

I. Manage Growth and Maximize Opportunity	II. Ensure a Quality, Integrated, Learning Community	III. Align Strategic Initiatives w/Local & Regional Needs	IV. "One Brookdale" as the Center of the Community
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Annual Goals and Strategies for 2005-2006: Year Three

I. <u>Manage Strategic Enrollment Growth & Revenue Development</u>	II. <u>Focus on Institutional Effectiveness & Accountability</u>	III. <u>Sustained Development of Academic and Community Development</u>	IV. <u>Align Organizational, Physical, and Human Resources</u>
<p>(A) Manage upward trend in enrollment & retention.</p> <ul style="list-style-type: none"> • Maximize FTE and minimize time-to-degree, in high demand courses/programs and all basic skills areas • Examine developing a Weekend College • Fully integrate student intake services • Sustain Lincroft enrollment and quality standards during NAS renovations; successfully complete renovation <p>(B) Implement Phase 2 of Branch Campus Status for Western Monmouth HEC & Substantive Change Proposals for other HEC's:</p> <ul style="list-style-type: none"> • Implement Program, Infrastructure, Personnel, Technology & Budget Plans relating to HEC expansion • Fulfill NJCHE & MSCHE next steps <p>(C) Integrate Budget Decisions with Strategic Planning:</p> <ul style="list-style-type: none"> • Balance facility use of non-revenue and revenue generating activities (review status of WSLC) • Develop new, and enhance existing, entrepreneurial & proprietary initiatives • Re-engage Brookdale Network in academics, marketing, & publications 	<p>(A) Complete institutional assessment portfolio:</p> <ul style="list-style-type: none"> • Complete plan for Middle States Self-Study • Conduct mission audit/examination and validation (post 2000) • Implement student learning outcome plans • Engage Governance in self-study tasks <p>(B) Assure Focused Planning</p> <ul style="list-style-type: none"> • Combine planning models w/focus on integrating academic planning, student learning, IT and resource allocation • Implement new Institutional Planning Framework – align w/C of E • Institutionalize Outcome reporting in a "One Brookdale" format • Communicate relationship of assessment planning and improvement processes. • Ensure curriculum quality control • Align Grants and Research Agenda <p>(C) Continue to address issues identified in Student Survey Report</p> <ul style="list-style-type: none"> • Strengthen counseling & advisement • Address greater transferability of course work • Ensure program diversification 	<p>(A) Coordinate & communicate transitions in institutional leadership:</p> <ul style="list-style-type: none"> • Engage faculty & staff in 'visioning' for the future; particularly branch campuses, joint ventures and the Communiversities • Maintain a market-driven response to developing credit & non-credit curriculum <p>(B) Examine all models for Post-Associate Degree Access:</p> <ul style="list-style-type: none"> • Define option(s) for Communiversities expansion • Conduct a comprehensive baccalaureate capacity audit • Continue pursuit of joint venture model for Western Monmouth HEC • Define the Brookdale "System" (baccalaureate degree generating system) <p>(C) Initiate context for revision of Academic Master Plan with CNA and additional data.</p> <ul style="list-style-type: none"> • Review vocational and career programs • Pursue integration of credit and non-credit initiatives • Review/analyze delivery methods of instruction 	<p>(A) Shape & maximize organizational culture through leadership & organizational development:</p> <ul style="list-style-type: none"> • Define and modify as appropriate, roles of VP's, Deans, Division Chairs, Dept Chairs, and administrative roles in ESO and supporting units • Examine options to recognize high performers • Recruit & retain to build greater student, faculty & staff diversity • Develop a "mentoring/intern" leadership development program • Implement new model for professional development focussed on a Mission Based approach • Resolve labor agreements <p>(B) Complete Planning Process for FMP 2015 in context of Mission</p> <ul style="list-style-type: none"> • Complete planning for Collins Arena • Incorporate College Life recommendations on Quality of Life issues in planning process • Pursue funding for Bayshore & Wall expansions • Ensure technology integration: plan for wireless connectivity <p>(C) Energize relationship between Brookdale's Mission and collaborative entities in key strategic initiatives:</p> <ul style="list-style-type: none"> • Fully utilize Advisory Boards to strengthen networks for diversity and curriculum development. • Expand role with P-12 & 12th grade pilot program • Resolve scope of role at Sandy Hook • Strengthen partnerships with not-for-profit & community-based org's, and all vendors • Coordinate & expand programs & services for teacher education through a One Brookdale approach.

