**Fall 2011**

**Educational Services Operational Strategic Plan**



**Brookdale Community College**

**765 Newman Springs Road**

**Lincroft, NJ 07738**

***Introduction***

Teaching and learning are paramount activities in the Educational Services Division and as such provide the cornerstone for the Educational Services Operational Strategic Plan (ESOSP). This plan re-imagines Brookdale Community College. It is designed to position us to thrive in a changing educational landscape that recognizes shifting demographic trends, increasing competition, and an uncertain economic future.

While the Vision, Mission and Values of Brookdale Community College serve as our guiding principles, the ESOSP rests on the foundation of the Educational Services Master Plan 2020. Additionally, in October 2011, the Educational Services Leadership Council (ESLC) reviewed the Facilities Master Plan, the Informational Technology Strategic Plan, and the college-wide matrix. From those documents several overarching themes were identified that reflect the interconnectedness of the many units in the College.

Those themes became the Goals and Objectives presented here. Moving forward, concrete Strategies and measurable outcomes will be developed by the faculty, staff and administrators of the Educational Services Division, infusing the expertise that will complete the plan.

***Goal 1: Inspire Student Success***

*Inspire students to achieve discipline expertise and learning autonomy while fostering their broader aspirations. Imbue the student experience with transformative skills and ideals that include information and technical literacy, participative democracy, and a commitment to environmental stewardship.*

Objective 1.1 Model the love for learning.

Objective 1.2 Emphasize a learning environment that fosters intellectual curiosity and personal development.

Objective 1.3 Integrate curricular and co-curricular activities that enhance students’ discipline expertise.

Objective 1.4 Implement activities that support participative democracy and environmental stewardship which empower the whole student.

Objective 1.5 Incorporate academic support services to enhance the college experience.

***Goal 2: Enable Financial Acuity***

*Create a culture where financial acuity is every employee’s responsibility.*

Objective 2.1 Educate the Division on fiscal conditions, College priorities, the budget development process, and resource allocation.

Objective 2.2 Pursue enrollment development opportunities.

Objective 2.3 Secure alternate funding from grants, partnerships and sponsorships that align with College priorities.

Objective 2.4 Partner with the Foundation to fund Educational Services priorities.

Objective 2.5 Embed financial viability and sustainability measures in the development and assessment of programs and services.

***Goal 3: Achieve Curriculum Nimbleness***

*Employ a curriculum that is agile, flexible, responsive, predictive and sustainable.*

Objective 3.1 Ensure dynamic pedagogy and curriculum that engages students in active scholarship.

Objective 3.2 Develop new curricula that are innovative and responsive to high demand occupations in Monmouth County and the global labor market.

Objective 3.3 Redesign the curriculum development process to support innovation and responsiveness.

Objective 3.4 Implement alternative scheduling and delivery options that enable students to meet their educational goals.

***Goal 4: Create an Evolving Educational Infrastructure***

*Take a leadership role in redesigning an educational infrastructure that supports evolving operational imperatives.*

Objective 4.1 Use cross-functional teams to examine and revise our operational practices to support our evolution as an institution.

Objective 4.2 Create a digital environment that increases access to information.

Objective 4.3 Provide all employees with appropriate technology and professional development opportunities to meet their workplace needs.

Objective 4.4 Ensure that all facilities are educationally effective, clean, safe, and climate appropriate.

***Goal 5: Optimize Creative Partnerships***

*Optimize relationships and partnerships to foster dynamic initiatives.*

Objective 5.1 Maximize external relationships with area high schools, other colleges, businesses, international agencies, and government entities.

Objective 5.2 Enhance internal relationships to build collegiality, functionality, and productivity with institutional colleagues such as the Office of Business and Community Development, the Brookdale Community College Foundation, College Relations, Planning, Assessment and Research, Grants and Institutional Development, the Office of Information Technology, and Facilities

Objective 5.3 Partner in economic and educational revitalization efforts throughout Monmouth County.

Objective 5.4 Re-envision the Communiversity.

Implementation of this plan will guide decision-making and resource allocation from 2012 through 2017. The next phase of this plan requires that Division Deans, faculty, staff and administrators create the strategies and measurable outcomes that will enable us to meet the stated goals and objectives. The ESOSP will guide the development and implementation of department activities, plans and personal performance objectives. A reporting mechanism that includes metrics, benchmarks, and timelines will be developed as a final phase of this plan.

Brookdale Community College has entered an exciting and challenging time in its history, As an Institution we have an invaluable opportunity to re-imagine and to re-create our College; profoundly impacting both our community and ourselves. Now is the time to be inventive, to be passionate, and to challenge our own ways of thinking. This plan was authored in that spirit.

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