I. Revisit and Refine the College’s “Strategic Direction”
   A. Open enrollment – maintain the college’s open door policies
   B. Student success – support tailoring for differing student needs with a focus on student achievement (academic, social, emotional, financial & residence life)
   C. Comprehensive – full array of bachelor (e.g., BA, BS, BAS), associate, certificate and noncredit programs
   D. STEM/H Focus – science, technology, engineering, math and health areas that are in high demand locally and regionally
   E. Refine and implement Academic Master Plan
      1. Accelerate the process of academic program identification that aligns with strategic directions identified by re-visioning process (Revisit and Refine the Academic Master Plan; College Framework sections 4. Plausible Futures, 5. Next Steps, and 6. Academic Planning Process
      2. Develop and implement program focus and process that allows program creation, maintenance, and retirement based on the strategic directions identified in Goal II. A.
      3. Integrate the Academic Master Plan into the priorities, activities, and resource allocations of the new Strategic Plan.
   F. Institutional Advancement – review and focus the areas of Institutional Advancement to reflect the Bellevue College of the future.
      1. Complete the search for a new Vice President, one who is entrepreneurial and shares the vision of the college’s future.
      2. Examine, refine, and, if necessary, reorganize the Institutional Advancement areas to better reflect the future; e.g., Foundation, Alumni, Public/Community Relations, Marketing
      3. Plan and begin implementation of the college’s 50th Anniversary, including creating the primary foci and messaging.

II. Refine, Prioritize, and Implement Student Success Strategies
   A. Establish and benchmark student success metrics based on already existing and selected student success indicators; e.g., Washington’s Student Achievement Initiative, the American Association of Community College’s (AACC) Voluntary Framework of Accountability.
   B. Identify and initiate nationally identified student success best practices (e.g., American Association of Colleges and Universities (AACU), AACC.
   C. Prioritize and implement the Student Services plan
   D. Identify, scale up, establish sustainability and institutionalize promising pilot programs aimed at student success.
III. **Expand College-wide Diversity Training and Hiring Initiatives**
   A. Develop college-wide diversity and equity plan
   B. Formalize into college policy and procedure the successful implementation of faculty search monitoring, reviews, and recommendations to the Vice President of Instruction (VPI) piloted during the 2012-2014 academic years.
   C. Expand the search monitoring reviews and recommendations to the VPI to all hiring committee groups and processes
   D. Conduct college-wide training on the 2013 reauthorization of the *Violence Against Women Act* (VAWA); specifically the *Campus Sexual Violence Elimination Act* (VASA Section 304)
   E. Support college-wide diversity/multicultural competency training for faculty and staff that focus on recruitment and retention of diverse faculty and staff
   F. Create and establish a pilot statewide faculty/staff leadership institute for historically underrepresented groups, using a social justice model, with the goal of providing training, professional networking, and advancement pathways into senior level leadership positions.

IV. **Increase Campus Emergency Preparedness**
   A. Conduct a formal audit of the college’s current preparedness level – including identification, communication, pro and reactions – across a broad range of events; e.g., weather, computing, business continuity, facilities, natural disasters, threats of violence
   B. Design, implement, and evaluate a regular set of program and campus drills
   C. Design and include emergency preparedness information and/or training into faculty/staff/student orientations and professional development

V. **Implement a Comprehensive International Education Plan**
   A. Redesign International Student Program’s department to engage in comprehensive international education planning
   B. Identify and engage new international markets
   C. Broaden international recruitment and marketing
   D. Implement identified strategies to establish residence life
      1. Identify and acquire (if necessary) the land to be used for housing
      2. Determine the size, type, number and proportion of international students requiring housing
      3. Explore and select a business model(s), including a working timeline
      4. Select a residence life philosophy and related linkages to existing campus-wide plans