

**STRATEGIC PLANNING MATRIX 2008**  
**Strategic Themes (Alpha) & Tactical Goals (Numbers) for Annual Planning 2007-2008**

<b>I. Growth</b>	<b>II. Curriculum &amp; Student Development</b>	<b>III. Organizational &amp; Leadership Development</b>	<b>IV. Connecting to the Community</b>
<p><b>A. Maximize access to college programs, facilities &amp; services for new &amp; current students</b></p> <ol style="list-style-type: none"> <li>1. Strive for enrollment goal sufficient to ensure financial stability</li> <li>2. <b>Conduct analytic enrollment evaluation.</b></li> <li>3. Strengthen focused enrollment initiatives (i.e. STARS, Basic Skills student, etc.)</li> <li>4. <b>Open</b> new Bayshore location; continue to assess location/facility at Asbury</li> <li>5. <b>Examine feasibility of Eastern Monmouth Higher Education Center</b></li> <li>6. Integrate Communitarity in institutional processes &amp; promote as transfer option of choice</li> <li>7. Continue improvements to Course Scheduling System</li> <li>8. Continue implementation of Phase I of FMP 2015. <b>Begin Arena renovations.</b></li> <li>9. Implement an aggressive, coordinated marketing &amp; public relations strategy to support enrollment goals.</li> </ol>	<p><b>A. Support expansion of successful &amp; dynamic learning environments &amp; delivery options</b></p> <ol style="list-style-type: none"> <li>1. Implement Year 3 retention initiatives</li> <li>2. Expand Distance Ed <b>opportunities</b> &amp; offerings</li> <li>3. Coordinate professional development initiatives focused on student learning</li> <li>4. <b>Expand emphasis on teaching/ curricular excellence</b></li> <li>5. Coordinate New Program Development through joint credit &amp; non-credit initiatives (ESMP III)</li> <li>6. Expand Branch Campus &amp; HEC programs &amp; services in One Brookdale context</li> <li>7. Implement Phase II of ITSP III: support expansion of appropriate instructional technology across all locations</li> <li>8. Expand international scope of curriculum &amp; programs</li> </ol>	<p><b>A. Develop &amp; support strong institutional engagement &amp; leadership</b></p> <ol style="list-style-type: none"> <li>1. <b>Finalize</b> restructuring of Educational Services leadership</li> <li>2. <b>Continue to</b> develop institutional leadership capacity, include succession planning and mentoring/coaching components</li> <li>3. Expand participation in all College committees &amp; Governance; facilitate employee involvement &amp; encourage leadership roles</li> <li>4. <b>Increase opportunities for student input, leadership, and service.</b></li> <li>5. <b>Examine technology decision-making processes and communication strategies.</b></li> <li>6. <b>Examine internal communication vehicles and strategies.</b></li> </ol>	<p><b>A. Create &amp; improve community connections to foster the advancement of the V,V,M&amp;G</b></p> <ol style="list-style-type: none"> <li>1. Continue implementation of Branch Campus Status for WMHEC</li> <li>2. <b>Apply for</b> NJ Branch Campus status for Wall</li> <li>3. Expand concurrent enrollment opportunities, &amp; all other programs for high school students</li> <li>4. Plan for expanded services &amp; programs to English Language Learner (ELL) population &amp; formally connect non-credit ESL, GED &amp; ABE programs with credit programs</li> <li>5. <b>Assist high schools in linking graduation &amp; college entry competencies.</b></li> <li>6. Ensure consistent application of Brookdale “brand” &amp; image to communicate vital message to public.</li> </ol>
<p><b>B. Significantly enhance existing &amp; seek new revenue while increasing cost effectiveness</b></p> <ol style="list-style-type: none"> <li>1. Implement financial &amp; planning metrics for all programs, credit &amp; non-credit.</li> <li>2. Increase Foundation &amp; Alumni Student Scholarships</li> <li>3. <b>Increase endowment and targeted fundraising.</b></li> <li>4. Increase grant activity &amp; target programs to increase enrollment, retention, &amp; other growth initiatives</li> <li>5. Continue aggressive energy saving initiatives</li> <li>6. Conduct program &amp; operational audits to strengthen internal controls &amp; improve cost effectiveness</li> <li>7. <b>Implement proactive cost reduction strategies to address any reductions in state &amp; local funding.</b></li> </ol>	<p><b>B. Institutionalize a culture of data &amp; assessment to support institutional renewal, student centeredness &amp; the Middle States Self Study process.</b></p> <ol style="list-style-type: none"> <li>1. Schedule &amp; communicate assessment of college programs, departments, student learning outcomes, &amp; Governance actions; ensure nimble &amp; effective decision making, in operations, curriculum, &amp; revisions of policies &amp; regulations</li> <li>2. Assure assessment of institutional effectiveness &amp; student learning consistent with Middle States Characteristics of Excellence #7 &amp; #14</li> <li>3. Continue to integrate planning, budgeting &amp; assessment processes</li> <li>4. Provide college-wide support to Self Study Co-chairs &amp; committees</li> <li>5. Ensure Governance integration in self-study tasks</li> <li>6. Complete Self Study and prepare for Middle States visit</li> <li>7. <b>Sustain and utilize culture of assessment.</b></li> </ol>	<p><b>B. Recruit &amp; retain a high quality &amp; diverse workforce</b></p> <ol style="list-style-type: none"> <li>1. Encourage &amp; support professional development plans &amp; activities to promote institutional &amp; departmental priorities</li> <li>2. <b>Assess</b> restructured hiring process to determine if it encouraged greater diversity <b>and implement appropriate recommendations.</b></li> <li>3. <b>Continue to integrate recruitment &amp; retention initiatives with leadership development</b></li> <li>4. <b>Assess programs designed to engage</b> all employees in providing excellent service to internal &amp; external constituencies <b>and begin implementation of appropriate recommendations.</b></li> </ol>	<p><b>B. Maximize collaboration among divisions &amp; departments to support decentralization as it relates to community initiatives</b></p> <ol style="list-style-type: none"> <li>1. Implement plan for enhanced joint credit &amp; non-credit initiatives (ESMP III)</li> <li>2. Enlist leadership role for Governance in discussion &amp; consensus building, for new &amp; continuing initiatives.</li> <li>3. Bolster urban initiatives to support P-12 education, especially in math, science &amp; technology</li> </ol>
<p><b>C. Respond to current &amp; projected high-demand occupations with development &amp; implementation of new, expanded workforce development programs</b></p> <ol style="list-style-type: none"> <li>1. Expand offerings to Business &amp; Industry through joint credit &amp; non-credit initiatives (ESMP III)</li> <li>2. <b>Continue to</b> coordinate efforts vis-à-vis NJ’s Long Range Plan for Higher Education (e.g. Teacher Education/Health Care)</li> <li>3. Expand Experiential Learning program, particularly focused on career services/programs</li> </ol>		<p><b>C. Sustain high quality &amp; innovative teaching through ongoing professional development of faculty</b></p> <ol style="list-style-type: none"> <li>1. Support training in the appropriate use of instructional technology</li> <li>2. Engage in curriculum renewal activities focused on new pedagogies, content, technology, &amp; collaboration with other departments &amp; divisions</li> <li>3. Support professional development in techniques to improve student learning through assessment, content updates, &amp; new instructional strategies</li> </ol>	<p><b>C. Collaborate with private, public &amp; community partners (education, business &amp; industry) to identify &amp; respond to recruitment, training &amp; educational needs.</b></p> <ol style="list-style-type: none"> <li>1. Expand articulation &amp; transfer opportunities</li> <li>2. Expand Communitarity partners &amp; offerings <b>&amp; opportunities for baccalaureate access</b></li> <li>3. <b>Conduct Community Needs Assessment with focus on business &amp; industry.</b></li> <li>4. <b>Continue to</b> develop &amp; implement plans for enhanced &amp; additional educational &amp; entrepreneurial partnerships</li> <li>5. <b>Continue to</b> participate in Ft. Monmouth Reuse Plan as appropriate</li> </ol>