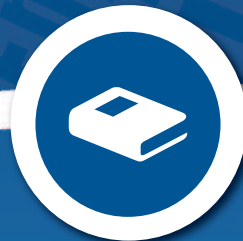




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Completion



Retention



Enrollment

STRATEGIC PLAN: 2016-2017

Year Five of the 2012-2017 Strategic Plan

PATHWAY TO SUCCESS

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.

PATHWAY TO SUCCESS ► STRATEGIC PLAN GOALS, 2016-2017

1

GOAL 1



COMPLETION

Exceed the three-year average number of awards earned and postsecondary transfers in the 2017 state reporting year by 2%, from 22,770 to **23,227**.

2

GOAL 2



RETENTION

Exceed the three-year average number of continuing students in the 2017 state reporting year by 2%, from 30,244 to **30,849**.

3

GOAL 3



ENROLLMENT

Achieve full-time equivalent (FTE) student enrollment in the 2017 state reporting year of at least **30,000**.



GOAL 1



COMPLETION

1

GOAL 1



COMPLETION

Exceed the three-year average number of awards earned and postsecondary transfers in the 2017 state reporting year by 2%, from 22,770 to **23,227**.



STRATEGY 1

Expand student engagement in workplace learning by: (1) using a college-wide approach to filling internships offered in the programs; (2) creating matches with employers and students for full-time and part-time employment while students are currently enrolled or after graduation by **December 30, 2016**.

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



STRATEGY 2

Plan and execute an American Dream Summit to engage the internal and external community by **March 30, 2017**.

- Academic Affairs
- Career and Technical Education
- Marketing
- Office of Advancement
- Student Affairs

GOAL 1



COMPLETION



STRATEGY 3

Increase completion for students who have met 75% of their degree requirements, by **June 1, 2017**.

- Academic Affairs
- Career and Technical Education
- Marketing
- Office of Advancement
- Student Affairs

STRATEGY 4

Coordinate a comprehensive testing process at all campus testing centers college-wide by **June 1, 2017**.

- Academic Affairs
- Career and Technical Education
- Continuing Education
- Facilities
- Information Technology
- Institutional Research
- Marketing
- Student Affairs
- Workforce Development



STRATEGY 5

Increase the number of students who use the Prior Learning Assessment Program (PLA) to accelerate program completion of non-traditional students by: (1) educating faculty and advisors on PLA policy and procedures; (2) marketing the PLA program to potential and current non-traditional students by **June 1, 2017**.

- Academic Affairs
- Career and Technical Education
- Economic Development
- Marketing
- Office of Advancement
- Student Affairs

STRATEGY 6

Implement five of the eight college-wide Pathways Communities to guide "Course-to-Pathway-to-Career" to enhance our academic services by **June 30, 2017**.

- Academic Affairs
- Faculty
- Human Resources
- Marketing
- Student Affairs
- Workforce Development

GOAL 2



RETENTION



2

GOAL 2



RETENTION

Exceed the three-year average number of continuing students in the 2017 state reporting year by 2%, from 30,244 to **30,849**.



STRATEGY 1

Establish a mandated First Year Experience Seminar course for new Broward College students, which will help to instill an academic skill set for facilitating a smooth transition to college by **August 30, 2016**.

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



STRATEGY 2

Plan and execute an internal Student Success Data Summit by **February 28, 2017**.

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

GOAL 2



RETENTION



STRATEGY 3

Using the Talent Management and Succession Planning module of Workday, create a succession plan for the top three tiers of management at the College by **June 1, 2017**.

- Human Resources
- Information Technology
- Teaching, Learning, and Technology



STRATEGY 4

Completion of 90% of the approved capital projects on time and within the established budget by **June 1, 2017**.

- Academic Affairs
- Budget
- Economic Development
- Facilities
- Finance
- Marketing
- Student Affairs

CAREER PATHWAYS



GOAL 3



ENROLLMENT



3

GOAL 3



ENROLLMENT

Achieve a full-time equivalent (FTE) student enrollment in the 2017 state reporting year of at least **30,000**.



STRATEGY 1

Expand tuition reimbursement by growing partnerships with companies seeking to recruit potential employees by **December 30, 2016**.

- Academic Affairs
- Career Centers
- Corporate Training
- Faculty
- Marketing
- Office of the President
- Student Affairs



STRATEGY 2

Implement a comprehensive enrollment management plan by **June 1, 2017**.

- Academic Affairs
- Budget
- Facilities
- Faculty
- Human Resources
- Information Technology
- Marketing
- Office of Advancement
- Student Affairs

GOAL 3



ENROLLMENT



STRATEGY 3

Expand post-licensure training for professionals in the field of medicine, nursing, and allied health by **June 1, 2017**.

- Academic Affairs
- Continuing Education
- Facilities
- Office of Advancement

STRATEGY 4

Increase from nine schools to all thirty-three Broward County Public Schools (BCPS) high schools to expand the Jumpstart Program by **June 1, 2017**.

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



ACADEMIC AND LABORATORY SCIENCE BUILDING
JUDSON A. SAMUELS SOUTH CAMPUS
Dedicated September 22, 2015



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.

Free Application for Federal Student Aid (FAFSA) – Federal Student Aid, a part of the U.S. Department of Education, is the largest provider of student financial aid in the nation.

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.

Full-Time Equivalent (FTE) – A measure of student enrollment calculated on the total number of student credit hours. Every 30 credit hours (or 900 non-credit instruction hours) equals 1.0 FTE.

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.

Pathways Communities – The alignment of the College's organizational structure, resources, and infrastructure to support the Pathways movement. The eight Guided 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.

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 2016, Fall 2016, and Spring 2017 = SRY 2017).

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

JULY 2016