



# Bucks County's EDUCATIONAL PARTNER OF CHOICE

## STRATEGIC PLAN • FY 2026-2028



### – MISSION –

Bucks County Community College provides a diverse community of learners with exemplary, accessible educational opportunities and the personal connections that foster success.

### – VISION –

We envision Bucks County Community College as a vibrant center for community engagement and learning, providing innovative paths that inspire educational, career, and personal fulfillment.

## SWOT ANALYSIS

### STRENGTHS

- Higher retention, transfer-out, and graduation rates than average of other PA community colleges
- Number and quality of articulation and transfer agreements
- Dual enrollment agreements with Bucks County high schools
- Increasing programs and enrollment, including strong post-traditional-aged student enrollment, in alternative credit
- High-quality online learning
- Affordability
- New perspectives from new college leadership
- Institutional and programmatic accreditations

### WEAKNESSES

- Decline in academic-credit enrollment and revenue
- Historic reliance on recent high school graduates for academic credit enrollment
- Lower course success or retention rates for some student populations
- Aging physical infrastructure and deferred maintenance
- Fragmentation and decline in employee morale
- Leadership turnover
- Geographic location (many institutions of higher education; proximity to state line)

### OPPORTUNITIES

- Projected increase in Bucks County population aged 35-54 and 65+
- Projected increase in racial and ethnic diversity of Bucks County
- Demand in region for employees with specific skills
- Potential market for use of college assets and underused spaces to generate alternative revenue
- Potential market for online learning opportunities
- Changes to public higher education in Pennsylvania
- Growing demand for short-term, skills-based training, including upskilling for current workers

### THREATS

- Projected decline in Bucks County high school student population
- Competition from other institutions for students, including dual enrollment and online students
- Inadequate state and county funding
- Increased cost of supplies and core, non-discretionary college services
- Increased demand for core, non-discretionary college services
- Changes to public higher education in Pennsylvania
- Changing view regarding the value of college education

## BUCKS 2035 STRATEGIC ASPIRATIONS



### BY THE END OF FY2035, BUCKS COUNTY COMMUNITY COLLEGE WILL HAVE

- Stabilized credit enrollment at a sustainable level
- Expanded revenue through exemplary alternative educational offerings
- Modified programs and services to facilitate greater success for all students
- Expanded programming and partnerships to meet labor market, community, and student needs
- Balanced institutional resources and organizational structure to ensure appropriate and sustained capacity to fulfill the college's mission

### ALL ACHIEVED THROUGH THE EFFORTS OF

- Well-qualified, engaged, and fulfilled employees
- Empathetic, effective leadership

# – 2026-2028 Goals • Bucks County Community College –

## GOAL 1: Bucks will help students meet their academic and career goals.

### STRATEGIES

- Enhance services to more effectively and efficiently meet academic- and alternative-credit students' needs for programmatic and career guidance and job placement
- Build and strengthen supports for student groups with low retention and/or low academic success rates
- Refine methodology for identifying optimal course and program locations, modalities, and schedules to facilitate student access and enrollment
- Strengthen communication with students and increase faculty and staff knowledge about college resources and processes

### KPIs

- Retention and persistence rates
- Course success rates
- Transfer rates
- Completion rates
- Employment in field of study

## GOAL 2: Bucks will prioritize initiatives to foster student success and the well-being of all members of the college community.

### STRATEGIES

- Enhance communication and opportunities for engagement within the college community
- Expand programming for the college community to enhance cultural awareness and build skills needed to contribute to a pluralist democratic society and thrive in an increasingly connected world
- Strengthen supports for students based on student outcome data
- Implement professional development for team leaders to enhance their ability to create positive team environments

### KPIs

- Achievement gap in course success rates
- Achievement gap in retention rates
- Employee turnover rate
- Student engagement

## GOAL 3: Bucks will offer programs that are responsive to emerging student, community, and employer educational needs.

### STRATEGIES

- Increase efficiency of review processes for new and revised programs and courses to enable the college to more readily implement learning opportunities that are responsive to student, community, and employer needs
- Formalize and increase coordinated engagement with employers and community organizations
- Increase program offerings that lead to in-demand jobs with family-sustaining wages and that are attractive to students
- Strengthen communication with the community about new and prioritized programs

### KPIs

- Headcount in occupational and job-preparation programs
- Completions in programs aligned with High Priority Occupations
- Job placement rates
- Number of employers engaged with Bucks

## GOAL 4: Bucks will achieve sustainable financial health.

### STRATEGIES

- Expand existing revenue streams while also actively pursuing new revenue opportunities.
- Identify and pursue operational efficiencies and cost savings
- Increase academic-credit enrollment among post-traditionally aged students
- Expand funding advocacy efforts

### KPIs

- Revised Net Operating Ratio
- Credits enrolled
- Revenue: institutional and alternative credit division
- Headcount of academic-credit students aged 25+

In preparation for each year of the plan, action plans for each strategy will be developed by the relevant units of the college and targets will be established for each of the KPIs. KPIs and implementation of planned actions will be monitored throughout the year. Professional development will be provided to assist employees in effectively implementing the strategies, and KPIs will be utilized in annual performance evaluations. At the conclusion of the year, the effectiveness of the plan will be assessed and adjustments will be made as needed.