

Strategic Priority Status Update

January 19, 2016

It ain't what you don't know that
gets you into trouble. It's what
you know for sure that just ain't
so.

Mark  wain

Josh Billings

Community College Trends

Nationally

- Population shifts
- Emphasis on certifications and workforce training
- Closer alignment to community economic development
- Community College Applied Baccalaureates
- Significant funding declines for public higher education

Monmouth County & New Jersey

- Increasing wealth gap
- Not recognized in established funding formulas
- No anchor industries besides healthcare and tourism
- Local and statewide bias against community colleges
- FY11-14 State decline 3.7%; County decline 21.9%; Enrollment decline 11.8%

Brookdale Enrollment Trends

Student Population

- Traditional aged students
- Adult learners
- Dual enrollment
- Online
- ABE/GED/ESL
- Workforce Training

Direction



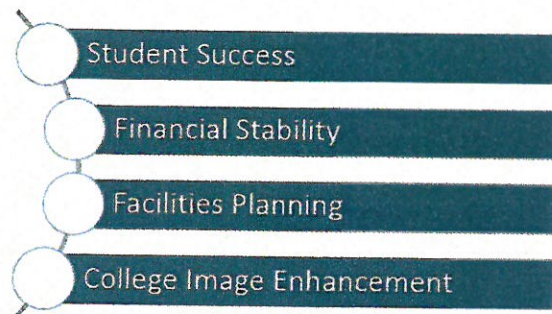
Increased Accountability

- Shift from access to success
 - Graduation rates
 - Employment
- Loan default rates
 - Risk sharing
- Accreditation
 - Compliance Verification change from 4 regulations in 2012 to 8 in 2016
 - The dog DOES bite



Strategic Priorities

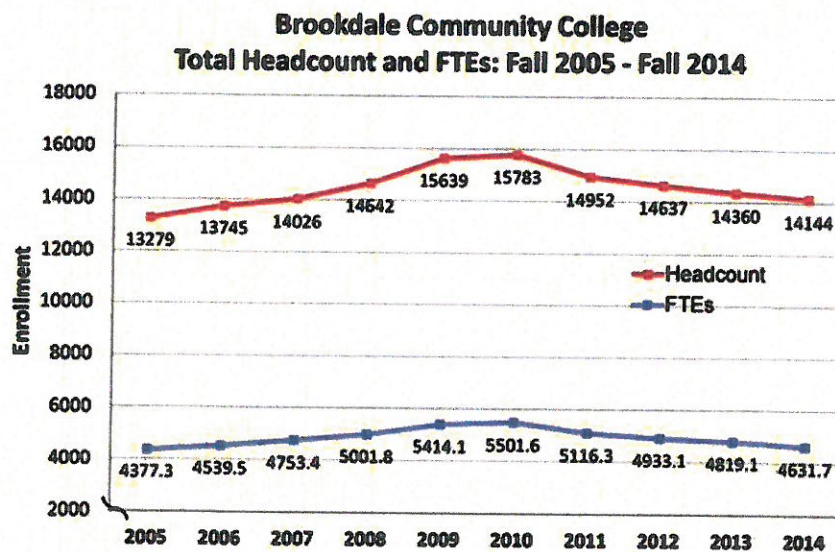
2015-2017



1/19/2016

Priority 1: Student Success

- Increase graduation rates
- Maximize enrollment
 - full-time enrollment
 - online enrollment
 - dual enrollment
- Increase job placement
 - credit career/job-training programs
 - non-credit job training programs





The Unemployment-Enrollment Link

August 27, 2015

By

Nate Johnson

Employment and unemployment rates, much more than the number of high school graduates or other population trends -- which are important over time but very slow moving -- are the biggest factors driving enrollment for community colleges, for-profit colleges and some open-access four-year institutions.

Selective public and private colleges can control the size of their incoming classes by tinkering with admission criteria, and they tend to draw students whose decision is not whether to attend college but where. But community colleges accept anyone with a high school diploma who wants to enroll, and the size of that potential market varies depending on what the alternatives are.

For low-income students, especially at colleges where tuition is low and often covered by financial aid, the biggest cost of college is the opportunity cost -- the money a student could have earned by working instead of going to school.

In times of high unemployment, that cost for many is zero, and however hard someone might be struggling to make ends meet, going to college doesn't necessarily make it any harder. (Whether they can succeed in college without enough money for food or rent is the real question.)

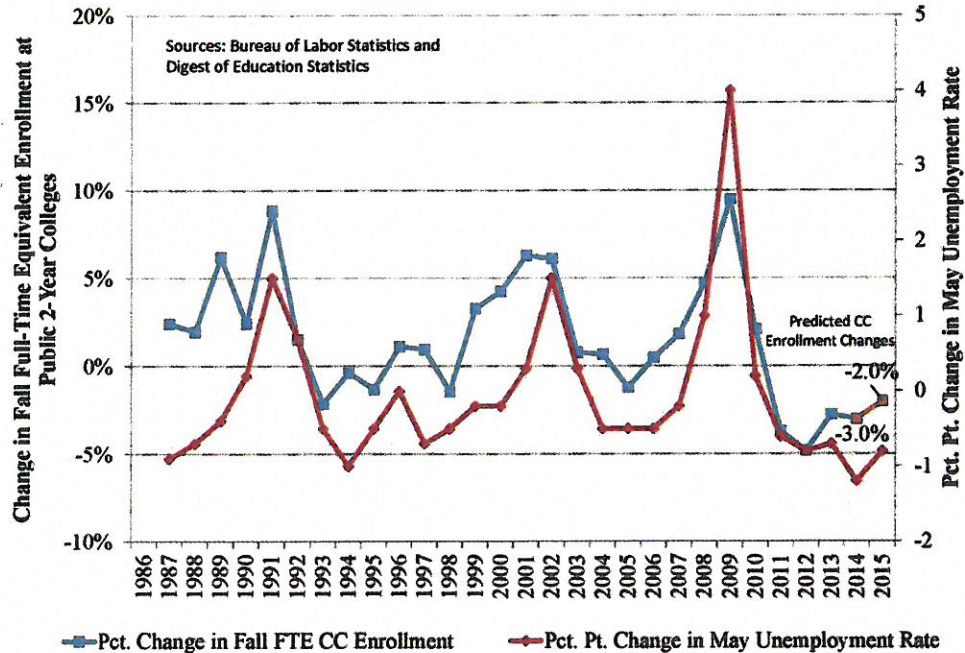
But when unemployment is low and jobs are relatively plentiful, the choice to enroll is also the choice to leave money on the table, money students may need in the short term to cover basic necessities.

In that case, working in the short term also has its own long-term opportunity cost -- in the higher lifelong earnings available to college graduates.

For middle- and higher-income students, it is easy to choose the much greater long-term benefit over the short-term prospect of poor wages in a low-skill job. But for those with no savings or support from family members, and who may be supporting others with their income as well, work may seem like the only viable option.

So it is not surprising that when unemployment goes up, community college enrollments tend to spike, and when unemployment goes down, enrollments drop.

Rule of Thumb: Community College Enrollments Change 2.5% for Every 1 Point Change in the May Unemployment Rate



www.postsecondaryanalytics.com
nate.johnson@postsecondaryanalytics.com
@NateJohnsonFL

For every 1 percentage point change in the unemployment rate from May to May, community colleges can expect a 2.5 percent change (up or down) in fall full-time enrollment.

For this fall, if the past is any indication, the 0.8 percentage point drop in unemployment from 2014 to 2015 should translate into between a 1 and 3 percent enrollment decline. Regions hitting a rough patch -- say, the energy-producing areas of the country -- may see the opposite trend.

But with states, institutions, philanthropic organizations and the federal government all working to improve college access and attainment, perhaps one day this correlation will weaken, and low-income students will be able to make the kinds of long-term trade-offs and choices for the future that their better-off counterparts have always found so easy.

BIO

Nate Johnson is a higher education researcher and principal of Postsecondary Analytics, LLC.

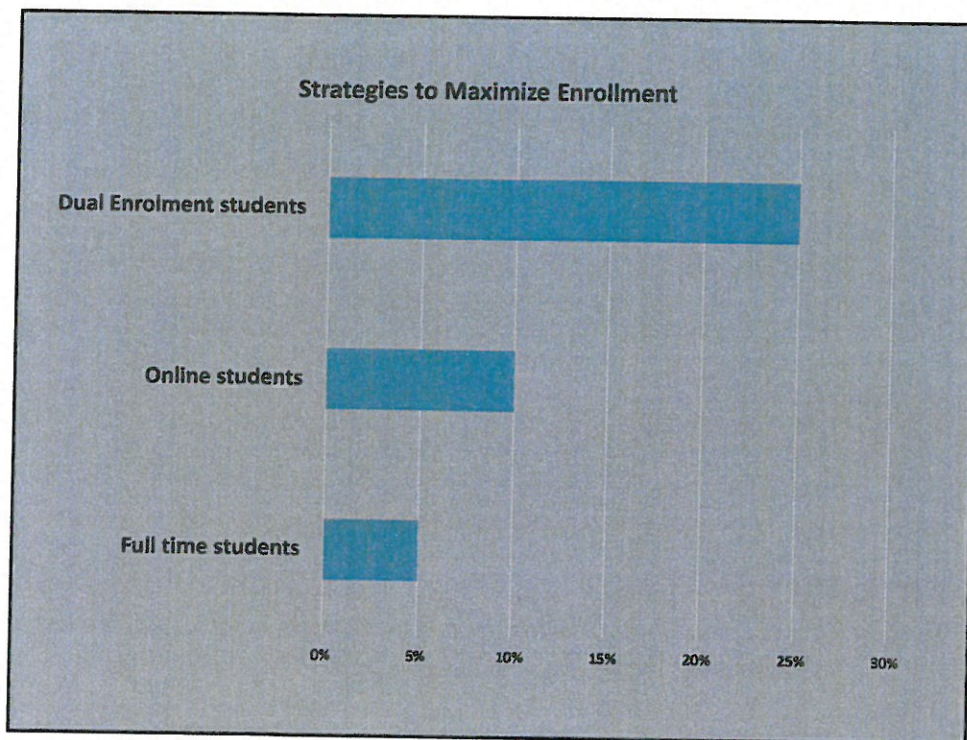
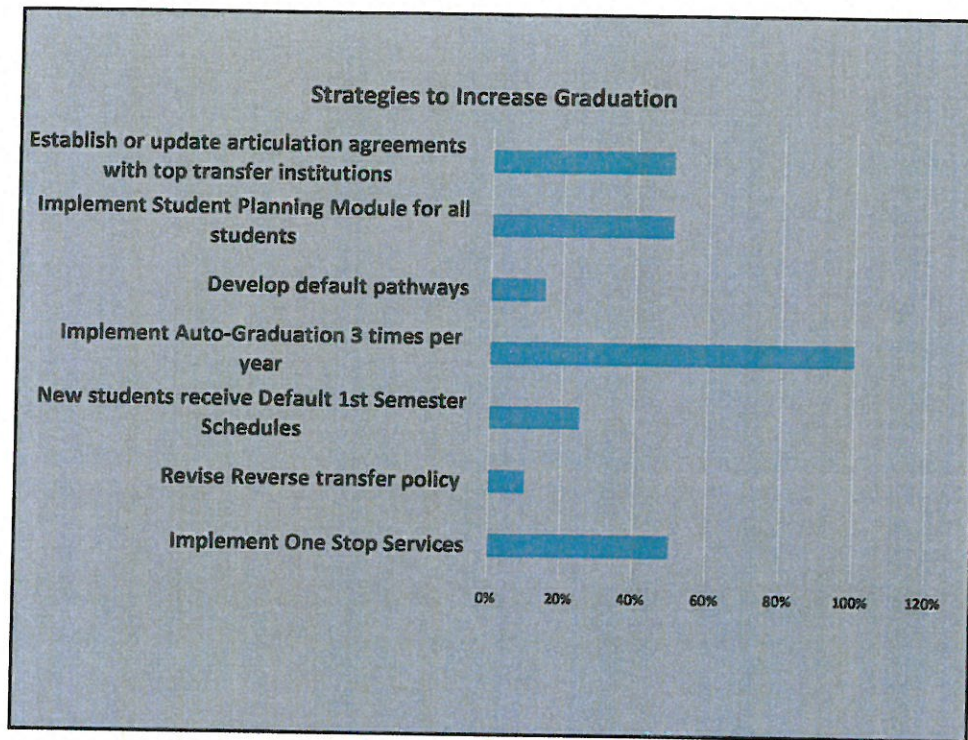
Student Success

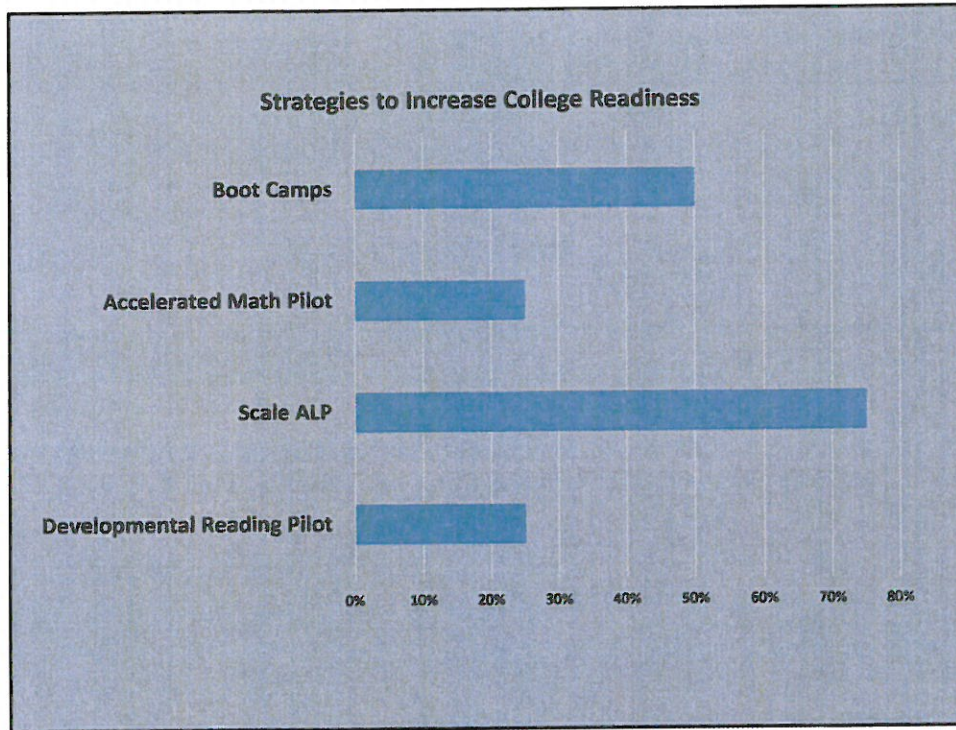
Goal	Baseline FY 2015	3 Year Outcome	Strategies	Resources Needed	Leader	January 2016
Increase Graduation Rate			Implement One Stop Services	Capital funds for CAR renovations	Stout	Cross-training to begin this semester
			Revise Reverse transfer policy (with Reed)	Research options and *establish agreements with top transfer institutions	Reed	under discussion
Headcount	2104 (2015)	2167 (3% by 2018)	New students receive Default 1st Semester Schedules *Implement Auto- Graduation 3 times per year *Develop default programs	Faculty design guided pathways *Cross Training for Employees	Reed, Stout, Kegelman	Early Bird redesigned
			Implement Student Planning Module for all students	Completed FAQ Database	Stout	Pilot complete. Launch this semester
Percentage	22.5% (2011 cohort)	25.5% (3% by 2018)	Establish or update articulation agreements with top transfer institutions	Director of Transfer's time	Reed	Rutgers BABA to launch in Fall 2016
Percentage Transfer	17.9% (2011 cohort)					
Increate Percentage Full-time Enrollment	47.4% (Fall 2015)	50.4% (3% Fall 2018)	Review and revise schedule to meet students preferences	Employ 25 Live (scheduling software) to analyze and build schedule	Stout & Reed	under development
Increase Online Enrollment	2720 (Fall 2015)	2802 (3% by Fall 2018)	Evaluate online course quality	Develop protocols for online course evaluation *Establish timelines *Train Reviewers	Reed	under development
Increase Dual Enrollment	1027 (Fall 2015)	1058 (3% by Fall 2018)	Increase the number of agreements with high schools	Funds for faculty to mentor and emulate on-site dual enrollment adjuncts	Reed	Asbury Park and Raritan HS discussions

Minutes of Public Business Meeting - January 19, 2016 - Attachment A

Increase Percentage College-Ready by End of First Semester	English 40% (AY14)	English 45%	Developmental Reading Pilot		Reed	in process
	Reading 55.6% (AY14)	Reading 60%	Scale ALP			in process
	Math 21 32.2% (AY14)	Math 21 36%	Accelerated Math Pilot			in process
	Math 25 43% (AY14)	Math 25 48%	Boot Camps			Asbury Park to be launched in summer
Increase Placement in Credit Job Training Programs	68.3% (2012 graduates)	70%	Develop stackable credentials	Data Tracking (Kegelman)	Reed	under development
Maintain Placement in Non-credit Job Training Programs	70% of funded students placed	Placement of funded students will not drop below 70%			Lucier-Woodruff	underway

1/19/2016





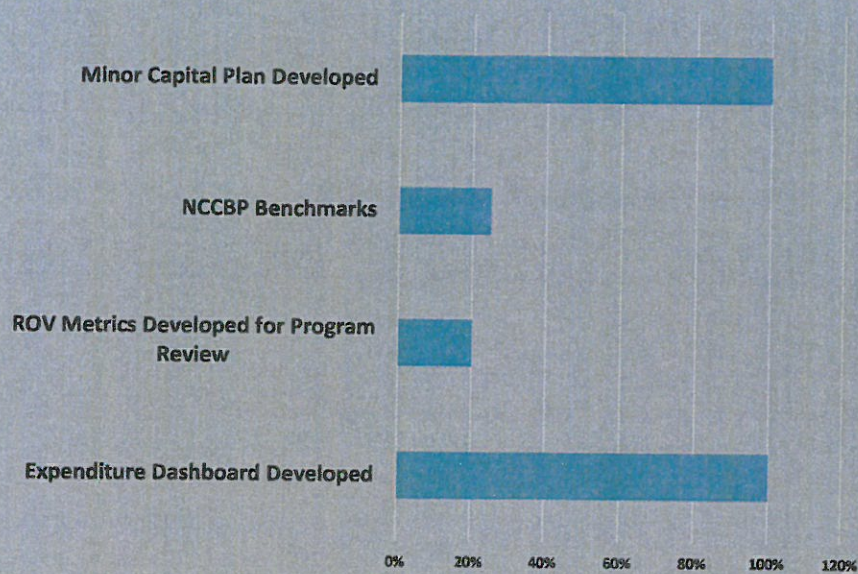
Student Success Progress

- What We Have Done
 - One Stop Implementation Team Report completed
 - Early Bird Redesigned
 - Student Planning Pilot Completed
 - Initial Guided pathways faculty conversations
 - College Readiness program for Freehold Regional
- Coming Soon
 - One Stop training for summer launch
 - Student Planning training launch
 - Enhanced senior partner articulations
 - Partnerships with Raritan and Asbury Park High Schools

Priority 2: Financial Stability

- Enhance monitoring of resource allocation processes
- Develop sustainable revenue streams

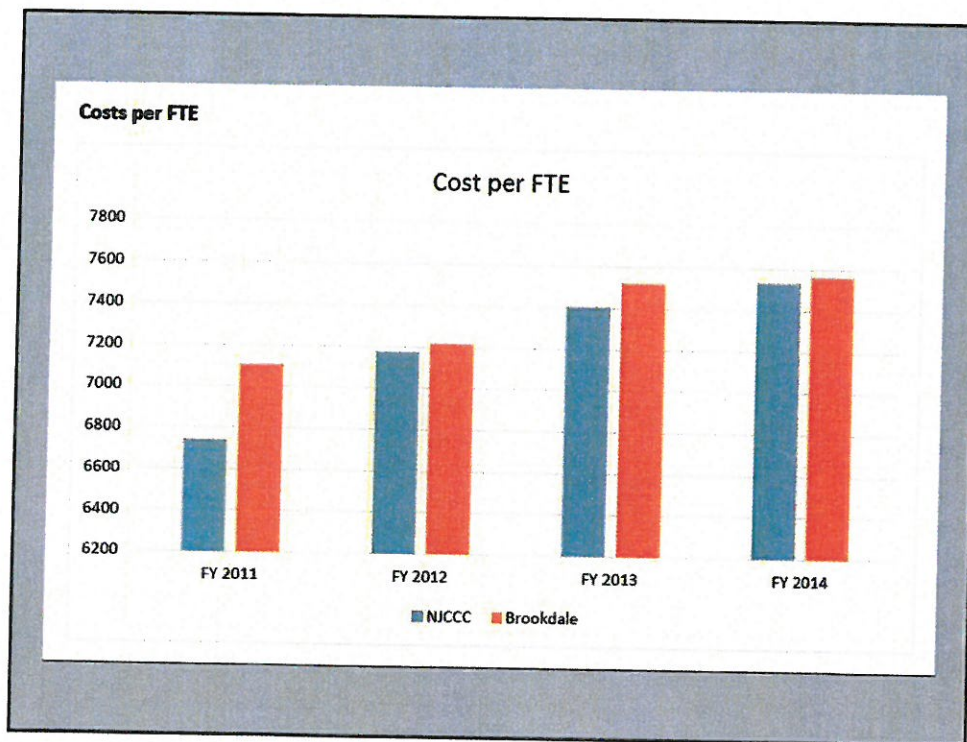
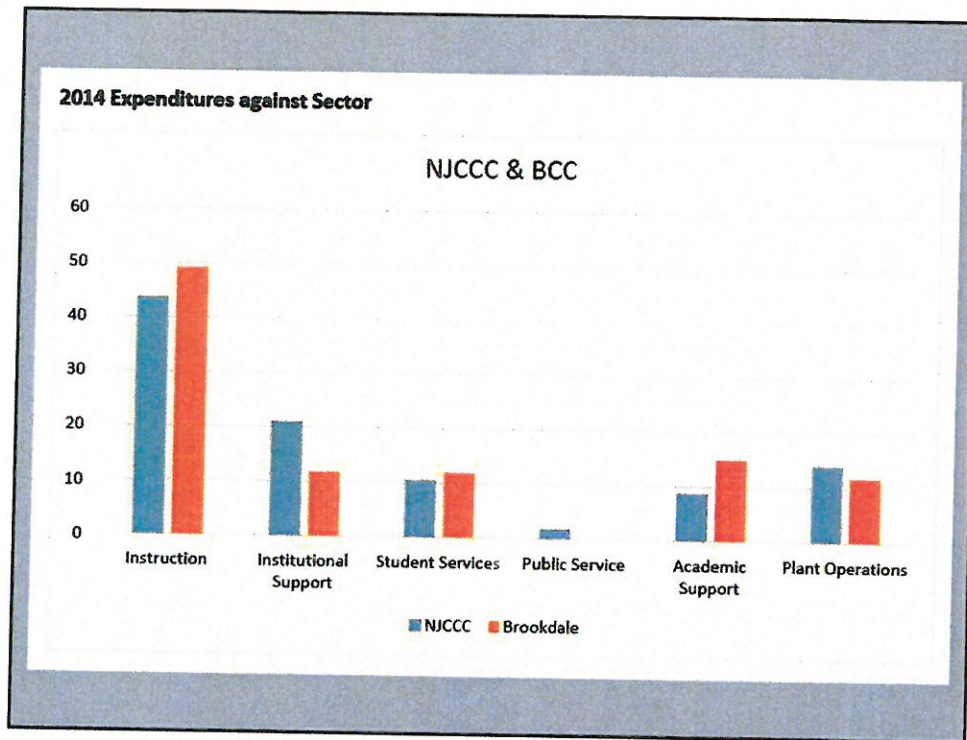
Strategies to Enhance Monitoring of Resource Allocation

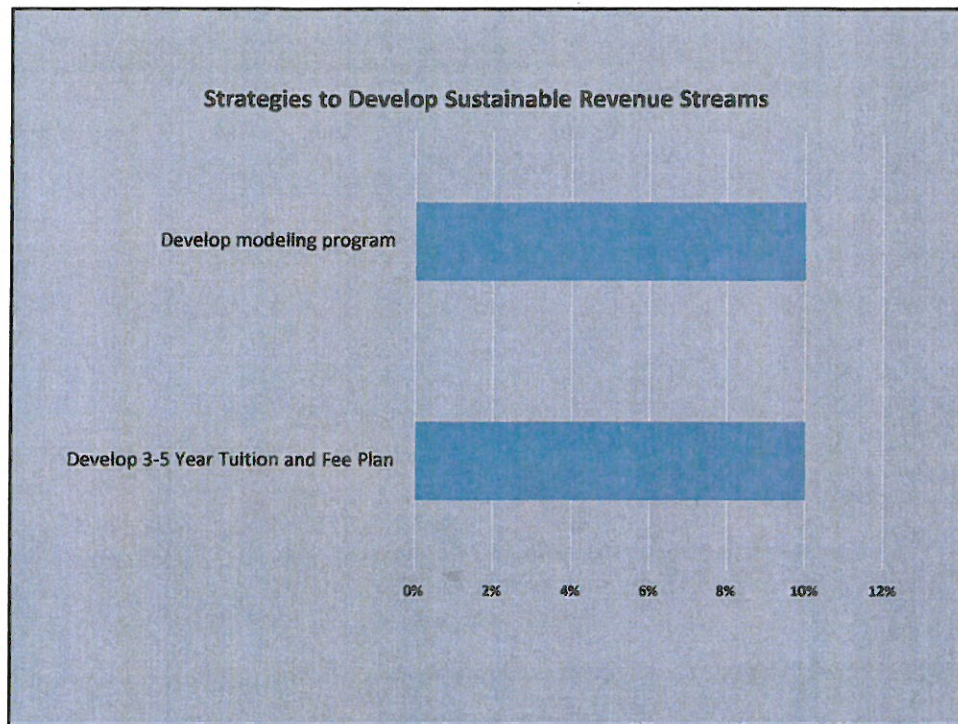


Financial Stability

Goal	Baseline	3 Year Outcome	Strategies	Resources Needed	Leader	Jan-16
Enhance monitoring of resource allocation processes	76.2% operating to direct instruction, student services, academic support (FY14)	Will not fall below 70% (FY15-17)	Expenditure Dashboard Developed	Annual Audited NJCCC Statistics	Lawrence	developed and shared with F&F
	Minimal financial analytics in program review	TBD - based on results of benchmarks and consultant work	ROV Metrics Developed for Program Review NCCBP Benchmarks	Analytic Consult PIE time	Kegelman Murphy	consultants engaged
	\$1M annual shortfall in minor capital	no shortfall	Minor Capital Plan Developed	TBD	Lawrence	resource realignment in process for FY 17
Develop sustainable revenue streams	FY 16 Budget		Develop 3-5 Year Tuition and Fee Plan		Lawrence	preliminary meeting scheduled for 1/25
		\$1M returned to reserve annually (2018)	Develop modeling program	Harford Community College partnership	Lawrence	February 4 visit to Harford CC

1/19/2016





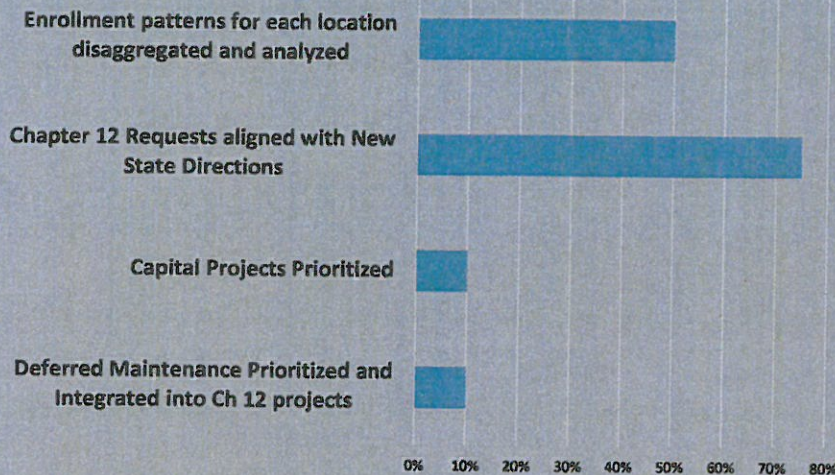
Financial Stability Progress

- What We Have Done
 - Expenditure Dashboard Developed
 - National Benchmarks for Expenditures
 - Minor Capital Plan Developed
- Coming Soon
 - Rollout of budget development process
 - Modeling for multi-year tuition and fee plan

Priority 3: Facilities Planning

- Create a clear vision for the purpose, function, and strategic role of all college properties

Strategies to Determine Strategic Purpose for all Locations



Facilities Planning

Goal	Baseline	3 Year Outcome	Strategies	Resources Needed	Leader	January 2016
Clear vision for purpose, function, and strategic role of all college properties	\$18M deferred maintenance (2015)	Deferred maintenance reduced to \$9M	Deferred Maintenance Prioritized and Integrated into Ch 12 projects	Chapter 12	Lawrence	to be scheduled through F&F
	FMP not reviewed since 2011	annual FMP review	Capital Projects Prioritized	F&F time	Lawrence	to be scheduled through F&F
	State process in flux	full compliance and funding	Chapter 12 Requests aligned with New State Directions		Lawrence	News from state indicates forthcoming. Will include \$3M in budget for BOSE
	Unclear programming by location	Clear markets and programs	Enrollment patterns for each location disaggregated and analyzed	Monmouth County Planning Board	Reed, Voogt, and Kegelman	Data received and analysis underway

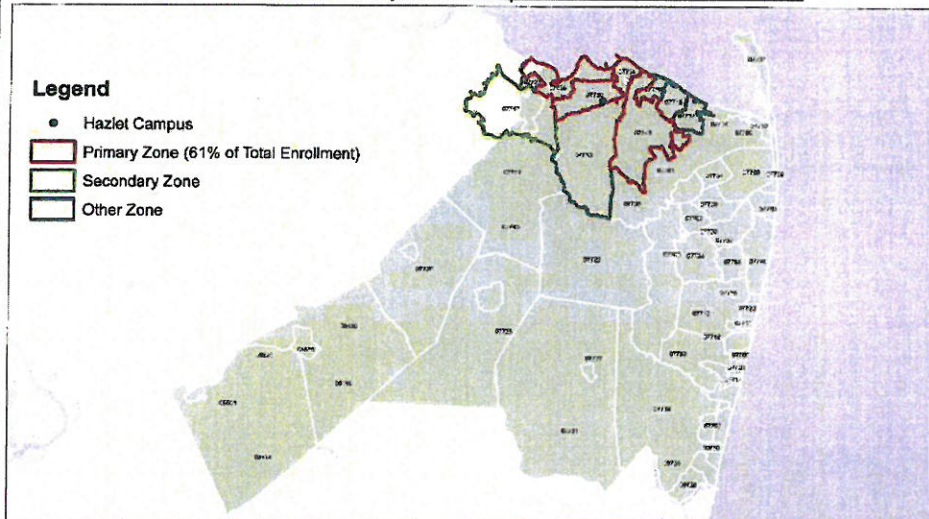
Facilities Planning Progress

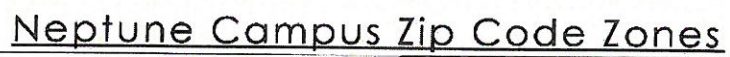
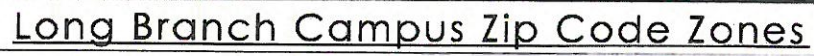
- What We Have Done
 - Facilities staffing completed
 - Consulting engineer engaged
 - Two bond projects submitted
- Coming Soon
 - Analysis of demographic and labor market data
 - “Branding” of each Higher Education Center

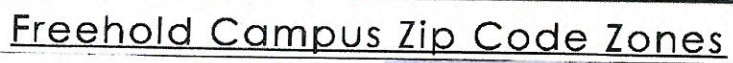
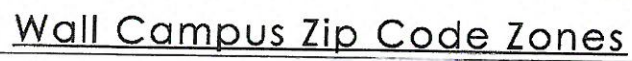
Hazlet Campus Zip Code Zones

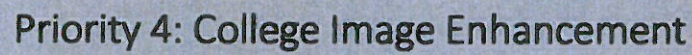
Legend

- Hazlet Campus
- Primary Zone (61% of Total Enrollment)
- Secondary Zone
- Other Zone







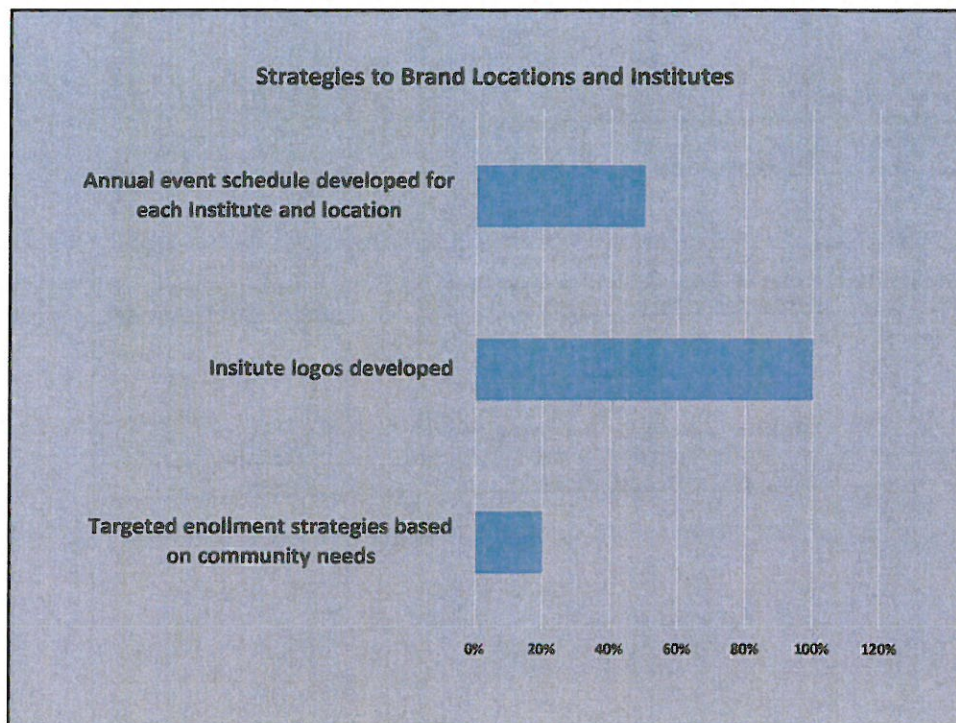
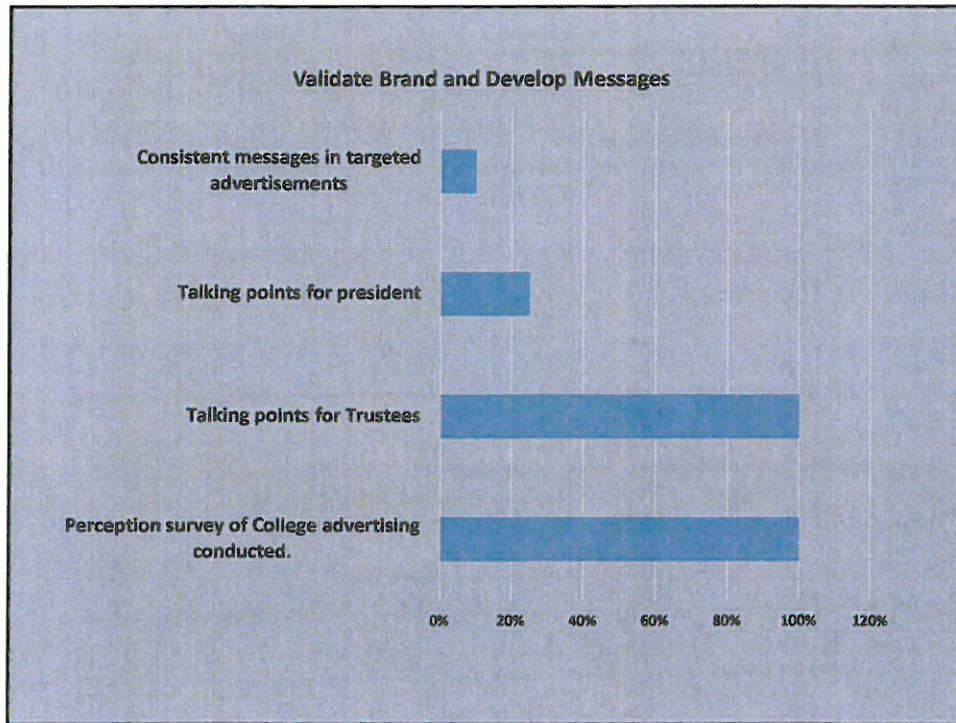


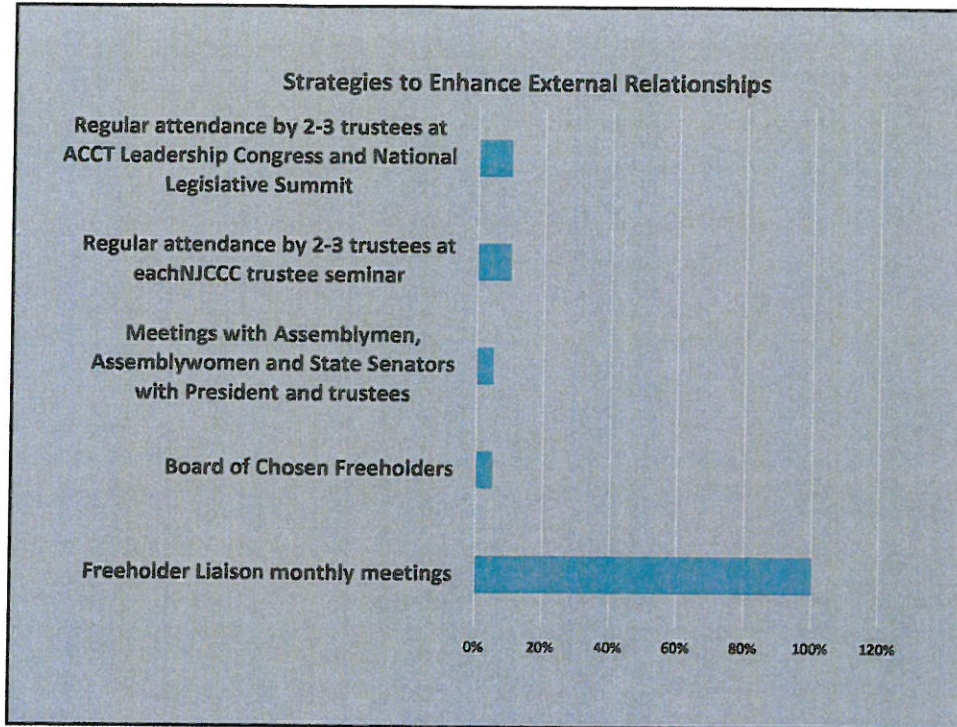
- 14

College Image Enhancement

Goal	Baseline	3 Year Outcome	Strategies	Resources Needed	Leader	Jan-16
Validate College Brand	50% of community aware of brand	60% of community will be aware of brand	Perception survey of College advertising conducted.	Clarus Corporation	College Relations (McMillon)	Survey results shared 12/2015
Clear Messages for All Constituencies	Brand is clear, now need targeted messages	Next perception survey will show 50% awareness of key messages	Talking points for Trustees Talking points for president Consistent messages in targeted advertisements	Clarus Corporation	College Relations (McMillon)	Talking points for BOT completed and shared. Other messages under development
Determine Strategic Function for Each Location	"One Brookdale" = one size fits all	Each location will have identified primary function	Targeted enrollment strategies based on community needs Annual event schedule developed for each Institute and location	Planning Board data Time, College Relations, and Events	Reed, Lucier-Woodruff, Voogt	Data received and under analysis Humanities Institute took lead in Fall 2015
Enhance Relationship with External Stakeholders						
Freeholder Liaison	Monthly meetings with Freeholder Liaison	Will continue	Monthly meetings will be established	Time	President	ongoing
Board of Chosen Freeholders	Nothing scheduled as a group	Meeting will become annual event. Brookdale's role will be understood at County level.	Joint Freeholder-Trustee meeting will be held in 2016	Time, College Relations, and Events	President & Trustees	
State Legislators	One meeting with trustee and president Summer 2015. All others were solo meetings with President	Will become established practice. Brookdale's role will be understood at state level.	Meetings with Assemblymen, Assemblywomen and State Senators will be scheduled with President and trustees	Time	President & Trustees, especially Trustee Ambassador	Need to schedule trustee participation
NJCCC	Attendance by trustees has been uneven	Will become established practice. Brookdale's role will be understood at state level.	Statewide engagement through NJCCC and Trustee Ambassador will increase	Time	President and Trustee Ambassador	Need to schedule trustee participation
ACCT	Attendance by trustees has been uneven	Will become established practice. Brookdale recognized nationally by ACCT.	National engagement through ACCT will increase	Time	President and Trustees	One trustee attended October event. Need trustee for February Legislative Summit

1/19/2016





Next Progress Report
June 2016

