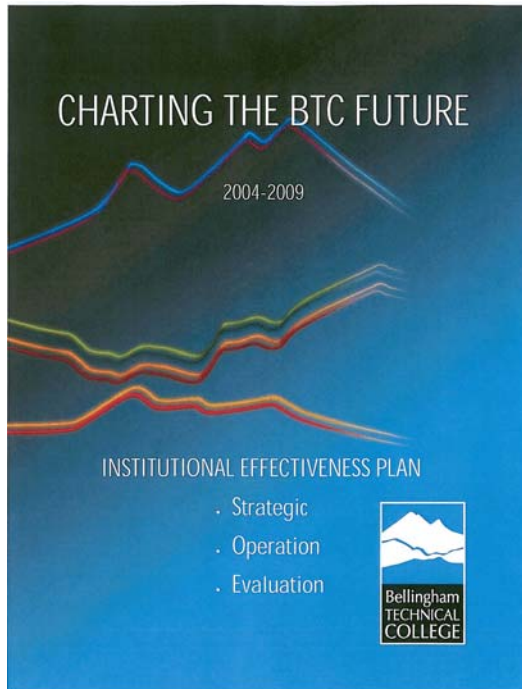


2 EDUCATIONAL MISSION, VISION AND GOALS



- a Strategic Plan**
- b Accreditation**
- c Present Institutional Mission, Vision and Values**
- d Present Institutional Goals**
- e Planning Concepts**
- f Identification of Future Program Development and Facility Needs**

2a STRATEGIC PLAN



In 2002 the College began its initial work on a new strategic plan. Beginning efforts included analyzing the current strategic plan's progress and process, reviewing the efforts and progress of the College's current Campus Master Plan and revisiting the evolving institutional effectiveness and strategic planning research and practice. BTC's plan has been inclusive of the campus community and the College stakeholders. Multiple methods of inclusion (individual, task force, surveys, large and small group discussion and focus groups) have been used to engage and energize members of the College community to participate in helping to achieve a long-term vision.

The current strategic plan was adopted in 2003 and updated in 2007.

Bellingham Technical College's strategic planning process included the following elements:

- *Broaden and deepen the environmental scanning by including focus groups of students, employers and community members*
- *Narrow institutional goals to move the College toward creating a distinctive image or "brand identity", distinguishing BTC from competitors and broadening the College's services*
- *Articulate the College's values*
- *Refine the mission and vision to provide a clearer view of the current mission and desired future*
- *Continue the development of a planning culture but move toward "strategic thinking"¹*

¹Charting the BTC Future, Institutional Effectiveness Plan, 2004-2009

2b ACCREDITATION



The College must meet the standards established by its accrediting body, the Commission of Colleges of the Northwest Association of Schools and Colleges. Standard Eight of the Commission's Accreditation Handbook addresses the physical resources and requires institutions to show proof of the following:

- a. Sufficient physical resources, particularly institutional facilities, are designed, maintained and managed to achieve the institution's mission and goals.
- b. Equipment is sufficient in quality and amount to facilitate the achievement of educational goals and objectives of the institution.
- c. Comprehensive physical resources planning occurs and is based upon the mission and goals of the institution.

Documentation that the Commission requires includes:

1. Campus facilities master plan and accompanying maps that indicate changes over the past several years;
2. Annual and long term plans for remodeling, renovation and major maintenance;
3. Major property additions or capital improvements over the past three years and those planned for the next three years;
4. Policy statements, concerning access to campus for various constituencies, visitor information, security, and public safety;
5. Campus/educational site maps.

Additionally, space utilization studies and measures utilized to determine the adequacy of facilities for the institution's programs and services are recommended.

2c PRESENT INSTRUCTIONAL MISSION, VISION AND VALUES



MISSION

Bellingham Technical College delivers superior professional technical education for today's needs and tomorrow's opportunities.

VISION

Bellingham Technical College will be a recognized leader in providing innovative and effective technical education, creating options for career success, and developing a competitive workforce.

VALUES

Student Success: Promote instruction, activities, and an environment to promote student success.

Inclusiveness: Create a welcoming respectful campus.

Leadership: Support instruction in current and emerging workforce skills. Structure learning that embraces, adapts to, and fosters change.

Opportunity: Provide seamless educational opportunities. Improve the quality of life for students and employees.

Partnership: Contribute to a sustainable regional economy. Create mutual values for students, the College, and the community.

Accountability: Foster a results-oriented culture. Demonstrate ethical decision-making and stewardship of public and private resources.

2d PRESENT INSTRUCTIONAL GOALS



The following goals priority initiatives were established in 2007 as part of the Strategic Plan:

Institutional GOAL 1 -EXCELLENCE AND INNOVATION

Support and promote excellence and innovation throughout the college.

PRIORITY INITIATIVES

- Identify and implement adequate support and structure to expand instructional delivery to reflect innovation and emerging instructional models.
- Expand technological capabilities and sustainable practices across the campus community.
- Be responsive to the changing needs of the business and industry by providing high quality, relevant, flexible, well equipped programs.
- Create a culture of continuous improvement, change acceptance, and valuing diversity.
- Support expanding industries by appropriately focusing program growth and development.

Institutional GOAL 2 - ACCESS (STUDENT)

Increase access for all student populations with flexible educational pathways.

PRIORITY INITIATIVES

- Provide smooth transitions into BTC and transfer opportunities to universities.
- Revise curriculum and instructional delivery to allow for flexible access to educational opportunities.
- Seek and expand resources and support services to assist students in accessing educational pathways.
- Strengthen outreach and recruiting efforts with an emphasis on targeted populations.
- Enroll more underserved populations including low income, basic skills and ESL.

Institutional GOAL 3 - STUDENT SUCCESS

Increase student achievement of goals by providing support services and opportunities for learning, development growth and leadership.

PRIORITY INITIATIVES

- Continue to expand and enhance career and job placement services.
- Develop a more comprehensive system of student support including: advising, pre-entry preparation, early intervention, development education and job placement.
- Expand leadership opportunities for student growth and development enabling student success in and beyond the local community.
- Implement a retention plan to encourage the success and completion of students at BTC.
- Expand and develop student financial literacy and aid support.

Institutional GOAL 4 - PARTNERSHIPS

Expand partnerships that enhance and strengthen the College's ability to achieve its Mission.

PRIORITY INITIATIVES

- Strengthen local, regional, national and global partnerships to include a broader presentation of public and private business, education and other stakeholders.
- Participate in the creation of economic development policy and future workforce development goals by providing an active College presence on relevant boards and committees.

2d PRESENT INSTRUCTIONAL GOALS (cont)



Institutional GOAL 5 - WELCOMING CAMPUS ENVIRONMENT

Enhance and maintain a safe, attractive and inclusive campus environment that promotes a sense of community, respect for all individuals, and effective work and learning.

PRIORITY INITIATIVES

- Insure ongoing updating and implementation of the Master Facilities Plan to meet the Mission and Goals as laid out in the Strategic Plan.
- Continue to develop and promote a positive climate of open communication. Develop a customer service climate across campus.
- Support a welcome and safe campus environment by supporting and creating activities that engage students, staff and the community.
- Integrate interior and exterior spaces that support campus wide interaction and activities.
- Enhance the physical aesthetics of the campus to maintain a cohesive appearance that is functional, attractive and inviting.
- Develop and implement a comprehensive emergency preparedness plan.

Institutional GOAL 6 - ACCOUNTABILITY

Demonstrate accountability in the effective, efficient, ethical and strategic use of all resources to produce positive outcomes.

PRIORITY INITIATIVES

- Ensure continuous quality improvement through scheduled assessment, adjustment and communication of the implementation of the Strategic Plan.
- Strengthen the process of linking planning to budgeting and allocation of resources.
- Expand the incorporation of recognizing benchmarks and standards into program and department effectiveness and learning outcomes.
- Expand qualitative and quantitative data driven decision making.

Institutional GOAL 7 - MARKETING AND RESOURCE DEVELOPMENT

Intensify efforts to enhance the image of the College, increase resources and expand community support.

PRIORITY INITIATIVES

- Develop a comprehensive Enrollment Plan to manage enrollment growth.
- Maximize all revenue streams.
- Develop and implement a dynamic, comprehensive marketing plan.
- Support and implement processes to maintain a dynamic and effective web site.
- Create a process for connecting and maintaining relationships with alumni through the BTC Foundation.

2e PLANNING CONCEPTS

CLUSTERING

Bellingham Technical College understands the inherent benefits and efficiencies in planning which incorporates shared use of facilities, space, resources and technology in both renovation and new construction projects. In a similar fashion, there are many existing programs on campus which logistically make sense to co-locate as families, such as the Health and Science programs, Automotive Repair and Diesel Technology, Construction Trades, etc. Future planning shall take into consideration these potential groupings of existing and future programs to maximize efficiency and enhance collaboration and communication between staff, faculty and students in similar interest areas.

Clustering of core college support services is also essential. BTC's goal is to create an obvious "front door" and make all of the student service spaces easy to find and use. Grouping these together in a central location is desirable. Services include such functions as registration, financial aid, counseling and testing.

Off-campus alternatives are also possible for capital construction for instructional space, if the partnership benefits the staff and students. Business training facilities and public schools can be used to facilitate program delivery. These facilities need to be well suited to provide the necessary training, so that the curriculum is not compromised.

FLEXIBILITY

Flexible design is another cornerstone of BTC's expansion plan for two main reasons. Firstly, the college needs spaces which facilitate the integration of both lab and theory instruction. For existing programs labs, while they can be highly specialized, also need to be flexible and adaptable to accommodate for changes in the industry or profession. Secondly, as change in current industry and world economies is becoming ever so rapid, and so must be the response of the College to provide the necessary training and instruction for new programs. While some growing or new demand programs can be identified and planned for in advance, some develop quicker than the typical capital project funding cycle. For these, having in place flexible spaces that can be adapted quickly and easily for specific instruction is critical. Incorporating such universal design allows the College many more options in the future and can help save on costly remodeling projects.

SAFETY

Central to any instructional or support space on campus is the absolute necessity to provide for safe working environments. Utilizing clustering and flexibility in design can help to achieve this. For example, clustering the vehicle-dependant programs together on the perimeter of campus helps to provide for improved pedestrian safety. Grouping programs together which produce noise and emissions to the perimeter of campus can also reduce the health risks to the campus population. Designing open, flexible space for labs can improve the risk of injury by providing proper sight lines, safe circulation zones, and adequate working space around equipment.

2f IDENTIFICATION OF FUTURE PROGRAM DEVELOPMENT AND FACILITY NEEDS



Growth and improvement for the campus is anticipated as a result of (a) existing programs with a long successful history of demand outgrowing their current facilities, (b) existing programs changing to reflect new standards in industry and manufacturing, (c) existing programs becoming obsolete, and (d) new, known and unknown future programs developed to respond to economic trends.

The Campus Center, to be completed in 2011, will provide for new classrooms, expansion of the Culinary Arts program, Computer Networking Technology labs, Business and Computer Information Technology Labs, campus Library and BTC's first ever auditorium and large group instruction areas. It will also include faculty offices and support space.

There remains a host of other programs in need of new facilities and/or improvements. They are identified as the following:

Growth and Enhancement of Existing Programs:

- *Registered Nursing*
- *Nursing Assistant*
- *Practical Nursing*
- *Radiologic Technology*
- *Surgery Technology*
- *Veterinary Assistant*
- *Dental Assistant*
- *Civil Engineering*
- *Mechanical Engineering*
- *Survey and Mapping Technology*
- *Adult Basic Education*
- *Building Construction Technology*
- *Mechanical Engineering*
- *Precision Machining*
- *Commercial/Industrial Refrigeration and HVAC*
- *Electrician*
- *Diesel Equipment Technology*
- *Automotive Technology*

New Programs:

- *Veterinary Technician*
- *Dental Hygiene*
- *Engineering - GIS, etc.*
- *Electronics - Biomedical, Infomatics, Avionic, Robotic*
- *Construction Management*
- *Alternative Energy*
- *Marine Trades*

New Support Facilities:

- *Student Services*
- *Career Center*
- *Human Resources*
- *Computer Information Services*
- *Assessment and Training Center*
- *Bookstore*
- *Student Center*