



Broward Community College

Education Master Plan Strategy Sessions, Third Round Week of November 29, 2004

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New Ideas for Developing Organizations

What is Master Planning?

- ▶ Describes desired future state
- ▶ Describes how to get there
- ▶ Assesses where we are
- ▶ Looks at our environment
- ▶ Makes choices
- ▶ Measures our progress

Why Should BCC Engage in Master Planning

- ▶ Set budget priorities
- ▶ Assess where we are
- ▶ Integrate and coordinate campus efforts
- ▶ Commitment of Trustees in choosing new president to engage in Strategic Planning
- ▶ Measure Effectiveness and Outcomes



Process to Date

- ▶ Interviews
 - BCC's Leadership and Students
 - Board Members
 - External Stakeholders
- ▶ Analysis of Internal Data
 - Five Year's Course Data
 - Current Space Utilization
- ▶ Analysis of External Data
 - Environmental Scan
 - Competitor Analyses
- ▶ Feedback from Strategy Sessions and Early Recommendations



Just to restate the basic principle: Many cognitive, coordination and cooperation problems are best solved by canvassing groups (the larger the better) of reasonably informed, unbiased, engaged people. The group's answer is almost invariably much better than any individual expert's answer, even better than the best answer of the experts in the group.

James Surowiecki, "The Wisdom of Crowds"



Relationship among Plans



Defining Terms

- ▶ A **Planning Goal** establishes an overarching direction for BCC over the ten years of the Master Plan. It is supported by rationale.
- ▶ A **Strategy** commits BCC to courses of action that support the planning goals.
- ▶ A **Success Factor** provides visible measures of goal attainment. A success factor includes these elements: specific activities, responsible parties, and target dates



Relationship Among Planning Components



Relationship Among Planning Components



Master Planning and Annual Operational Planning

Review of Strategy
Implementation via Success
Factors. Revise as
Appropriate.

Rolling 3-Year Unit
Plans Updated.
Resources
identified to
support strategies

**BCC Education
Master Plan**

Collect data and
information to
measure
performance

Approve budget and unit
operational plans



Goal One

- ▶ **All administrative and curricular decisions made at the College are student- and learner-centered. Decisions are based on the access, and subsequent, success of all learners to quality, affordable learning opportunities that match their needs**



Goal One Strategies

- ▶ Continuously analyze changes in students, Broward County, South Florida, the nation and the world. Benchmark!
- ▶ Develop an on-line fact book
- ▶ Examine all career and technical programs instructional programs to ensure a match. Seek niches
- ▶ Target marketing
- ▶ Increase the data and information available for decision making
- ▶ Provide continuous staff development and professional learning opportunities
- ▶ Improve cyber advising capability, especially existing systems such as "LifeMap" available elsewhere in Florida



Goal Two

- ▶ Respond directly to the current and projected racial, ethnic, and income patterns in Broward County

Goal Two Strategies

- ▶ Celebrate the College's diversity as a bellwether for the nation
- ▶ Target 18 to 24 year-olds of Color to increase their participation and subsequent success rates.
- ▶ Collaborate with Community Based Organizations
- ▶ Strengthen and expand English as a Second Language programming Create International Centers
- ▶ Intensify efforts to locate, recruit, and retain a diverse faculty and professional staff via networking and "growing your own."
- ▶ Encourage efforts to expand the Honors Institute as a vehicle to promote diversity as well as academic excellence.



Goal Three

- ▶ Increase the success rates for students placed in College Preparatory curricula

Goal Three Strategies

- ▶ Colleges that successfully reconcile their various missions to expand educational and career opportunities for disadvantaged students often do so in spite of prevailing public policies and institutional traditions
- ▶ Nurture a culture of inquiry
- ▶ Articulate required competencies
- ▶ Identify the gaps between successful performance on K-12's Florida Comprehensive Assessment Test (FCAT) and those competencies measured by higher education's College Placement Test (CPT).
- ▶ Make parents and K-12 more aware of these gaps
- ▶ Host parent meetings to discuss college success, especially reaching out to parents of low-income, minority middle school students among low-income and minority serving schools.
- ▶ Involve successful College Prep students in peer tutoring
- ▶ Complete the at-risk student tracking system



Goal Four

- ▶ **Become the vehicle of choice for training the present and future workforce and to drive economic development for Broward County**



Goal Four Strategies

- ▶ Accelerate efforts to reach out to businesses in training and technical assistance.
- ▶ Explore relocation of existing WIA One Stop Centers on each campus.
- ▶ Target small businesses
- ▶ Develop a generalist worker program.
- ▶ Consider developing new certificate and/or degree programs in these areas: tourism and hospitality management, transportation management and logistics, small business management, and electronic commerce.



Goal Five

- ▶ Increase entrepreneurial actions across the College by seeking new revenue sources.

Goal Five Strategies

- ▶ Become more aggressive in providing short-term, focused training opportunities for employers in Broward County.
- ▶ Increase the number of grant proposals to external agencies and potential partners
- ▶ Increase relationships with educational institutions in other countries.
- ▶ Sell learning content to other colleges and consortia of other colleges.
- ▶ Increase unrestricted giving through the Broward Community College Foundation.



Goal Six

- ▶ **Strengthen relationships with the Broward County Public School District**

Goal Six Strategies

- ▶ Launch an expanded early/middle college effort. Expand throughout the county. Additional financial support is critical
- ▶ Focus on recruiting and retaining world class educators to Broward County through the planned Holcombe Center.
- ▶ Determining the feasibility of seeking state approval for offering baccalaureate programs in teacher education.
- ▶ Conduct regular faculty-to-faculty and administrator-to-administrator
- ▶ Address the gap between the FCAT and CPT assessments..



Goal Seven

- ▶ Re-examine the format and delivery options for all courses

Goal Seven Strategies

- ▶ Express existing courses in competencies and share these competencies
- ▶ Don't reinvent the wheel use learning object repositories
- ▶ Map competencies for employers and small businesses.
- ▶ Provide the structure and training for faculty
- ▶ Revisit learning theory, methods and principles to match curriculum with learner needs.
- ▶ Curricula cannot succeed without a full scope of student support programs.
- ▶ Survey potential and existing students and faculty about scheduling options and delivery options.



Goal Eight

- ▶ **Make strategic choices about instructional programming and resources**

Goal Eight

- ▶ Review admission processes for limited enrollment programs
- ▶ Adults rank Quality as #1, Convenience #2 and Cost #3. Exploit this
- ▶ Instructional centers should not automatically become “clones” of existing campuses.
- ▶ No high cost programs should be started without substantial support from outside the college
- ▶ Strengthen the program review process.
- ▶ Develop scheduling and course format options throughout the day and on weekends.
- ▶ Fitness centers in outlying centers.
- ▶ Relocate appropriate Postsecondary Adult Vocational Certificate clock-hour programs and the South Campus nursing program to the new Miramar Center.
- ▶ Increase the compensation and recognition of veteran part-time faculty who meet benchmarks established by the College.
- ▶ Grow the Honors Institute



Existing Programs to Strengthen

- ▶ Automotive Service Technicians
- ▶ Business, especially International Business and Non-Profit Management
- ▶ Computer Support Specialists
- ▶ Dental Hygiene and Assisting
- ▶ Fitness Technicians
- ▶ Food Preparation Management
- ▶ Health Information Technology
- ▶ Hospitality Management/Tourism Management
- ▶ Law Enforcement
- ▶ Legal Assisting/Paralegal
- ▶ Medical Assistant
- ▶ Nursing Assistant
- ▶ Pharmacy Technician
- ▶ Registered Nursing/Practical Nursing
- ▶ Technical Theatre



New Program Potentials

- ▶ Assisted Living Administrator
- ▶ Cable Systems
- ▶ Construction Supervisors
- ▶ Customer Assistance Technology
- ▶ Cybersecurity
- ▶ Electricians
- ▶ Entrepreneurship
- ▶ Global Information Systems/Geomatics
- ▶ Home Health Aide
- ▶ Homeland Security (emphasis in current criminal justice program)
- ▶ Import/Export Specialist
- ▶ Logistics/Transportation Management
- ▶ Midwife
- ▶ Mortgage Finance
- ▶ Mortuary Science
- ▶ Occupational Therapy Assisting
- ▶ Passenger Service Agent
- ▶ Retail Management, especially Rental Car Management
- ▶ Resort Management
- ▶ Security and Fire Alarm Systems Installers
- ▶ Small Business Management
- ▶ Stockbroker
- ▶ Teacher Assistants
- ▶ Translation/Interpreting, especially English/Spanish, Creole/English
- ▶ Veterinary Technologists and Technicians



Competitors of the Future

- ▶ People
- ▶ Products
- ▶ Potential
- ▶ Predictable



- ▶ Convenience
- ▶ Condensed Instruction
- ▶ Cost-Effective
- ▶ Skill-Oriented
- ▶ Customer Service