

~~Draft 10-9~~: Strategic Goals Matrix 2010 ~~(17 November 2008)~~ ~~December 9 (October 10, 2008)~~

---/1 July 2009 – 30 June 2010

I. From the Classroom	II. Targeted Growth and Mission Priorities	III. Quality & Excellence	IV. Community Connectedness
<p><b>A. Foster Teaching and Learning.</b>  <b>Ensure integration of ESMP, ITSP &amp; FMP in planning and implementation of key academic, technology, and support services initiatives.</b>  <u>1. Collaboratively align Information Technology with institutional and educational priority goals.</u>  <del>1-2.</del> Implement relevant recommendations from ITSP III.  <del>2-3.</del> Implement recommendations from examination of Educational Philosophy.  <del>3-4.</del> Continue emphasis on expanding TLC initiatives.  <del>4-5.</del> Update Five Year Plan for HEC's with attention to service availability and comparability.  <del>5-6.</del> Expand Experiential Learning and Career Services.  <del>6-7.</del> Expand Learning Community experiences.  <del>7-8.</del> Expand international scope of programs and services.  <del>8-9.</del> Implement prerequisite recommendations.</p>	<p><b>A. Expand Access &amp; Opportunity.</b>  <b>Develop Enrollment Management Plan to optimize growth opportunities and affordable access.</b>  1. Implement recommendations of branch campus status assessment.  2. Focus on continued increase in FTFT students, with special attention to anticipated decline of cohort.  3. Focus on education as a lifelong activity for all residents of Monmouth County and region.  4. Continue focus on integration of credit/noncredit programs, where appropriate and feasible.  5. Focus on new and/or expanding markets with attention to scheduling, marketing and student services.  6. Monitor the continued reliance on tuition and fees.  <u>7. Maximize county-wide access through continued growth of HECs.</u>  <del>7-8.</del> <u>Recruit and retain more students into science, technology, engineering and math.</u></p>	<p><b>A. Assess and Align Organizational Leadership.</b>  <b>Continue to implement and assess organizational changes.</b>  1. Prioritize and implement results of examination of Student Development Model.  2. Assess Division Dean structure.  3. Finalize implementation of CALM recommendations.  <u>4. Assess institutional satisfaction with new IT- OIT governance structure.</u>  <del>4-5.</del> Implement reclassification system recommendations.  <del>5-6.</del> Assess integration of Diversity Council in Governance &amp; College initiatives.</p>	<p><b>A. Promote Brookdale's role in Economic Development.</b>  <b>Position Brookdale to assist in local and state-wide initiatives in economic development.</b>  1. Implement BCC role in Monmouth County Strategic Plan.  2. Assess progress in Fort Monmouth initiative(s).  3. Conduct Community Needs Assessment with business and industry focus.  4. Build recognition of BCC value to community among state and local leaders; and community at large.  5. Build partnerships and joint ventures to promote growth and access.  6. Promote and expand BCC customized training role in support of economic development.</p>
<p><b>B. Develop/Modify Curriculum Development for a Changing Student Body.</b>  <b>Implement recommended changes and continue comprehensive review of credit and noncredit curriculum.</b>  1. Examine expansion of HUDV 107 to majority of FTFT students.  2. Focus efforts in student accountability.  3. Implement 09-10 new program development goals in ESMP with attention to the non-traditional student.  4. Continue focus on Basic Skills analysis of enrollment and outcomes.  5. Increase engagement of faculty in K-12/14+ to align primary and secondary educational experience.  6. Implement noncredit programs in response to emerging workforce needs.</p>	<p><b>B. Increase Retention, Graduation &amp; Post Associate Learning.</b>  <b>Expand retention and personal enrichment initiatives.</b>  1. Expand initiatives to increase student success;  a. Graduation rate differences  b. Course completion rates  c. Lower-performing students  d. Factors identified in CCSSE survey  e. Others.  2. Assess impact of Lampitt Bill.  3. Increase number of dual admission agreements and enrollments.  4. Develop a culture that promotes post-associate degree attainment through the Communiversity and "Bachelor's through Brookdale."</p>	<p><b>B. Ensure Organizational and Leadership Development.</b>  <b>Ensure high quality, diverse workforce equipped for new challenges.</b>  1. Continue emphasis on collegial governance and decision making in One Brookdale tradition.  2. Continue implementation of select preliminary initiatives/actions connected to the six target areas identified in the 1/17/08 Diversity Council Report to Brookdale Community College; assess initiatives as appropriate.  3. Integrate retention initiatives for underrepresented employees and students with the work of the Diversity Council.  4. Continue to assess and implement best practices in recruitment and hiring procedures to ensure excellence, innovation, and student centeredness in all hiring decisions.  5. Continue implementation of an integrated professional development plan that reflects College priorities.  6. Work collectively and respectfully to negotiate successor Agreements between the College and Associations.</p>	<p><b>B. Continue comprehensive self-examination and visioning for future success.</b>  <b>In concert with findings from VVMG, and suggestions of Middle States Visiting Team (2008) develop and communicate report of findings, implications &amp; recommendations.</b>  1. Implement recommendations of reviews of VVMG and Educational Philosophy.  2. Envision curriculum, technology, staffing, facilities and financial models for Brookdale 2015 – 2020.  3. Fully address new HEOA reporting requirements, as appropriate.  4. Continue to develop metrics in each department through which effectiveness can be measured.</p>
<p><b>C. Assess Division, Department &amp; Student Learning Outcomes.</b>  <b>Continue commitment to culture of assessment.</b>  1. Implement plan to develop and communicate College-wide 'report card' using the Indicators of Institutional Effectiveness and other tools.  2. Continue implementation and utilization of institutional assessment processes in a simple and straightforward manner.  3. Act on results of FY 2009 assessment of academic rigor.  4. Continue development, implementation, and utilization of department assessment projects.</p>	<p><b>C. Implement Infrastructure Improvements and Planning.</b>  <b>Continue renovations/improvements to Collins Arena, Auto Tech and Western Monmouth.</b>  1. Continue to examine budget allocations to ensure facility and infrastructure needs are met.  2. Finish domino projects identified Spring 08.  3. Continue to assess and respond to safety and security issues with specific attention paid to data, identification cards, technology, facilities, natural disasters, and terroristic threats.  4. Continue emphasis on sustainability in all areas of College operations.</p>	<p><b>C. Strategically Address Professional Development Planning.</b>  <b>Provide evidence of broad organizational commitment to professional and leadership development.</b>  1. Assess and adjust as needed the Professional Development Funding Model.  2. Determine professional development standards for all employees.  3. Continue to emphasize "engineered leadership" in local, state and national associations, particularly those with Matrix emphasis.</p>	<p><b>C. Increase Involvement and Outcomes for Stakeholders.</b>  <b>Involve all stakeholders in enhancing and expanding the Brookdale potential.</b>  1. Conduct economic impact study.  2. Expand pursuit of external resources.  3. Implement Advisory Boards to truly engage members as partners in educational and other programs.  4. Develop a comprehensive Web strategy within the marketing and recruiting plan.  5. Increase HECs' community partnerships and role as local BCC ambassadors.</p>