Standard VI: Planning, Resources, and Institutional Improvement

1. Institutional objectives, both institution-wide and for individual units, that are clearly stated, assessed appropriately, linked to mission and goal achievement, reflect conclusions drawn from assessment results, and are used for planning and resource allocation.

<table>
<thead>
<tr>
<th>Strategic Priorities 2015-2017:</th>
<th>Accessible to all members of College community on BrookdaleShare.</th>
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The four priorities of the document are:
- Student Success
- Financial Stability,
- Facilities Planning
- College Image enhancement

This is reflective of the Visions, Mission and Values of BCC as detailed in Standard I. These were also articulated to the College through the President’s weekly emails to the college community.

Assessment data related to student success is reflected by the performance indicators as listed in the Planning & Institutional Effectiveness (PIE) repository (BCCAIS). Documents are available to all College community members on the PIE site on BrookdaleShare. Three year graduation and transfer rates have remained steady. Completion rates have been steadily increasing.

Other assessment data supporting institutional objectives and goal achievement include:

**Mission Based Indicators**
This document provides assessment data in 4 areas: Student Success, Progress, Quality and Excellence, and Value Added to the Community and Access

**Student Satisfaction Inventory**
Community College Survey of Student Engagement (CCSSE)
Noel - Levitz
Graduation follow-up studies
These surveys assessed programs that support the mission and goals of the College, effectiveness of our recruitment, registration, advising, counseling, financial aid, career
services, which support the open-access, affordability, student success and development aspects of the Mission. Annual assessments of these services and programs is done.

Below are programs that support the mission and goals of the College. Success metrics of students who engage in these programs compared to those who do not engage are also performed.

**International Education Center (link)**

**Equal Opportunity Fund (EOF)**

**Athletics**

**Career and Leadership Development**

**Student Life and Activities**

Enrollment, trends, stake holder identification and involvement were evaluated, identifying target populations, enrollment expectations, and appropriate outreach/recruitment strategies. This was done through **SEM**, which had 4 goals:

1. Identify underserved and emerging populations
2. Determine the programs that should be offered at the HECs
3. Identify barriers and solutions to enrollment
4. Identify barriers and solutions to student success

Financial stability and facilities planning is addressed in the documents listed in criteria #4, 6 & 7 and support the mission and goals of the College.

Annual academic department plans are located in each department and the Vice President’s office. Assessment of data is done twice a year with identification of strategies for improvement.

Continuing and Professional Studies (CPS) fulfills the college mission by meeting the needs of the community through community access and economic development. Non-academic courses as well as industry certifications are available with emphasis on the Strategic Priorities.
2. Clearly documented and communicated planning and improvement processes that provide for constituent participation and incorporate the use of assessment results.

The **Jubilee Plan (PJC)** was a 5 year strategic plan for FY13-17 that included a Self-Assessment Program Analysis completed by all college constituencies in 2013-2014. Redesign Teams (2013), also from various college constituencies, were used in assessing the college restructuring that followed. The need to balance fiscal resources with the declining student enrollment was addressed in the college restructuring. The outcome was a balanced operating budget. This PJC was updated to the **Strategic Priorities FY15-17**.

The [PIE website](http://example.com) houses College assessment data and was recently updated. The new site is more user friendly and access to the data requires the College’s NetID credentials. PIE has been sharing highlights of some of the PIE data with the College community. This is done monthly during the academic year.

Assessment of student learning is available on BrookdaleShare and is currently available to academic administrators, faculty, and staff on program review teams and assessment projects. Assessment information on the PIE website is accessible to faculty, staff, and administrators.

Planning and improvement process for CPS is performed at the end of CPS classes and training programs. **Student satisfaction surveys** are administered and the results are reviewed by the administrator responsible for the program; all comments are taken into consideration before the classes are repeated.

Enrollment is assessed, outcomes are measured for training programs; completion rates for courses and industry certifications are assessed; job placement is tracked for funded programs.

3. A financial planning and budgeting process that is aligned with the Institution’s mission and goals, evidence-based, and clearly linked to the institution’s and units’ strategic plans/objectives.

**Strategic Priorities** drive financial planning and budgeting
- FMP, ITSP, ESMP, Annual Budget

Short and long range plans for the acquisition and deployment of administrative and educational technology.
- PJC
- The Annual Report
- General Ledger Redesign
- Balanced Operating Budget 2016

[11/7/2016 3]
4. Fiscal and human resources as well as the physical and technical infrastructure are adequate to support the Institution's operations wherever and however programs are delivered.

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<thead>
<tr>
<th>Annual Budget Process</th>
<th>Post-Semester Review</th>
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<tr>
<td>Semi-Annual Budget Update</td>
<td>Information Technology Vision</td>
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<tr>
<td>ERP</td>
<td>Grant Support (Perkins)</td>
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<tr>
<td>FMP</td>
<td>Restructuring ORG Chart – before and after RIF</td>
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<td>Reorganization of Institution (Innovations Center, ETS...)</td>
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<td></td>
<td>Reorganization Assessment Report – Arnie Gelfman</td>
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<td>BOT financial monthly reports</td>
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The College’s financial well-being is assessed throughout the year to determine whether revenues are adequate to support College operations for all modalities of the Institution (human resources, physical and technical infrastructure). Assessment tools include the Post Semester Review, *Semester Forecast*, *Semi-Annual Budget Update*.

Brookdale has identified and assessed that the human resources for the Institution are adequate to support its operations for all modalities of its programs. This was achieved through the institutional redesign process. *Restructuring Organizational Charts. Reorganization Assessment Report*.

Brookdale has identified and assessed the physical infrastructure through the *Facilities Master Plan 2012 (FMP)* and *Information Technologies Planning document (ITSP)* (*reference links provided earlier in the document*) adequate to support its operations for all modalities of its programs.

Brookdale has identified and assessed the technical infrastructure adequate to support its operations for all modalities of its programs, *ITSP*.

Brookdale has identified and assessed the *FMP* and assessed that the plan is adequate in identifying and supporting the future fiscal physical needs of college.
Brookdale has identified the Board of Trustees Financial Monthly reports and assessed that the reports are adequate to support its fiscal reporting to the financial status of the institution in order to sustain all modalities of the institutions operations.

Brookdale has identified and assessed that the restructuring of ETS to be part of OIT's responsibilities was adequate in sustaining all modalities of the Institutions operations. It was identified through the Institutional redesign that there were a duplication of services, which were streamlined through this process. Restructuring Organizational Chart.

Brookdale allocates revenue sources to support the ERP system. The system supports the operations for all modalities of the Institution as one united system for Finance, HR, and Student Records. Annual Budget Report, Information Technology Planning document.

Brookdale has identified and assessed that the Information Technology Vision still meets all modalities of the Institution’s operations and its programs.

Brookdale has identified and assessed that grants such as Perkins help support the modalities of the Institution’s operations and its programs. The College has an office specifically dedicated to researching, writing and obtaining grants to support Institutional programs.

The determination for allocating faculty lines includes specific program accreditation requirements, absolute numbers (going from 17 to 16 versus going from 1 to 0), enrollment trends, and anticipated growth. Adjunct percentages is the primary indicator in determining full time faculty lines in each department.

5. Clear assignment of responsibility and accountability.

- Organizational Chart
- Job descriptions are being rewritten (HECs) to align with job descriptions across the College.
- HR job descriptions throughout the College
- Employment contracts
- Performance Evaluations
- Association Contracts
- Respective Department Staff Meetings
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<th>Cabinet/Super-Cabinet</th>
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<td>6.</td>
<td>Comprehensive planning for facilities, infrastructure, and technology that includes consideration of sustainability and deferred maintenance and is linked to the institution's strategic and financial planning processes.</td>
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<td>The Facilities department maintains a comprehensive plan, the Facilities Master Plan, (FMP) which contains plans for all facilities across Brookdale’s campuses. These plans are updated by the College engineer of record (an external agent who works with the college to oversee capital projects—looks at bid documents etc.,) and the plans are created to cover ten years. These plans are created with sustainability in mind and cover both planned an unplanned maintenance. The FMP is linked to financial planning processes and contains budgetary provisions.</td>
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<td>The Office of Information Technology (OIT) has a comprehensive IT Project timeline containing a schedule that shows institutional initiatives, networking for the campus and progress status. It’s comprehensive for all IT initiatives.</td>
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<td>The College utilizes School Dude, a work order system that maintains records for facility needs and projects for daily operations, and allows for anyone who works for the school to report maintenance and sustainability issues with facilities.</td>
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<td>The OIT maintains a help desk which helps maintain the College's electronic infrastructure similar to School Dude.</td>
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<td>Reorganization of IT: RF deduplication and segmented (some responsible for only projector, some for computers, etc.)</td>
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<td>Recommendation: Create and support a Classroom furniture lifecycle plan, similar to the Computer lifecycle plan.</td>
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<td>7.</td>
<td>An annual independent audit confirming financial viability with evidence of follow-up on any concerns cited in the audit's accompanying management letter.</td>
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<td>The College engages an External Audit Firm to conduct the various audits required by Federal, State and Local entities.</td>
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<td>Annual Audits</td>
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<td>Management Letter comments</td>
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<td>Corrective action plans</td>
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| 8. Strategies to measure and assess the adequacy and efficient utilization of institutional resources required to support the institution's mission and goals. | The two reports that Brookdale uses to measure and assess the adequacy and efficient utilization of institutional resources are the **Cosgrove Report** and the **Jubilee Report**. The **Cosgrove report** was created by an independent agency (Cosgrove Associates) and measures the effects of various factors of the College and was used to create a rubric for the College to use in making determinations about the continuance or discontinuance of courses and programs based on enrollment, quality, outcomes, and program costs. The consultants, while creating the report, worked with staff to build specific economic measures into the existing review process.

The second relevant report is the **Jubilee report**, which was produced by more than a year of self-assessment and collaboration between Brookdale’s administration, staff, and faculty. The report was created from more than 110 self-assessment documents and allowed Brookdale faculty, staff, and administrators’ full participation. The report is available via **BrookdaleShare** to all Brookdale employees and covers a wide range of topics. These support Requirement of Affiliation #10. |
|---|---|
| 9. Periodic assessment of the effectiveness of planning, resource allocation, Institutional renewal processes, and availability of resources. | **Board Retreat Spring 2015** – development of strategic priorities  
**CCSSE SORS** (faculty as resources)  
**Survey of Entering Student Engagement SENSE**  
Noel-Levitz Surveys of Non-Academic Centers  
End of Semester Report (HECs) Semester forecast  
Possible Economic Modelling Systems report pending  

Brookdale performs periodic assessment of the effectiveness of planning. Evidence of this can be found in the **Board Retreat Spring 2015 Report, President’s Report to the BOT, and the Annual Budget Process**.  

Brookdale performs periodic assessment of the effectiveness of resource allocation including human resources as well as facilities. Evidence of this can be found in **SORs, CCSSE, and The Noel-Levitz Surveys**. These surveys are conducted regularly, but at different intervals and |
| assess the student’s satisfaction with their interaction with faculty and the support available to them such as tutors and counseling, as well as current facilities and course scheduling. 

Brookdale performs periodic assessment of the effectiveness of the Institutional renewal processes in the **Restructuring Organizational Charts** and **Reorganization Assessment Report**.  

Brookdale performs periodic assessment of the availability of resources. Evidence of this can be found in the **Balanced Operating Budget**.  

These all support achievement of Requirement of Affiliation #10. |