

TRANSFORMING STUDENTS' LIVES

CONNECTING • CHALLENGING • COMPLETING

STRATEGIC PLAN

2012 - 2017



www.broward.edu





Health Sciences Simulation Center
A. Hugh Adams Central Campus, Davie, Florida
Opened Fall 2014

STRATEGIC PLAN

COLLEGE MISSION AND VISION



Mission

The mission of Broward College is to achieve student success by developing informed and creative students capable of contributing to a knowledge- and service-based global society. As a public community college accredited to offer associate degrees, selected baccalaureate degrees, and certificate programs, the institution and its District Board of Trustees are committed to fostering a learning-centered community that celebrates diversity and inclusion by empowering and engaging students, faculty, and staff.

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.

STRATEGIC PLAN

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.

STRATEGIC PLAN

GOALS

Goal 1: Student Success

To be best in class amongst all Florida peer colleges¹ by July 1, 2017 on student success.



Goal 2: Strategically Support Access and Persistence

To be equal to or better than all Florida peer colleges¹ by July 1, 2017 in measurable market share.

Goal 3: A Quality Learning Environment

To measurably improve the year-over-year performance of administrative functions that creates a better learning environment.

Goal 4: Strategic Community Engagement

To strengthen Broward College's relationship with community leaders to improve student access, training/learning, and employment opportunities.

¹ "Peer college" is defined as the six Florida colleges that are comparable to Broward College in demographic and enrollment characteristics. The "peer college" cohort consists of Valencia College, Palm Beach State College, St. Petersburg College, Hillsborough Community College, Miami Dade College, and Florida State College at Jacksonville.

STRATEGIC PLAN

GOAL 1

STUDENT SUCCESS — *To be best in class amongst all Florida peer colleges by July 1, 2017 on student success*

STRATEGY 1.1:

Dramatically improve college readiness by offering new and existing programs developed through data and “best practice” research.

AY 14-15 SUCCESS MEASURES:

- Increase high school student participation in academic summer camps by 75%
- Increase participation in dual enrollment by 5% over 2013-14

INITIATIVES:

- 1.1.1 Using dual enrollment dollars, work with Broward County Public Schools (BCPS) to increase student headcount in dual enrollment.
- 1.1.2 Implement two discipline-specific meetings with BCPS faculty to align curriculum and expectations.



STRATEGIC PLAN

GOAL 1

STRATEGY 1.2:

Create a structured, coherent first year experience built around career goals.

AY 14-15 SUCCESS MEASURES:

- Increase student success rate and persistence rate from Fall 2014 to Winter 2015 by 5%
- Increase student participation in support programs by 20% year over year

INITIATIVES:

- 1.2.1 Develop and implement contextualized SLS aligning with Career Pathways by Winter 2015.
- 1.2.2 Fully implement a "First Year Experience" for First Time in College Students.
- 1.2.3 Increase support for targeted math gateway courses.

STRATEGY 1.3:

Increase success rates in highest enrolled, lowest success rate courses.

AY 14-15 SUCCESS MEASURES:

- Increase student success in developmental math and gateway math by 5%
- Increase student success in CGS1060C by 5%

INITIATIVES:

- 1.3.1 Working with faculty, examine math core competencies and share best practices for teaching and learning math concepts and skills.
- 1.3.2 With faculty leadership, examine the CGS1060C curriculum and develop modularized course.

STRATEGIC PLAN

GOAL 1

STRATEGY 1.4:

Increase completion rates by 5% (Degrees and Certificates).

AY 14-15 SUCCESS MEASURES:

- Increase students taking and passing licensure exams or industry certifications by 25%
- Increase student program completion rates by 5%

INITIATIVES:

- 1.4.1 Redesign and improve, as requested by students and employers, the career center, service and placement, and transfer processes.
- 1.4.2 Increase degree completion by expanding the LINK program.

STRATEGY 1.5:

Using the Community College Survey of Student Engagement data to increase student engagement.

AY 14-15 SUCCESS MEASURES:

- Increase student participation of out of class academic and social events
- Increase student continuous enrollment from Fall 2014 to Fall 2015 by 5%

INITIATIVES:

- 1.5.1 Implement a campaign to increase student usage of online and Academic Success Center support services.
- 1.5.2 Reinvent support services for special populations.

STRATEGIC PLAN

GOAL 2

STRATEGICALLY SUPPORT ACCESS AND PERSISTENCE – *To be equal to or better than all Florida peer colleges by July 1, 2017 in measurable market share*

STRATEGY 2.1:

Execute a comprehensive collegewide, consistent, and strategic student recruitment-to-enrollment plan.

AY 14-15 SUCCESS MEASURES:

- Increase student enrollment in baccalaureate programs by 3% by May 31, 2015
- Increase the enrollment of international students by 3% by May 31, 2015
- Increase the percentage of applicants, per term, who become enrolled students by 4%

INITIATIVES:

- 2.1.1 Develop a standardized communications and marketing plan of programs.
- 2.1.2 Process map each stage of progression from applicant to enrolled student, and execute policy and/or procedural changes to impact efficiency and yield.
- 2.1.3 Implement technology solutions to measure and positively impact the efficiency, effectiveness, and service excellence of personnel associated with the:
a) recruitment of prospects; b) transition of prospects to applicants; and, c) conversion of applicants to enrolled students.

STRATEGIC PLAN

GOAL 2

STRATEGY 2.2:

Execute a comprehensive collegewide, consistent, and strategic student retention plan.

AY 14-15 SUCCESS MEASURES:

- Increase term-to-term retention rates for AA and AAS/AS degree-seeking students by 2% by May 31, 2015
- Increase term-to-term retention rates for FTIC students by 2% by May 31, 2015

INITIATIVES:

- 2.2.1 Increase the percentage of first-term students with an educational plan to 100% each term.
- 2.2.2 Design, implement, and measure effectiveness of a cross-training model for student services personnel.
- 2.2.3 Implement technology solutions to impact the efficiency, effectiveness, and service excellence for student support resources, student advisement, student registration, and student enrollment.



STRATEGIC PLAN

GOAL 3

A QUALITY LEARNING ENVIRONMENT – *To measurably improve the year-over-year performance of administrative functions that creates a better learning environment*

STRATEGY 3.1:

Maintain or increase student success financial support per FTE.

AY 14-15 SUCCESS MEASURE:

- Maintain or improve the Broward College year-over-year ratio of expenses of direct student support expenses versus indirect expenses

INITIATIVES:

- 3.1.1 Implement phase III of an enrollment driven budget process based on enrollment and actual expenditures by March 31, 2015.
- 3.1.2 Implement an efficient and locally driven capital budgeting process by March 31, 2015.
- 3.1.3 Maintain or improve the Broward College ratio of expenses of direct student support expenses versus indirect expenses.
- 3.1.4 Increase the total dollars garnered in AY 13-14 through revenue generating activities.



STRATEGIC PLAN

GOAL 3

STRATEGY 3.2:

Attract, retain, and develop diverse academic and student affairs leaders in instruction and student success.

AY 14-15 SUCCESS MEASURES:

- Improve satisfaction ratings of hiring managers by 25% by June 30, 2015
- Maintain an average hire time of 75 days or less for filling active vacancies

INITIATIVES:

- 3.2.1 Improve satisfaction ratings of hiring managers by 25% by June 30, 2015.
- 3.2.2 Maintain an average hire time of 75 days or less for filling active vacancies.
- 3.2.3 Pilot recruitment firms and temporary employment services for hard-to-fill or specialized positions by December 31, 2014.

STRATEGY 3.3:

Provide increased financial support for student success initiatives and creating a better learning environment through an increase in gifts and grants.

AY 14-15 SUCCESS MEASURES:

- Monitor performance of the Broward College Foundation's portfolio of investments to be within +/- 5% of the targeted weighted index
- Increase total dollars garnered through contributions, fundraising, and grants by 5% per year (over CY 2013)

INITIATIVES:

- 3.3.1 Identify, qualify, solicit, and steward the Office of Advancement's top 100 prospective donors/funders.
- 3.3.2 Engage in sound investment practices to provide sustainable support to the College for student success initiatives.
- 3.3.3 Ensure Broward College is in compliance with the Council for Advancement and Support of Education (CASE) standards for gift accounting and reporting.

STRATEGIC PLAN

GOAL 3

STRATEGY 3.4:

Review, improve, or establish policies, organizational structures, priorities, and practices that support student success across the institution.

AY 14-15 SUCCESS MEASURES:

- Approve accurately completed purchase orders within five days
- Complete enhanced campus landscape plan by June 30, 2015
- Provide quarterly budget to actual reviews with Campus Presidents and Vice Presidents within 45 days of the end of each quarter
- Initiate safety reports within 24 hours of incidents
- Maintain course material market share greater than comparable Southeast Florida market colleges
- Receive an 80% or better customer satisfaction rating on Information Technology Quality of Service Survey

INITIATIVES:

- 3.4.1 Implement the Workday Finance product, as defined by the statement of work through the institution by July 15, 2014.
- 3.4.2 Revise travel policies and procedures to improve efficiency by December 31, 2014.
- 3.4.3 Revise construction policies and practices to create more efficiency by December 31, 2014.
- 3.4.4 Improve the document management process by June 30, 2015.
- 3.4.5 Develop a plan to improve bookstore services to the students and faculty and execute the plan by December 31, 2014.

STRATEGIC PLAN

GOAL 4

STRATEGIC COMMUNITY ENGAGEMENT — *To strengthen Broward College's relationships with community leaders to improve student access, training/learning, and employment opportunities*

STRATEGY 4.1:

Broward College leadership will make meaningful connections with individuals who can influence support to the College.

AY 14-15 SUCCESS MEASURE:

- Three proposals reflecting a significant benefit to the College will be accepted by each partner by June 1, 2015

INITIATIVES:

- 4.1.1 Identify six community leaders as prospective partners by August 30, 2014.
- 4.1.2 Develop a presentation "tool kit" for internal leaders by September 30, 2014.
- 4.1.3 Host two training sessions for internal leaders on how to build relationships by March 1, 2015.
- 4.1.4 Develop and implement a community engagement management system used to track relationships and progress by July 30, 2014.



Miramar West Center | Miramar, Florida
Opened Fall 2014



STRATEGIC PLAN

2012 - 2017