

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>Growth Access Indicators 1-18; Q & E Indicators 55;65: Student Satisfaction Survey: more</p>	<p>Curriculum, Student Development Student Success Indicators 19-39: Q&E Indicators 56,57;66-72;76,77: Institutional Performance Survey: more</p>	<p>Organizational & Leadership Development Quality & Excellence Indicators 48-54; 58-65;73-75:more</p>	<p>Connecting to the Community 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

I. Growth	II. Curriculum & Student Development	III. Organizational & Leadership Development	IV. Connecting to the Community
<p>A. Maximize access to college programs, facilities & services for new & current students</p> <ol style="list-style-type: none"> 1. Strive for enrollment goal sufficient to ensure financial stability 2. Strengthen focused enrollment initiatives (i.e. STARS, Basic Skills student, etc.) 3. Secure new Bayshore location; continue to assess location/facility at Asbury 4. Finalize plan for Wall location, assume final deed transfer 5. Integrate Communiversy in institutional processes & promote as transfer option of choice 6. Continue improvements to Course Scheduling System 7. Continue implementation of Phase I of FMP 2015 (NAS, Arena) & college beautification initiatives 8. Implement an aggressive, coordinated marketing & public relations strategy to support enrollment goals. 	<p>A. Support expansion of successful & dynamic learning environments & delivery options</p> <ol style="list-style-type: none"> 1. Implement Year II retention initiatives 2. Expand Distance Ed offerings 3. Coordinate professional development initiatives focused on student learning 4. Coordinate New Program Development through joint credit & non-credit initiatives (ESMP III) 5. Implement Weekend College programs 6. Expand Branch Campus & HEC programs & services in One Brookdale context 7. Implement Phase I of ITSP III: support expansion of appropriate instructional technology across all locations 8. Expand international scope of curriculum & programs 9. Assess Success of Counseling, Admission & Registration Center: revise operations as necessary 	<p>A. Develop & support strong institutional engagement & leadership</p> <ol style="list-style-type: none"> 1. Restructure Educational Services leadership 2. Develop institutional leadership capacity, include succession planning and mentoring/coaching components 3. Expand participation in all College committees & Governance; facilitate employee involvement & encourage leadership roles 4. Explore internal "Center of Excellence" designation for banner programs 	<p>A. Create & improve community connections to foster the advancement of the V,V,M&G</p> <ol style="list-style-type: none"> 1. Continue implementation of Branch Campus Status for WMHEC 2. Pursue NJ Branch Campus status for Wall 3. Expand concurrent enrollment opportunities, & all other programs for high school students 4. Plan for expanded services & programs to English Language Learner (ELL) population & formally connect non-credit ESL, GED & ABE programs with credit programs 5. Ensure consistent application of Brookdale "brand" & image to communicate vital message to public.
<p>Significantly enhance existing & seek new revenue while increasing cost effectiveness</p> <ol style="list-style-type: none"> 1. Implement financial & planning metrics for all programs, credit & non-credit. 2. Increase Foundation & Alumni Student Scholarships 3. Increase grant activity & target programs to increase enrollment, retention, & other growth initiatives 4. Expand retail capability of College Store & other auxiliary services 5. Continue aggressive energy saving initiatives 6. Conduct program & operational audits to strengthen internal controls & improve cost effectiveness 7. Explore Brookdale Entrepreneurial College 	<p>B. Institutionalize a culture of data & assessment to support institutional renewal, student centeredness & the Middle States Self Study process.</p> <ol style="list-style-type: none"> 1. Schedule & communicate assessment of college programs, departments, student learning outcomes, & Governance actions; ensure nimble & effective decision making, in operations, curriculum, & revisions of policies & regulations 2. Assure assessment of institutional effectiveness & student learning consistent with Middle States Characteristics of Excellence #7 & #14 3. Continue to integrate planning, budgeting & assessment processes 4. Provide college-wide support to Self Study Co-chairs & committees 5. Ensure Governance integration in self-study tasks 6. Complete Self Study Design 	<p>B. Recruit & retain a high quality & diverse workforce</p> <ol style="list-style-type: none"> 1. Encourage & support professional development plans & activities to promote institutional & departmental priorities 2. Restructure hiring process to encourage greater diversity; integrate recruitment & retention initiatives with leadership development 3. Finalize Faculty & Administrative Labor Agreements 4. Promote and develop a culture that engages all employees in excellent service to internal & external constituencies 	<p>B. Maximize collaboration among divisions & departments to support decentralization as it relates to community initiatives</p> <ol style="list-style-type: none"> 1. Develop plan for enhanced joint credit & non-credit initiatives (ESMP III) 2. Explore implementation of a county-wide Non-Profit Center 3. Enlist leadership role for Governance in discussion & consensus building, for new & continuing initiatives. 4. Bolster urban initiatives to support P-12 education, especially in math, science & technology
<p>C. Respond to current & projected high-demand occupations with development & implementation of new, expanded workforce development programs</p> <ol style="list-style-type: none"> 1. Expand offerings to Business & Industry through joint credit & non-credit initiatives (ESMP III) 2. Coordinate efforts vis-à-vis NJ's Long Range Plan for Higher Education (e.g. Teacher Education/Health Care) 3. Expand Experiential Learning program, particularly focused on career services/programs 		<p>C. Sustain high quality & innovative teaching through ongoing professional development of faculty</p> <ol style="list-style-type: none"> 1. Support training in the appropriate use of instructional technology 2. Engage in curriculum renewal activities focused on new pedagogies, content, technology, & collaboration with other departments & divisions 3. Support professional development in techniques to improve student learning through assessment, content updates, & new instructional strategies 	<p>C. Collaborate with private, public & community partners (education, business & industry) to identify & respond to recruitment, training & educational needs.</p> <ol style="list-style-type: none"> 1. Expand articulation & transfer opportunities 2. Expand Communiversy partners & offerings 3. Develop & implement plans for enhanced & additional educational & entrepreneurial partnerships 4. Participate in Ft. Monmouth Reuse Plan as appropriate 5. Contribute to next phase of regional consortium for healthcare