

The background is a grayscale photograph of a classroom or computer lab. Several students are seated at desks, working on laptops. A man, likely an instructor, is leaning over a desk, looking at a student's work. A large, semi-transparent blue diagonal shape cuts across the right side of the image. In the background, a computer monitor displays a presentation slide with the text "Reconfiguring American Higher Education".

STRATEGIC PLAN: 2019-2020

Year Three of the 2017-2022 Strategic Plan

Introduction

During the 2016-17 academic year, a Strategic Plan Committee consisting of students, faculty, staff, and administrators convened to review data and recommend the strategic direction for the Five-Year Strategic Plan. In addition, a student and faculty-led sub-committee was formed to review and rewrite the College's Mission Statement. The College's Management Team served as the Steering Committee for the entire planning process. In the 2018-19 academic year, administrative teams and faculty were brought together in multiple collegewide meetings to discuss recommended modifications to the existing Five-Year Strategic Plan. In these meetings, a new strategy under the **Succeed** goal was recommended to specifically focus on student retention. In addition, a new goal and strategy focused on synergizing non-traditional revenue generation were recommended. These recommendations were presented in draft form to the Board of Trustees in April 2019 and fully ratified by the Board of Trustees in the June 2019 meeting.

The original research and input for the Five-Year Strategic Plan consisted of distributing student surveys and facilitating Student Focus Groups involving students across the eight Pathways, First-Time in College and Non First-Time in College, part-time and full-time, on-campus and online, general education and non-general education, and honors and non-honors. Data trend analyses and an environmental scan were also performed to identify key opportunities to ensure alignment to the Florida College System Performance Funding Model, as well as Governor Rick Scott's Challenge: "Ready, Set, Work." In addition, a strategic planning workshop was held with the Board of Trustees, and focus groups with Business Leaders and Advisory Board members from throughout our local community.

This Five-Year Strategic Plan is comprised of four Strategic Goals: **Start, Succeed, Soar, and Synergize**. Objectives define the focus for each Goal as identified from the aforementioned analyses. Strategies recommended by the Strategic Plan Committee are then included, and may span one to five years for successful implementation. Finally, the targets for each Goal will be reviewed and refreshed as needed, and the Strategies will be continually tracked, reported, and refreshed as appropriate.

Mission

Transforming students' lives and enriching our diverse community through academic excellence, innovation, and meaningful career opportunities.

Vision

Broward College will be a destination for academic excellence, serving students from local communities and beyond. The College will embrace diversity — student, faculty, staff, and business partnerships — and foster a welcoming, affirming, and empowering culture of respect and inclusion.

The College will stand at the leading edge of technological and environmentally sound innovation, providing attainable, high-quality educational programs. Broward College will be recognized for its recruitment and retention of diverse, outstanding faculty and staff whose primary focus will be to promote the success of each individual student while supporting lifelong learning for all students.

As a model post-secondary institution, the College will connect its students to diverse local and global communities through technical, professional, and academic careers.

Core Values

ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Achieving student success through high-quality, learning-centered programs and services while continuously evaluating and improving student learning outcomes that reflect the highest academic standards. This is accomplished by providing flexible educational opportunities accessible to all students, regardless of time or place.

DIVERSITY AND INCLUSION

Creating a community that celebrates diversity and cultural awareness while promoting the inclusion of all its members.

INNOVATION

Developing and implementing the most emergent technologies and teaching/learning methods and strategies to create learning environments that are flexible and responsive to local, national, and international needs.

INTEGRITY

Fostering an environment of respect, dignity, and compassion that affirms and empowers all its members while striving for the highest ethical standards and social responsibility.

SUSTAINABILITY

Ensuring effective, efficient use of college resources while implementing fiscally sound practices and environmentally sustainable initiatives that can be modeled in collaboration with our community.

LIFELONG LEARNING

Promoting the educational growth and development of all individuals through a variety of postsecondary professional, technical, and academic programs and services.

2017-2022 Strategic Goals



Start

Increase the total number of new students enrolled from 27,976 to 28,256* by June 1, 2022

+1%



Succeed

Increase the total number of awards earned from 11,029 to 12,132 by June 1, 2022

+10%



Soar

Increase the total number of post-completion placements from 13,901 to 15,291 by June 1, 2022

+10%



Synergize

Increase non-traditional revenue by 10% by June 1, 2022

+10%

* Numbers updated to reflect additional student populations as of September 2018.



Start

Objectives

**Ensure Seamless Student
Recruitment and
On-Boarding Experience**

**Connect Pathways to Career
Goals for Prospects**

**Support Student Access
through Financial Services**

**Strengthen Communication
and Networks**

Strategy

Integrate the college-wide recruitment plan to serve all student populations by June 1, 2020.



Succeed

Objectives

**Support Holistic Technology
Infusion**

**Increase Student Retention and
Completion**

**Facilitate Student Engagement
Across Pathway Communities**

**Promote Positive Workplace
Culture**

**Enhance and Sustain Teaching
and Learning Excellence**

**Ensure Vibrant, Welcoming,
and Functional Campuses**

Strategies

1. Scale innovative tools and interventions to increase student success by June 1, 2020.
2. Engage faculty, staff, and students in pathways through increased communication, collaboration, and resource alignment by June 1, 2020.
3. Support collaborative and integrative approaches to teaching and learning excellence college-wide by June 1, 2020.
4. Develop innovative curriculum to address future workforce needs by June 1, 2020.
5. Implement focused retention strategies for milestone completion by June 1, 2020.



Soar

Objectives

Enhance Faculty Engagement

**Advance Career
Contextualization**

Enhance Experiential Learning

**Support Continuing Education
to Bachelor Programs or
Transfer Institutions**

**Expand Corporate Partnerships
for Job Placement**

Strategies

1. Increase internships, work-based learning experiences and corporate partnerships for job placement by June 1, 2020.
2. Expand seamless transfer for students to partner institutions by June 1, 2020.



Synergize

Objectives

Collaborate across the College to increase opportunities for investment in student success initiatives.

Increase external partner relationships.

Expand and deepen community involvement and engagement.

Strategy

Increase revenue through innovative, entrepreneurial, and philanthropic activities to support student success by June 1, 2020.

Change Management Process

Below are the steps which any proposed changes to this document would have to undergo before formal amendment.



Definitions

Awards Earned – The total number of credentials conferred including certificates, degrees, and diplomas.

Credential Seeking – Students who have declared a major associated with a certificate, degree, or diploma program at Broward College.

Credit for Prior Learning – Mechanisms for accelerating completion.

Enrollment Funnel – The process of advancing students from prospects (seeking a college) to applicants, applicants to registered, registered to paid, paid to finish semester, finish semester to reenroll, and finally to completion.

First-Time in College (FTIC) – Credential-seeking students enrolled in at least one credit bearing course in the specified term and designated with an enrollment code equal to High School New (HN). (Excludes the following credit types: Continuing Workforce Education Supplemental, Economic Development / Flat-Fee, Test, Non-Credit Labs, and Study Abroad courses).

First Year Experience (FYE) – A student's first-time at Broward College, which may or may not be their first enrollment at a postsecondary institution.

Industry Certifications – A voluntary process through which students are assessed by an independent, third-party certifying entity using predetermined standards for knowledge, skills, and competencies, resulting in the award of a credential that is nationally recognized.

International Students – Students with a credit or vocational application on file for Broward College that have an immigration status of F1 student visa or vocational M1 student visa.

New Students Enrolled – Students enrolled for the first time at Broward College as of Fall 1999 or beyond in at least one college credit course, and/or a continuing education course, and/or a dual enrollment course.

Non First-Time in College (FTIC) – Credential-seeking students enrolled in at least one credit bearing course in the specified term. (Excludes the following enrollment codes: High School New (HN), Dual Enrollment (DN, DC, DR), and Israel Institute (JN, JRN, JC)).

Non-Traditional – Credential-seeking students age 25 or older, enrolled in at least one credit bearing course in the specified term.

Pathway Communities – The alignment of the College's organizational structure, resources, and infrastructure to support the guided pathways movement. The eight pathways are: Arts, Humanities, Communication, and Design; Business; Education; Industry, Manufacturing, Construction, and Transportation; Health Science; Public Safety; Science, Technology, Engineering, and Math; Social, Behavioral Science, and Human Services.

Definitions

Post-Completion Placement – Associate of Science (AS), Post Secondary Adult Vocational (PSAV), and Technical Certificate (TC) graduates placing into the workforce, transferring to the State University System, or pursuing another credential (i.e. Bachelor's Degree) at Broward College.

State Reporting Year (SRY) – The state reporting year begins in the Summer term and ends with the Spring term (e.g. Summer 2016, Fall 2016, and Spring 2017 = SRY 2017).

Strategic Goals – The institutional level measurable results we aim to achieve in five years, based on prior five-year averages.

Strategic Objectives – The broad themes that support and align to the corresponding Strategic Goals.

Strategies – The institutional level initiatives serving as lead activities toward achieving the corresponding Strategic Goals and Objectives.

Work-Based Learning Experiences – An experience that gives students the opportunity to learn a variety of skills through real-life work experiences where they can apply both academic and technical skills and develop employability skills.



BROWARD COLLEGESM

OFFICE OF INSTITUTIONAL PLANNING AND EFFECTIVENESS

July 2019

www.broward.edu/leadership/strategicplan