

**FINAL**

**BCC Mission, Vision, Values & Goals**

*Brookdale is a dynamic, responsive; community based postsecondary educational institution committed to excellence...a gateway offering access & opportunity for people of all ages & backgrounds to pursue learning & enrichment..."*



**Strategic Themes for Three Year Planning Cycle 2006-2009**

**Mission Goal I.**

**Strategic Management of Growth**

*"...providing affordable, open access for all individuals...to a wide range of appropriate student & academic support systems..."*

**Mission Goal II.**

**Curriculum & Student Development**

*"wide variety of high quality associate degree & certificate programs & coursework...life long learning, personal enrichment, business & community development..."*

**Mission Goal III.**

**Organizational & Leadership Development**

*"...learning centered environment, characterized by teaching excellence...enabling the individual to have full opportunity to succeed..."*

**Mission Goal IV.**

**Connecting to the Community**

*"...provides personal & economic growth...affords expanded access to post-associate degree learning at the baccalaureate & graduate levels..."*



**Strategic Themes for Annual Planning 2006-2007**

**I. Growth**

**II. Curriculum & Student Development**

**III. Organizational & Leadership Development**

**IV. Connecting to the Community**



**College Strategic Plans**

- Educational Services Master Plan (ESMP)
- Information Technologies Strategic Plan II (ITSP)
- Facilities Master Plan 2015 (FMP)
- Five-Year Enrollment/Budget Forecast to 2008



**STRATEGIC PLANNING MATRIX**



**Annual Branch Campus, Division & Department Budgets & Action Plans**



**Indicators of Institutional Effectiveness & Assessment Tools**

<p><b>Growth</b> Access Indicators 1-18; Q &amp; E Indicators 55;65: Student Satisfaction Survey: more</p>	<p><b>Curriculum, Student Development</b> Student Success Indicators 19-39: Q&amp;E Indicators 56,57;66-72;76,77: Institutional Performance Survey: more</p>	<p><b>Organizational &amp; Leadership Development</b> Quality &amp; Excellence Indicators 48-54; 58-65;73-75:more</p>	<p><b>Connecting to the Community</b> Community Indicators 40-47: Community Needs Assessments: more</p>
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**STRATEGIC PLANNING MATRIX 2007**  
**Strategic Themes (Alpha) & Tactical Goals (Numbers) for Annual Planning 2006-2007**

<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. Strengthen focused enrollment initiatives (i.e. STARS, Basic Skills student, etc.)</li> <li>3. Secure new Bayshore location; continue to assess location/facility at Asbury</li> <li>4. Finalize plan for Wall location, assume final deed transfer</li> <li>5. Integrate Communiversy in institutional processes &amp; promote as transfer option of choice</li> <li>6. Continue improvements to Course Scheduling System</li> <li>7. Continue implementation of Phase I of FMP 2015 (NAS, Arena) &amp; college beautification initiatives</li> <li>8. 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 II retention initiatives</li> <li>2. Expand Distance Ed offerings</li> <li>3. Coordinate professional development initiatives focused on student learning</li> <li>4. Coordinate New Program Development through joint credit &amp; non-credit initiatives (ESMP III)</li> <li>5. Implement Weekend College programs</li> <li>6. Expand Branch Campus &amp; HEC programs &amp; services in One Brookdale context</li> <li>7. Implement Phase I of ITSP III: support expansion of appropriate instructional technology across all locations</li> <li>8. Expand international scope of curriculum &amp; programs</li> <li>9. Assess Success of Counseling, Admission &amp; Registration Center: revise operations as necessary</li> </ol>	<p><b>A. Develop &amp; support strong institutional engagement &amp; leadership</b></p> <ol style="list-style-type: none"> <li>1. Restructure Educational Services leadership</li> <li>2. 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. Explore internal "Center of Excellence" designation for banner programs</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. Pursue 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. Ensure consistent application of Brookdale "brand" &amp; image to communicate vital message to public.</li> </ol>
<p><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. Increase grant activity &amp; target programs to increase enrollment, retention, &amp; other growth initiatives</li> <li>4. Expand retail capability of College Store &amp; other auxiliary services</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. Explore Brookdale Entrepreneurial College</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 Design</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. Restructure hiring process to encourage greater diversity; integrate recruitment &amp; retention initiatives with leadership development</li> <li>3. Finalize Faculty &amp; Administrative Labor Agreements</li> <li>4. Promote and develop a culture that engages all employees in excellent service to internal &amp; external constituencies</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. Develop plan for enhanced joint credit &amp; non-credit initiatives (ESMP III)</li> <li>2. Explore implementation of a county-wide Non-Profit Center</li> <li>3. Enlist leadership role for Governance in discussion &amp; consensus building, for new &amp; continuing initiatives.</li> <li>4. 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. 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 Communiversy partners &amp; offerings</li> <li>3. Develop &amp; implement plans for enhanced &amp; additional educational &amp; entrepreneurial partnerships</li> <li>4. Participate in Ft. Monmouth Reuse Plan as appropriate</li> <li>5. Contribute to next phase of regional consortium for healthcare</li> </ol>