



**BOSSIER
PARISH
COMMUNITY
COLLEGE**

FIVE-YEAR STRATEGIC PLAN

**FY 2023-2024
THROUGH
FY 2027-2028**

The BPCC Strategic Plan is comprised of five pillars that will be used to address our goals and objectives for the next five years. In setting these goals, BPCC used the Mission and Vision statements as well as the institutional values to set goals and objectives that are most important to our College and our community.

MISSION STATEMENT

Bossier Parish Community College provides innovative, accessible, and caring learning environments that advance educational goals, cultivate community partnerships, and strengthen the regional economy.

VISION STATEMENT

BPCC seeks to be a premier learning institution, a valued community partner, and a catalyst for growth and opportunity for individuals to contribute to the social, cultural, and economic vitality of our region.

VALUES

All employees at Bossier Parish Community College commit to embracing, educating, and empowering our students, our people, and our community through our values of Innovation, Success, Partnership, Integrity, Respect, Excellence, and Diversity.

The strategic planning process was extensive and included both internal and external stakeholders. The BPCC Executive Leadership Team worked with Studer Education to develop the strategic plan based on qualitative data from key groups including: faculty, staff, students, alumni, business partners, academic partners, and elected government officials. Additionally, each year, BPCC conducts an Employee Engagement Survey to better understand how the BPCC College Community feels about the strategic planning progress. The following objectives fall within the pillars of the strategic plan as outlined below.

OBJECTIVES

1. Increase the fall enrollment by approximately **3%** from baseline level of **5,727** fall 2021 to **5,899** by fall 2027.

During an economic crisis and the demographic cliff, growth in student population will be challenging. However, BPCC has been on an upward trend for fall 2022 and believes that enrollment will grow over the next five years albeit at a slow pace. Under the “Our Students” pillar of the Strategic Plan, BPCC will “Create a learning environment centered on students with market-driven programs to expand access, increase retention, and identify pathways of support for completion and graduation.” To achieve these results, BPCC will focus on the following three goals:

- 1.1 Achieve higher rates of persistence, retention, completion, graduation, engagement, and satisfaction with intentional focus on Minority, Underrepresented, and White Rural Males.
- 1.2 Provide excellent service through delivery of world-class programs, high-quality instruction, advising, onboarding, and student support services.
- 1.3 Develop data-driven success pathways to support student academic and career planning.

The college will provide for this growth through the following strategies:

Strategy 1.1 Expand Marketing Communication Plan to include BPC Night Online and Weekend (NOW), Corporate College, BPC Natchitoches, and BPC Sabine Valley programs and services. *(SEMC Sub-Committee: Marketing)*

Strategy 1.2 Expand dual enrollment with additional enrollment from new locations. *(SEMC - Innovative Recruitment/Enrollment Strategies)*

Strategy 1.3 Support first-generation college students and their families through improved communication and onboarding events. *(SEMC – Innovative Recruitment/Enrollment Strategies)*

Strategy 1.4 Utilize data from Diversity Equity and Inclusion Committee to develop specific targeted messaging and recruitment tactics to increase minority student enrollment. *(SEMC – Innovative Recruitment/Enrollment Strategies)*

Strategy 1.5 Implement engaging college app to provide timely, personalized, and relevant content to increase student engagement. *(SEMC – Process Improvement)*

Strategy 1.6 Utilize Recruit for targeted messaging to adult education students (English and non-English speaking) for smooth transition from non-credit to credit. *(SEMC – Innovative Recruitment/Enrollment Strategies)*

Key Performance Indicators:

Number of applicants

Number of students enrolled (dual enrollment, first-generation, adult, non-credit)

Number of recruitment events

Accountability Leaders:

Dean of Enrollment Management

Dean, Learning Resources

Director of Student Success and Retention
Director of Strategic Enrollment Initiatives
Marketing and Brand Manager
Recruiter
Vice Chancellor for External Affairs/Chief of Staff

2. Maintain the percentage of first-time in college, full-time, associate degree-seeking students retained to the second fall at the same institution of initial enrollment from the fall 2021 cohort (to fall 2022) baseline level of **46.69%** by fall 2027 (retention of fall 2026 cohort)

To achieve this second goal, BPCC will meet or exceed college enrollment goals by increasing student success, retention, persistence, and completion via the following strategies:

Strategy 2.1 Redesign orientation program to align with LCTCS SWIM Digital Initiative. *(SEMC – Student Success/Retention)*

Strategy 2.2 Increase availability of advisors to support Night Online and Weekend (NOW) offerings and new campus locations. *(SEMC – Student Success/Retention)*

Strategy 2.3 Identify early alert system to provide timely student interventions and positive reinforcements. *(SEMC – Student Success/Retention)*

Strategy 2.4 Expand online tutoring options for students. *(SEMC – Student Success/Retention)*

Strategy 2.5 Provide faculty and staff with information to serve as enrollment ambassadors. *(SEMC – Student Success/Retention)*

Strategy 2.6 Enhance support for students new to online classes. *(SEMC – Student Success/Retention)*

Key Performance Indicators:

Number of retained from semester-to-semester

Number of completers

Number of transfers

Number of job placements

Number of students utilizing tutoring services

Accountability Leaders:

Associate Vice Chancellor

Director of Strategic Enrollment Initiatives

Dean of Enrollment Management

Director of Retention and Student Success
Dean of Educational Technology
Executive Director of Enrollment Management

3. Maintain the percentage of first-time in college, full-time, degree seeking students retained from the fall to the spring semester at the same Louisiana Community and Technical College campus of initial enrollment from the fall 2021 cohort (to Spring AY 2021-2022) baseline level of **69.79** to **80%** spring 2028 (retention of fall 2027 cohort to spring AY 2027-2028).

Strategy 3.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.

Strategy 3.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.

Strategy 3.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.

Key Performance Indicators:

Number of retained from semester-to-semester

Number of completers

Number of students utilizing Cavalier Care Center

Accountability Leaders:

Associate Vice Chancellor

Director of Strategic Enrollment Initiatives

Dean of Enrollment Management

Director of Retention and Student Success

Dean of Educational Technology

Executive Director of Enrollment Management

4. Increase the institutional statewide graduation rate (defined as a student completing an award within 150% of “normal time”) from the baseline rate from the fall 2018 cohort baseline level of **20** to **22%** by fall 2027 (retention of Fall 2023 cohort).

Strategy 4.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.

Strategy 4.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.

- Strategy 4.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.
- Strategy 4.4 Maintain and expand efforts to support transfer students using reverse transfer agreements to graduate continuing students from BPPC.
- Strategy 4.5 Utilize survey results from graduating students as well as student evaluations to identify gaps in services.

Key Performance Indicators:

Number of completers

Number of students transferring to four-year universities

Number of reverse transfer certificate and degree awards

Accountability Leaders:

Associate Vice Chancellor

Director of Strategic Enrollment Initiatives

Dean of Enrollment Management

Director of Retention and Student Success

Dean of Educational Technology

Executive Director of Enrollment Management

- 5. Increase the total number of 1 year Certificate completers in a given academic year from the baseline year number of **405** in 2020-2021 to **506** in AY 2027-2028. Students may only be counted once per award level.

- Strategy 5.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.
- Strategy 5.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.
- Strategy 5.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.
- Strategy 5.4 Maintain and expand efforts to support transfer students using reverse transfer agreements to graduate continuing students from BPPC.
- Strategy 5.5 Utilize survey results from graduating students as well as student evaluations to identify gaps in services.

Key Performance Indicators:

Number of completers

Number of students transferring to four-year universities
Number of reverse transfer certificate and degree awards

Accountability Leaders:
Associate Vice Chancellor
Director of Strategic Enrollment Initiatives
Dean of Enrollment Management
Director of Retention and Student Success
Dean of Educational Technology
Executive Director of Enrollment Management

6. Increase the total number of Career and Technical Certificate completers in a given academic year from the baseline year number of **264** in 2020-2021 to **330** in AY 2027-2028. Students may only be counted once per award level.

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| Strategy 6.1 | Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion. |
| Strategy 6.2 | Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates. |
| Strategy 6.3 | Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center. |
| Strategy 6.4 | Analyze CTC programs based on Program Health Index to determine the viability of programs to continue or sunset. |
| Strategy 6.5 | Utilize survey results from graduating students as well as student evaluations to identify gaps in services. |

Key Performance Indicators:
Number of completers
Number of new CTC programs
Number of discontinued CTC programs

Accountability Leaders:
Associate Vice Chancellor of Instruction
Provost and Vice Chancellor for Academic Affairs and Institutional Effectiveness
Executive Director of Enrollment Management

7. Increase the total number of Diploma completers in a given academic year from the baseline year number of **86** in 2020-2021 to **108** in AY 2027-2028. Students may only be counted once per award level.

- Strategy 7.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.
- Strategy 7.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.
- Strategy 7.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.
- Strategy 7.4 Analyze Diploma programs based on Program Health Index to determine the viability of programs to continue or sunset.
- Strategy 7.5 Utilize survey results from graduating students as well as student evaluations to identify gaps in services.

Key Performance Indicators:

Number of completers

Number of new Technical Diploma programs

Number of discontinued Technical Diploma programs

Accountability Leaders:

Associate Vice Chancellor of Instruction

Provost and Vice Chancellor for Academic Affairs and Institutional Effectiveness

Executive Director of Enrollment Management

8. Increase the total number of Associate completers in a given academic year from the baseline year number of **622** in 2020-2021 to **678** in AY 2027-2028. Students may only be counted once per award level.

- Strategy 8.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.
- Strategy 8.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.
- Strategy 8.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.

Strategy 8.4 Analyze Diploma programs based on Program Health Index to determine the viability of programs to continue or sunset.

Strategy 8.5 Utilize survey results from graduating students as well as student evaluations to identify gaps in services.

Key Performance Indicators:

Number of completers

Number of new Associate Degree programs

Number of discontinued Associate Degree programs

Accountability Leaders:

Associate Vice Chancellor of Instruction

Provost and Vice Chancellor for Academic Affairs and Institutional Effectiveness

Executive Director of Enrollment Management

9. Increase the number of Undergraduate (adult 25+ years) completers in a given academic year from the baseline year number of **566** in 2020-2021 to **608** in AY 2027-2028.

Strategy 9.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.

Strategy 9.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.

Strategy 9.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.

Strategy 9.4 Analyze Adult Education programs based on Program Health Index to determine the viability of programs to continue or sunset.

Strategy 9.5 Utilize survey results from graduating students as well as student evaluations to identify gaps in services.

Key Performance Indicators:

Number of completers

Number of new adult education programs

Growth of adult education programs to new campuses

Accountability Leaders:

Associate Vice Chancellor of Instruction

Associate Vice Chancellor of Academic Planning, Budgeting, and Resources

Provost and Vice Chancellor for Academic Affairs and Institutional Effectiveness
Executive Director of Enrollment Management

10. Increase the unduplicated number of underrepresented minorities (all races other than white, Asian, non-residents & unknown/not reported) completers in a given academic year from the baseline year number of **489** in 2020-2021 to **611** in AY 2027-2028.

Strategy 10.1 Execute the Strategic Enrollment Management Plan with a focus on student success in support of retention and completion.

Strategy 10.2 Expand Retention Programming through the Director of Retention and student success as well as professional development of faculty advisors on improving retention rates.

Strategy 10.3 Improve and expand non-academic wrap-around services through the Cavalier Care Center and Veterans Resource Center.

Key Performance Indicators:

Number of underrepresented minority completers

Number of underrepresented students transferring to four-year universities

Accountability Leaders:

Associate Vice Chancellor of Instruction

Associate Vice Chancellor of Academic Planning, Budgeting, and Resources

Provost and Vice Chancellor for Academic Affairs and Institutional Effectiveness

Executive Director of Enrollment Management