



Completion



Retention



Enrollment

STRATEGIC PLAN: 2015-2016

Year Four of the 2012-2017 Strategic Plan

 **BROWARD COLLEGE**SM

www.broward.edu

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.

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.

1

GOAL 1



COMPLETION

Increase student success as measured by completion of a post-secondary credential and post-graduation placement in the 2016 state reporting year.

2

GOAL 2



RETENTION

Increase the percentage of students retained in the 2016 state reporting year.

3

GOAL 3



ENROLLMENT

Increase access to post-secondary education through college partnerships, financial support, and streamlined enrollment management processes.

GOAL 1



COMPLETION





GOAL 1



COMPLETION

Increase student success as measured by completion of a post-secondary credential and post-graduation placement in the 2016 state reporting year.

SUCCESS MEASURES



1.1:

Increase the number of credentials awarded in the 2016 state reporting year from 9,647 to 10,322 (by 7%), as compared to the prior three-year average of credentials awarded.

1.2:

Increase the percentage of lower-division associate degree graduates who continue their post-secondary education from 8,024 in state reporting year 2014 to 8,185 in state reporting year 2015 (by 2%).

1.3:

Increase attainment of industry certifications by 10% in the 2016 state reporting year, as compared to the 2015 state reporting year.

STRATEGY 1



Develop and implement college-wide programs to accelerate completion and job placement (e.g. 15 to Finish and Career Pathways), as well as scale up existing successful programs (e.g. Finish What You Start, FAU Link/FIU Dual, Career Source Broward, and Employ Florida), by **June 1, 2016**.

- Academic Affairs
- Budget
- Facilities
- Faculty
- Student Affairs



STRATEGY 2

Develop and implement college-wide policies and procedures that support student success (e.g. no late registration, mandatory first class attendance requirement, and earlier attendance verification), for all courses by the start of the **Spring 2016 term**.



- Academic Affairs
- Finance
- Information Technology
- Student Affairs

STRATEGY 3

Launch a systematic approach, including use of a corporate client relationship tool and quarterly check-ins with client, to manage corporate partnerships by **January 1, 2016**.

- Academic Affairs
- Office of Advancement
- Office of the President

STRATEGY 4

Establish three new memoranda of understanding (MOUs) with corporate, industry, or community partners that will provide specific training, internships, and job placement by **June 1, 2016**.



- Academic Affairs
- Faculty
- Marketing
- Office of Advancement
- Office of the President
- Student Affairs

STRATEGY 5

Provide funding for industry certification exam vouchers to departments that offer specialized training to prepare students for certifications, primarily in the industry certification funded list by **June 1, 2016**.

- Career and Technical Education
- Continuing Education
- Finance
- Workforce Development

STRATEGY 6

Become a Pearson VUE testing site in at least one of our testing centers college-wide by **June 1, 2016**.

- Academic Affairs
- Student Affairs

GOAL 2



RETENTION



2

GOAL 2



RETENTION

Increase the percentage of students retained in the 2016 state reporting year.

SUCCESS MEASURES



2.1:

Increase the retention rate of all First-Time-in-College (FTIC) credential-seeking students from Fall 2014 to Fall 2015 from 62% to 64%, as compared to the average of the prior three-year Fall to Fall retention rates.

2.2:

Increase the retention rate of all non First-Time-in-College (non-FTIC) credential-seeking students from Fall 2014 to Fall 2015 from 55% to 57%, as compared to the average of the prior three-year Fall to Fall retention rates.

2.3:

Increase the retention rate of all credential-seeking students from Fall 2015 to Spring 2016 from 76% to 78%, as compared to the average of the prior three-year Fall to Spring retention rates.

2.4:

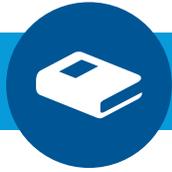
Increase the percentage of credential-seeking students earning a grade of "A", "B", or "C" in selected pathway and gateway courses to 61,787 in the 2016 state reporting year, as compared to 60,575 in 2015 state reporting year (by 2%).

STRATEGY 1



All credential-seeking students will have an assigned advisor, a declared program of study, and an educational plan that includes the current term plus three future terms by the end of their first term of enrollment.

- Academic Affairs
- Facilities
- Faculty
- Information Technology
- Marketing
- Student Affairs



STRATEGY 2

Develop and implement an enhanced student recognition program for academic and campus involvement accomplishments by **January 1, 2016**.



- Academic Affairs
- Faculty
- Marketing
- Office of Advancement
- Office of the President
- Student Affairs

STRATEGY 3

Establish a webpage and printed materials that describe the First Year Experience program and implement all program components by the start of the **Spring 2016 term**.

- Academic Affairs
- Facilities
- Faculty
- Information Technology
- Marketing
- Student Affairs

STRATEGY 4

Develop and implement analytic tools, such as dashboards, scorecards, reports, and briefs to support the college community with decision making to improve student success and operational efficiencies by **January 1, 2016**.



- Academic Affairs
- Budget
- Facilities
- Faculty
- Human Resources
- Information Technology
- Safety
- Student Affairs

STRATEGY 5

Plan and execute an internal Student Success Conference by **December 1, 2015**.

- Academic Affairs
- Facilities
- Finance
- Information Technology
- Marketing
- Office of Advancement
- Student Affairs

GOAL 2



RETENTION



STRATEGY 6

Launch the Talent Management and Succession Planning modules of the cloud-based Workday platform by **January 31, 2016**.



- Budget
- Human Resources
- Information Technology

STRATEGY 7

Execute the Technology Refresh Plan by **June 1, 2016** to include, but not be limited to: technology upgrades to classrooms, personal computers, network and wireless infrastructures; along with a comprehensive plan to build the capacity of faculty, staff, and students to effectively utilize technology to improve student success and business efficiencies.



- Academic Affairs
- Facilities
- Faculty
- Finance
- Human Resources
- Information Technology
- Student Affairs

STRATEGY 8

Complete 90% of the approved capital projects on or ahead of schedule and at or under budget.

- Budget
- Facilities

GOAL 3



ENROLLMENT



3

GOAL 3



ENROLLMENT

Increase access to post-secondary education through college partnerships, financial support, and streamlined enrollment management processes.

SUCCESS MEASURES



3.1:

Increase the number of direct entry First-Time-in-College (FTIC) students who enrolled within one year of graduation from a Broward County Public, Private, or Charter School in the 2016 state reporting year, as compared to the 2015 state reporting year, from 4,416 to 4,505 (by 2%).

3.2:

Increase the number of non-traditional students who enroll during the 2016 state reporting year, as compared to the prior three-year average from 21,542 to 21,973 (by 2%).

3.3:

Increase the number of new international students with an F1 or M1 visa who enroll in the 2016 state reporting year, as compared to the 2015 state reporting year, from 241 to 246 (by 2%).

3.4:

The Broward College Foundation will allocate \$2,000,000 to be used by Student Financial Services for scholarships/book awards for the 2015-2016 academic year.



STRATEGY 1

Increase from four schools to eight schools to expand the Jumpstart Program by **June 1, 2016**.



- Academic Affairs
- Faculty
- Information Technology
- Office of Advancement
- Student Affairs

STRATEGY 2

Launch the Recruitment and Admissions modules of the cloud-based Workday platform by **January 1, 2016**.

- Academic Affairs
- Budget
- Information Technology
- Marketing
- Student Affairs



STRATEGY 3

Migrate the existing public and student facing website to a responsive student- and mobile-friendly platform by **December 1, 2015**.



- Academic Affairs
- Human Resources
- Information Technology
- Marketing
- Safety
- Student Affairs



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

DATA DEFINITIONS

Course Success – A count of credential-seeking students who received a grade of C or higher in the enrolled course.

Course Success Rate – A count of credential-seeking students who received a grade of C or higher in the enrolled course divided by the total number of credential-seeking students enrolled in that course. (Excludes students auditing the course).

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

Direct Entry – First-Time in College (FTIC) students who enrolled within one year of graduation from a Broward County Public, Private, or Charter School.

Enrolled Headcount – The number of students who registered and paid for at least one credit bearing class in the specified reporting year.

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).

Gateway Course – Selected high enrollment courses traditionally shown to be strong predictors for retention and student success.

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.

Lower Division (LD) – Lower Division student as determined based on the student's active program of study in the specified term and that reflects the Florida Department of Education's definition of programs that lead to one of the

following credentials: Associate of Arts (AA), Associate of Science (AS), Associate of Applied Science (AAS), Post-Secondary Adult Vocational Certificate (PSAV), Post-Secondary Vocational Certificates (PSVC), Applied Technical Diploma (ATD), or Advanced Technical Certificate (ATC).

Lower Division Graduates – Students who graduated with a Lower Division degree, certificate, or diploma in the specified term.

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 Course – Selected high enrollment core course common to most or all of the eight career pathways.

Post-Graduation Placement – Refers to continuing education following graduation. Continuing education is enrollment after graduation in any institution following the completion of any credential from Broward College.

Retained to Fall – An unduplicated count of the credential-seeking students enrolled in the Fall term that re-enrolled in the following Fall term.

Retained to Spring – An unduplicated count of the credential-seeking students enrolled in the Fall term that re-enrolled in the Spring term.

State Reporting Year (SRY) – The state reporting year begins in the Summer term and ends with the Spring term (e.g. Summer 2015, Fall 2015, and Spring 2016 = SRY 2016).

Students Enrolled – An unduplicated count of degree, credential-seeking students enrolled in at least one credit bearing course. (Excludes the following credit types: Continuing Workforce Education Supplemental, Economic Development/Flat-Fee, Test, Non-Credit Labs, and Study Abroad courses).



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OFFICE OF INSTITUTIONAL PLANNING AND EFFECTIVENESS

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