



Start



Succeed



Soar



STRATEGIC PLAN: 2017-2018

Year One of the 2017-2022 Strategic Plan

| Introduction

During the 2016-17 academic year, a Strategic Plan Committee consisting of students, faculty, staff, and administrators was convened to review data and recommend 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.

We distributed student surveys and facilitated 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, we facilitated a strategic planning workshop 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 three Strategic Goals: **Start, Succeed, Soar**. 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 annually as needed.



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 8,067 to 8,148 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%



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 1

Expand summer bridge programs
by **June 1, 2018**.

- Academic Affairs
- Career and Technical Education
- Faculty
- Information Technology
- Marketing
- Student Services

► STRATEGY 2

Facilitate early exploration of
education and career opportunities
across all pathway communities
by **December 15, 2018**.

- Academic Affairs
- Career and Technical Education
- Career Centers
- Student Services
- Workforce Education and Economic Development

► STRATEGY 3

Increase accessible student
financial support by **June 1, 2019**.

- Academic Affairs
- Corporate Relations
- Finance
- Student Services
- Workforce Education and Economic Development

► STRATEGY 4

Enhance prospective student
on-boarding experience
by **June 1, 2021**.

- Career and Technical Education
- Finance
- Information Technology
- Marketing
- Student Services

► STRATEGY 5

Increase the number of students who
use credit for prior learning
mechanisms to accelerate program
completion by **June 1, 2022**.

- Academic Affairs
- Center for Teaching Excellence and Learning
- Marketing
- Student Services
- Workforce Education and Economic Development

► STRATEGY 6

Develop and implement a
strategic enrollment pipeline to
recruit traditional and non-traditional
students by **June 1, 2022**.

- Academic Affairs
- Career and Technical Education
- Continuing Education
- Finance
- Marketing
- Student Services



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

► STRATEGY 1

Develop a digital transformation and optimization strategy that encompasses teaching, learning, leadership, assessment, and institutional infrastructure by **June 1, 2018**.

- Academic Affairs
- Facilities
- Finance
- Information Technology
- Marketing
- Student Services

► STRATEGY 2

Scale the use of innovative tools and interventions to increase student success by **June 1, 2019**.

- Academic Affairs
- Faculty
- Finance
- Information Technology
- Institutional Research
- Libraries and Academic Success Centers
- Marketing
- Office of Advancement
- Student Services

► STRATEGY 3

Expand the First Year Experience Seminar to help students navigate their academic pathway community by **June 1, 2019**.

- Academic Affairs
- Career Centers
- Continuing Education
- Facilities
- Faculty
- Information Technology
- Marketing
- Student Services

► STRATEGY 4

Implement a college-wide customer service program for all personnel by **August 15, 2019**.

- Academic Affairs
- Career and Technical Education
- Center for Teaching Excellence and Learning
- Faculty
- Finance
- Information Technology
- Marketing
- Student Services

► STRATEGY 5

Expand targeted communications to engage students in success initiatives by **June 1, 2020**.

- Academic Affairs
- Career and Technical Education
- Faculty
- Information Technology
- Libraries and Academic Success Centers
- Marketing
- Student Services

► STRATEGY 6

Develop a comprehensive talent management plan that recognizes employee achievements, encourages employee development, and promotes wellness by **June 1, 2020**.

- Center for Teaching Excellence and Learning
- Continuing Education
- Human Resources
- Marketing





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

► STRATEGY 7

Develop programs to promote innovative teaching and the scholarship of teaching by **August 15, 2021**.

- Academic Affairs
- Career and Technical Education
- Center for Teaching Excellence and Learning
- Faculty

► STRATEGY 8

Develop a comprehensive course scheduling plan by **June 1, 2022**.

- Academic Affairs
- Career and Technical Education
- Facilities
- Faculty
- Finance
- Information Technology
- Human Resources
- Student Services

► STRATEGY 9

Secure external funding to maintain welcoming campuses, as well as focus on operational projects that enhance the student on-campus experience by **June 1, 2022**.

- Academic Affairs
- Corporate Relations
- Facilities
- Finance
- Grants Office
- Marketing
- Office of Advancement
- Office of Public Policy and Governmental Affairs
- Student Services
- Workforce Education and Economic Development



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

► **STRATEGY 1**
Engage faculty in use of career exploration tools by **June 1, 2018.**

- Academic Affairs
- Career Centers
- Center for Teaching Excellence and Learning
- Faculty
- Human Resources
- Marketing
- Workforce Education and Economic Development

► **STRATEGY 2**
Expand opportunities for industry certification attainment by **June 1, 2018.**

- Career and Technical Education
- Faculty
- Testing Centers

► **STRATEGY 3**
Increase enrollment in bachelor programs by **June 1, 2020.**

- Academic Affairs
- Marketing
- Student Services

► **STRATEGY 4**
Increase internships, work-based learning experiences, and corporate partnerships for job placement by **June 1, 2022.**

- Academic Affairs
- Apprenticeships
- Career and Technical Education
- Career Centers
- Continuing Education
- Corporate Relations
- Faculty
- Information Technology
- Marketing
- Office of Advancement
- Student Services
- Workforce Education and Economic Development

► **STRATEGY 5**
Expand seamless transfers to partner institutions by **June 1, 2022.**

- Academic Affairs
- Career and Technical Education
- Faculty
- Information Technology
- Marketing
- Student Services



Strategic Plan Timeline

2017 2018 2019 2020 2021 2022

Goals and Objectives

(span five years)

Strategies

(span one to five years)

Start
Strategy 1

Start
Strategies
2, 3

Start
Strategy 4

Start
Strategies
5, 6

Succeed
Strategy 1

Succeed
Strategies
2, 3

Succeed
Strategies
4, 5, 6

Succeed
Strategies
7, 8, 9

Soar
Strategies
1, 2

Soar
Strategy 3

Soar
Strategies
4, 5

| Change Management Process

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

Strategic Plan Revised

Board of Trustees



Management Team



Office of Institutional Planning and Effectiveness





| 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.

Industry Certifications – A credential involving 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 certification that is nationally recognized.

New Students Enrolled – All credential-seeking First-Time in College (FTIC) students. Source: EF2 File (Begin of Fall Term); Represents EntClass = Y or F; Part Time and Full Time; Gender = M, F, X; Includes Former Dual (Value = F).

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.

| Definitions

Pathway Communities – The alignment of the College's organizational structure, resources, and infrastructure to support the 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.

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.

Summer Bridge Program – Provides academic and soft skills to first-time in college students prior to beginning college in the Fall. These programs are designed to ease the transition into college and set the foundation for students to successfully accomplish their career goals.

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.



OFFICE OF INSTITUTIONAL PLANNING AND EFFECTIVENESS

June 2017

www.broward.edu/leadership/strategicplan