Core Theme Objectives.

Budget allocations for the next academic year will be based on these mission fulfillment and departmental evaluation processes.

Mission Fulfillment Feedback 2018: Board of Trustees

Summary of Core Theme Objective Feedback

Student Experience and Success

BBCC continues to strive toward increased student success, which is the true driver of everything we do. Continued focus and dedication of resources are needed to implement best practices in teaching and services that strategically improve student success, especially for students in historically underrepresented groups.

The overall student experience should be continually reviewed. Students' utilization of support services plays a key role in their success. Encouraging student engagement with peers and services could be an opportunity for growth.

Equity & Inclusion

BBCC is becoming more informed about equity and inclusion factors that impact our students and communities. There is an opportunity for improvement as it relates to incorporating an emphasis on equity, inclusion, and social justice. These terms need to be better defined, operationalized, and assessed on an ongoing basis.

Continuous Improvement

A continuous improvement model would benefit the entire college. In a rapidly changing technological world where students have diverse learning styles, we need to monitor and adjust how we teach as we evaluate the effectiveness of new methods. To ensure improved student success over time, BBCC must adapt our student services and remain nimble and alert to students' changing needs.

External Partnerships

Increase Industry Outreach

Educational programs, testing, and CBIS, make efforts to meet workforce needs; however, BBCC Board members expressed a desire to understand better BBCC's engagement with industry in terms of surveying employers, the level of industry participation in BBCC surveys, meeting identified employers' needs, and BBCC outreach to industry.

K12/University Partners

Transfer rates and high school participation in college in the high school and Running Start have improved. Establishing ongoing relationships with our partners needs to be a high priority to maintain rapport with new K-12 students, administrators, faculty, and staff.

Infrastructure

BBCC is fiscally sound and well managed as evidenced through clean audits. Green efforts and energy efficiencies have increased and hazardous materials are properly disposed. BBCC could benefit from a formalized ongoing sustainability report. Continued professional development is critical to the overall goal of increasing student success.

Other

Workforce facilities need improvement, which may also impact other ratings for relevance and quality of instruction. The BBCC Foundation is an asset to the college and provides tremendous benefits to students.

Mission Fulfillment Feedback 2018: Staff

Summary of Core Theme Objective Feedback

Nearly all faculty and staff provided feedback and observations on the Mission Fulfillment information and data that was provided at the February 2nd In-service. The following themes emerged from specific suggestions and observations. Responses often fell under more than one theme. Specific action items are bulleted under each theme below.

Access to Services that promote student success

Faculty and staff noted the achievement gap that exists between Asian and/or White students and students from Historically Underrepresented Groups (HUGs; Historically Underrepresented Groups include African American, Native America, Native Hawaiian/Pacific Islander, and Hispanic students). Although HUGs are accessing services, the achievement gap remains. Multiple strategies were suggested to increase success for all students and to close the achievement gaps.

- Identify high-risk students and provide intentional and intrusive support, especially for students in the Historically Underrepresented Group
- Ensure all ABE students have access to advising, including advising related to financial aid
- Offer equal access to services in different ways, times and formats
- Support students' transfer efforts to four-year colleges
- Provide access to more advising appointments and find alternative advisors in the summer
- Provide resource announcements through emails, printed materials, and on TV monitors
- Post faculty office hours so students can access their faculty advisors

Internal and External Communication

The need for external communication focused on creating an ongoing dialog with business and industry to meet their training needs and on enhancing BBCC's relationships with high schools to help students transition from high school to BBCC.

Internal communication centered around creating an avenue to share best practices on student success strategies, activities that promote diversity and equity, departmental innovations, and general awareness of campus activities.

External Communication

- Community Outreach & Partnerships
 - Improve communication with local industry, establish on-going industry tours
 - Enhance high school outreach, communication, and help students transition to BBCC
 - Increase recruitment for Work Force Programs
- Identify individual program "owners" and content experts to provide up-to-date information for marketing and web content
- Review contact information on promotional materials (phone number, fax, etc.) for accuracy

Internal Communication

- Develop an avenue to share creative and best practices across the campus
- Share information on proven tools that help students succeed
- Provide accurate course descriptions to inform students

- Improve communication between faculty and staff who aren't involved in daily student issues
- Communicate faculty activities that promote diversity and equity in the classroom
- Communicate class cancellations, etc. to Student Services and the Business Office

Campus Climate

While BBCC has initiated equity conversations, a consistently applied definition is needed to operationalize equity at BBCC. Many college staff members viewed campus climate as an area where the college can improve.

Staff and faculty felt that intentional professional development opportunities need to be available to all employees.

- Develop equity goals with specified benchmarks
- Provide equity training and require attendance
- Plan student activities and services with a lens on diversity, equity, and inclusion
- Establish curriculum that teaches diversity, inclusion, and social justice
- Look for ways to implement diversity and equity in hiring best practices to increase candidate pool diversity

Facilities, Equipment, and Efficiencies

Facilities, equipment, and lab facilities were rated markedly lower than other instructional components for both former Workforce and Transfer students, staff raised the need to reinvest in facilities and equipment. Improved facilities and equipment may also contribute to BBCC's ability to attract students.

Incorporate energy efficiencies throughout the campus by replacing old windows, installing energy-saving fixtures, reducing paper and plastic use, and recycling whenever possible.

Mission Fulfillment 2018: Core Theme Objectives – Ratings and Next Steps

The college president leads BBCC faculty and staff in carrying out “next step” actions.

CORE THEME & ENDS STATEMENT(S)	CORE THEME OBJECTIVE	AVERAGE RATING	NEXT STEPS	RESPONSIBLE PARTIES	RESOURCE ALLOCATION
<u>E-1 Mission</u>	n/a	2.80	(see below)	All BBCC employees	
Student Success <u>E-2 Student Success</u>	1.1 BBCC provides access to programs and services that meet the educational needs of our students and prospective students	2.53	Create an annual schedule with evening, weekend, and online classes in a 2-3 year class rotation; Update website content and navigation	Dean of Arts & Sciences; Dean of Transitional Studies; Dean of Workforce Education; Director of Communications	Part-time faculty pool funds to pay for evening classes Grant funds to support marketing & outreach (Perkins, Title V PAHP, Title V UAS, Title III STEM), class scheduling (Title III STEM), website updates (Title V UAS) and assistance to workforce and non-traditional students (Worker Retraining (WRT), Perkins, Basic Education for Adults (BEA), Workfirst (WF), Basic Food and Employment & Training (BFET), Opportunity Grant (OG) Part-time faculty pool funds to pay summer

CORE THEME & ENDS STATEMENT(S)	CORE THEME OBJECTIVE	AVERAGE RATING	NEXT STEPS	RESPONSIBLE PARTIES	RESOURCE ALLOCATION
					<p>taskforce groups focusing on elearning training and the pathway from adult education classes to college</p> <p>Formation of new Strategic Priorities Committee work group to help implement evening and online classes and services</p>
	1.2 Use of services correlates with success, retention, and completion	3.20	Expand services to evening, weekend, and online students	VP for Finance & Administration; Dean of Arts & Sciences; Dean of Student Services; Dean of Transitional Studies; Executive Director of Business Services	Formation of new Strategic Priorities Committee work group to help implement evening and online classes and services
	1.3 Students are prepared to graduate and to transfer or to seek employment	2.38	Continue Guided Pathways work (accelerated learning, transition from Basic Education for Adults into college, use of advising maps, comprehensive supports, student tracking, intake process) and gain student perspective	VP for Learning & Student Success; Dean of Arts & Sciences; Dean of Institutional Research & Planning; Dean of Student Services; Dean of Transitional Studies; Dean of Workforce Education;	Grant funds to support developing and implementing pathway from adult education into college - accelerated learning (BFET, WF), contextualized math (Title III STEM), adult education to college pathway (BFET, BEdA) student mentoring (Title

CORE THEME & ENDS STATEMENT(S)	CORE THEME OBJECTIVE	AVERAGE RATING	NEXT STEPS	RESPONSIBLE PARTIES	RESOURCE ALLOCATION
				Director of Information Technology; Advisor Training Workgroup; Comprehensive Support Workgroup; New Student Experience Workgroup	III STEM), comprehensive student supports (BEaA, WF, BFET, OG) advising maps (Title V PAHP, Title V UAS, Title III STEM), potential purchase of student tracking software (Title III STEM) Part-time faculty pool funds to support accelerated learning
Excellence in Teaching and Learning <u>E-3 Excellence in Teaching and Learning</u>	2.1 BBCC implements innovation and creativity in programs and services	3.21	Continue assessment activities	Cabinet	State funds and grant funds to support assessment training (Title III STEM), professional development (Title III STEM, Perkins), and support for non-traditional students (Perkins, WF, BFET, OG, WRT) Dedicated in-service time to do assessment work
	2.2 BBCC helps students attain high academic standards	3.11	Continue assessment activities	Cabinet	Library and elearning resources and Perkins grant funds to support accessibility training and implementation

CORE THEME & ENDS STATEMENT(S)	CORE THEME OBJECTIVE	AVERAGE RATING	NEXT STEPS	RESPONSIBLE PARTIES	RESOURCE ALLOCATION
					Dedicated in-service time to do assessment work
	2.3 BBCC supports professional development for faculty and staff in order to improve student engagement and outcomes	2.82	Offer professional development on topics related to strategic priorities, including equity and use of data	Data Committee; Employee Experience Workgroup	State funds and grant funds (BEaA, Perkins, Title III STEM, Title V UAS, Title V PAHP, BFET) support employee training
Community Engagement <u>E-4 Community Engagement</u>	3.1 BBCC works with community and industry partners to support economic development	3.00	Improve communication with local businesses	BBCC President; Dean of Workforce Education; Executive Director of the BBCC Foundation; Director of Communications	Foundation funds and efforts by the President & Foundation to fundraise for Workforce Education Center Grant funds (BFET, WF, OG, WRT, Title III STEM, Title V PAHP, Title V UAS) and Career Services staff efforts to support internships, communicate with employers and conduct employer survey
<u>E-5 Integrity and Stewardship</u>					
<u>E-6 Inclusion and Climate</u>					
	3.2 BBCC works with K-12 and university partners to provide educational opportunities	2.67	Enhance high school outreach	Dean of Arts & Sciences; Dean of Student Services; Dean of Workforce Education; Dean of Transitional Studies;	State funds & Perkins grant funds to support Career Technical Education (CTE) dual credit

CORE THEME & ENDS STATEMENT(S)	CORE THEME OBJECTIVE	AVERAGE RATING	NEXT STEPS	RESPONSIBLE PARTIES	RESOURCE ALLOCATION
				High School Relations Workgroup	<p>College in High School (CiHS) revenue & grant funds (Perkins, Title V PAHP, Title III STEM, Title V UAS) to support high school outreach & recruitment</p> <p>Outreach and Recruitment staff focus on high school outreach</p> <p>Formation of new Strategic Priorities Committee work group on marketing, outreach and recruitment</p>
	3.3 BBCC practices responsible use of resources, including fiscal and natural resources	2.93	Improve internal communication	Cabinet; Employee Experience Workgroup	State funds and grant funds (Title III STEM, Perkins, WRT, BFET) to support professional development
	3.4 BBCC provides an inclusive environment for students, employees, and partners in order to sustain a vibrant community	2.64	Conduct environmental scan; Develop definition for equity and strategies to operationalize	Committee on Equity, Inclusion, & Diversity; Employee Experience Workgroup; Student Ready Workgroup	State funds and STEM grant funds to support environmental scan and professional development (Title III STEM, Perkins, WRT, BFET)

Legend

Average Rating	Color Code	Description
4.1 – 5.0	Blue	Exceptional. Well above target. Use as a best practice.
3.1 – 4.0	Green	Good. At or just above target. Continue to support.
2.1 – 3.0	Yellow	Making progress. Between baseline and target. Keep improving.
1.0 – 2.0	Red	Not acceptable. Below baseline. Take immediate action.