

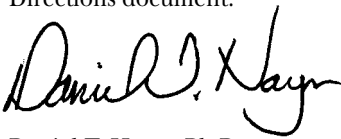
Interim President's Message

A Strategic Plan is critical to any institution's success, and the Strategic Directions document for 2009-2014 points the way for Broome Community College's achievement over the next five years.

Perhaps at no time in recent years has a strategic plan been so vital to a college. During these tough economic times, institutions throughout the entire country are facing cutbacks and must be more sensitive than ever before to a wise and prudent use of available resources. That makes it all the more necessary to very selectively focus on an institution's strengths and concerns in such a manner as to protect and improve our services to students at the local community college. By developing such a strategic roadmap, Broome Community College is able to achieve its mission of educating students at the post secondary level and contribute to local economic development efforts and indeed the quality of life throughout Broome County and its outlying regions.

This plan is a continuation and refinement of a plan that began under the direction of my predecessor, Dr. Laurence Spraggs, former President of Broome Community College. Through his leadership and guidance, the College was able to develop an original plan which has been refined and continues to serve as the blueprint for the future of BCC. I want to extend again my sincere appreciation to Dr. Spraggs for his efforts in moving this process forward and indeed imbedding it in the day-to-day realities that we face here at BCC.

Finally, I should like to thank all who have participated in this vital process. It is so very imperative when strategic plans are developed and refined for institutions of higher education that all stake holders participate in the planning process and be empowered to make their visions for the institution come true. My sincere thanks to all who have contributed to this 2009-2014 Strategic Directions document.



Daniel T. Hayes, Ph.D.
Interim President
2008-2009

Strategic Directions 2009-2014



Strategic Directions

2009-2014



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Vision

Broome Community College strives to be a leader in anticipating and responding to diverse individual, community, and global needs for accessible lifelong educational opportunities. We collaborate with others to create high quality, innovative, student-centered learning environments guided by our shared values.

Theme

As it enters its 64th year, Broome Community College remains a vital source of career preparation and transfer education opportunities for students from all walks of life. Through its diverse degree programs, certificate programs, and non-credit offerings, BCC has truly earned its reputation as “the community’s college.” In order to continue to meet the many challenges of a rapidly changing higher education environment, pinpoint common goals, identify priorities, and take advantage of new opportunities, BCC has developed a set of comprehensive plans for the future.

These strategic directions are a result of a formal process that was intended to develop long-range guidelines for the College. However, for these plans to be effective they must be part of the day-to-day life of the College. The information collected here must serve as a foundation for reviewing and strengthening current efforts, while inspiring the development of new initiatives.

Throughout the process, the planning committee strove to convey a set of directions that carefully mirrored the College’s historic vision, mission, and core values, while relating fresh goals that are both exciting and fully attainable.

Mission

Broome Community College provides:

- open access to those who can benefit from its programs and services
- university parallel degree programs for students aspiring to baccalaureate degrees and professions
- occupational and technical degree and certificate programs for students aspiring to careers in business, health, technology, and human services
- General Education to broaden and deepen students' intellectual, moral, civic, and social competence for effective participation in the world community
- collaborative leadership among the diverse institutions, organizations, agencies, and other entities which comprise our community
- community and continuing education and training to serve the needs and interests of individuals, employers, and agencies
- career advising, skills and knowledge assessment, and related support services to help students reach their full potential
- a community of free inquiry and educational achievement wherein each member is treated respectfully
- a broad range of educational, social, athletic and recreational activities to foster a students' personal development, community involvement, and leadership skills

Core Values

In fulfilling its mission and fashioning its goals, Broome Community College affirms these commitments:

- to Learning
- to Excellence
- to Equity
- to Diversity
- to Accountability
- to Innovation



Enhance the student experience

to allow each to reach his or her full potential



There are many steps involved in the preparation and development of a successful BCC student. It is important that we begin the process with a consistent, straightforward system of enrollment. Students are introduced to the College during this registration period, and it is here that they will develop their first impressions.

Once students are enrolled, the College must strive to retain them. Each year, a number of students enter college unprepared to meet its challenges. This can be due to a number of complicated social, financial, academic, and/or health-related issues. BCC must strive to provide suitable assistance to students so that they have every opportunity to succeed and are aware of all services available to help them.



Identifying students who are at risk, supporting students with special needs, and providing an engaging and exciting campus environment are all important pieces of the puzzle. BCC will need to explore options and make choices about where to apply resources most effectively in an ongoing effort to promote student success.

ACTION PLANS

1.1 Evaluate and improve enrollment services effectiveness

- Increase enrollment with special emphasis on international students, out of county students, and evening students
- Increase use of electronic student resources, including web registration and the online degree audit
- Develop a consistent body of information that will be used for academic advising in all divisions
- Expand campus-wide orientation to include all students
- Expand dual enrollment programs
- Evaluate internal processes to determine their affect on students with the intent of removing barriers to enrollment

1.2 Develop and implement a comprehensive retention plan

- Increase retention rates with special emphasis on those determined to be high attrition risks, such as underprepared students and undecided majors
- Create a process to effectively connect at-risk students to appropriate interventions
- Evaluate services to identify and remove barriers to retention
- Provide consistent student support information to students in all divisions through a common freshman experience course

1.3 Support student life outside the classroom

- Increase visibility of the athletics program
- Eliminate regular classroom activity during Common Hour
- Develop programs, activities, and clubs appropriate to student need
- Expand the Athletics and Intramural program
- Work with developers to build dorms adjacent to campus

1.4 Improve all student support services to help students reach their goals

- Design and implement methods of informing students about various support services including financial aid, advising, counseling, career exploration, tutoring, student activities, and job placement
- Utilize existing services to create a seamless network of support for students
- Develop a staffing model to provide counseling services for evening students
- Expand services for and communication with parents while maintaining compliance with FERPA regulations

Strengthen the learning environment

to address current and emerging needs



Community Colleges have the dual task of quickly adapting to employment trends and new technologies while maintaining a flexible, readily accessible learning environment for students. By offering a variety of pathways to education and training, providing a carefully selected set of vocational credentials, and providing direct access to advanced education via transfer, the College accepts an increasingly important responsibility for the community.



BCC must meet the needs of a variety of students. These can include recent high school graduates who may need help with general education and study skills, working parents who may not have the time or freedom to receive on-campus instruction, employees who need to attain special certifications between regular work hours, international students who are still in the process of learning the English language, and many other students with complex backgrounds and requirements.

In order to serve this diverse group effectively, the College will be required to explore alternative learning options, make use of the new technologies for instructional delivery, and carefully assess the results and viability of each teaching method.

ACTION PLANS

2.1 Maintain, review, and align existing and emerging programs in response to, and anticipation of, student and community needs

- Ensure currency and quality on existing and emerging programs
- Promote and foster faculty and campus community curricular enhancements for innovative credit and non-credit offerings
- Refine the model used for ongoing program reviews
- Monitor enrollments in programs to identify and respond to programmatic need(s) while optimizing resource allocations
- Codify and refine the mechanism for meeting the human resource needs of the Academic Unit

ACTION PLANS *(continued from page 8)*

2.2 Assess student learning

- Review and revise course and program student learning outcomes
- Assess student performance and use data for continuous improvement
- Respond to accrediting agencies, SUNY and SED requests and mandates

2.3 Expand alternative learning experiences for students

- Support learning experiences to strengthen and deepen learning, including but not limited to interdisciplinary collaborations, learning communities, and honors courses
- Provide students with additional opportunities for programmatic internships, practical training, and Service Learning experiences
- Continue to improve and promote evening, weekend, summer, and online offerings
- Expand post-associate opportunities for completion of upper-level degrees

2.4 Assess and improve developmental education structures to better meet student needs

- Continually improve processes to appropriately place students in developmental courses
- Use course outcomes assessments to determine the effectiveness of developmental courses in preparing students for college-level work
- Develop a process to help students enrolled in developmental courses progress efficiently toward goal attainment

2.5 Increase the use and support of instructional technology and alternative delivery

- Ensure the quality, coherence, and scope of existing online courses and programs
- Continue to develop and implement full-online degree programs
- Refine practices for blended courses
- Continue to explore the use of emerging technologies in the delivery of instruction

2.6 Expand international education activities and programs

- Promote a multicultural and global perspective in all curricula
- Increase the number of international students and facilitate their interaction with campus and community populations
- Foster opportunities for students to participate in study abroad programs
- Promote faculty teaching and scholarship in the international arena
- Create opportunities to host international faculty

Collaborate with the community

to expand outreach and partnerships



BCC has a positive story to tell. From student successes and faculty achievements to dynamic and entertaining community events and public issues forums, there is always something in which we can take pride. Communicating to the public all of these accomplishments, along with the fundamental energy and enthusiasm of the College, will call for a focused and creative effort. The affirmative internal image and supportive culture of the College will need to be translated to the outside world.

Also essential for our future are the strengthening of existing practices and finding new methods for making prospective students aware of, and prepared for, the educational opportunities offered at BCC. Development of alliances and special programs with local schools, businesses, and organizations will be a central part of these efforts.

Involving BCC alumni and the community in our outreach initiatives, growth projects, and hopes for the future, is another integral step toward reaching our goals.



ACTION PLANS

3.1 Expand access and outreach efforts in order to develop new student markets

- Offer BCC courses and programs in the SUNY Downtown Education and Community Development Center and other sites
- Increase marketing of new curricula
- Expand marketing of all targeted off-campus and online learning opportunities

3.2 Take a leadership role in collaborating to build story partnerships with public and private sector organizations

- Expand partnerships with community organizations
- Sustain and grow alliances with area schools and colleges

3.3 Increase engagement of BCC alumni in supporting their College

- Increase alumni outreach through special events
- Increase alumni giving
- Strengthen communications with alumni

3.4 Strengthen public relations, marketing, and external communication efforts

- Expend more effort publicizing the College, especially in ways that emphasize BCC as a first-choice college
- Create a process for publishing faculty accomplishments, program innovation, and other activities that highlight the quality at BCC
- Recognize faculty and staff who engage in community activity that reflects positively on BCC's involvement in, and importance to, the community
- Review and evaluate external publications with the goal of improvement and revision

Align structures and systems

to optimize the talents and contributions of those within the college community



Internal communication is a principal component of any college, and it can actually be viewed as a sign of the college's overall health. BCC's departments and divisions each have their own specialized tasks and responsibilities. For this reason, seeing the entire College as one entity with common goals can be difficult on a day-to-day basis. Making a determined effort to bridge the communication gaps between departments can assist in the college-wide adoption of goals and help the organization to run efficiently.

It is also crucial to recognize the hard work, dedication, creativity, and potential of faculty and staff. The College should strive to engage motivated, thoughtful individuals, while facilitating the professional development of the existing team.



ACTION PLANS

4.1 Strengthen internal communication and a sense of community throughout the College

- Build trust at the College based on mutual respect, responsibility, and communication
- Evaluate FOCUS, the College's faculty/staff newsletter, for effectiveness and appropriateness
- Identify the best ways to use print and electronic media for building a sense of campus community

4.2 Recruit, retain, and develop diverse, talented faculty and staff

- Codify and refine the mechanism for meeting the human resource needs across all campus areas
- Develop a recruiting strategy linked to the budget for strategic replacement and expansion of faculty and staff
- Reorganize professional development opportunities available for faculty and staff
- Develop and implement online faculty training in available areas

4.3 Evaluate and realign organizational structures to increase effectiveness

- Reconfigure organizational structure to improve efficiency and promote synergy for excellence
- Monitor and optimize the fulltime to part time faculty ratio

4.4 Develop a comprehensive safety and security plan

- Evaluate and make recommendations for all safety and security procedures

Identify, prioritize, and develop *resources to support a dynamic organization*



Improving the College's facilities will be a major factor in increasing use of campus services, allowing more students to become involved in activities, and providing an updated and professional classroom experience. It will also help to direct and combine the efforts of our campus offices to adapt to new goals and pursue emerging sources of revenue.

As we expand and evolve BCC's programs and services to infuse them with new initiatives, and involve the entire campus community in building a stronger learning environment, we will also need to transform the physical configuration of the campus.



Continued use of technology, both to support the process of learning and to provide flexible options for delivery of instruction, will also remain an important subject. Instructional technology support, online course development, and multimedia classrooms are becoming more essential each year. Hardware and software must be kept current and compatible to take full advantage of a new technology. The College's systems should be consistent with the environments students are likely to experience after graduation.

ACTION PLANS

5.1 Increase the existing and new revenue streams

- Expand grant funding stream to acquire resources beyond government sources
- Develop new programs (credit and non-credit)
- Keep college tuition and fee costs affordable but competitive and appropriate
- Increase private fundraising efforts
- Identify and implement Key Fiscal Performance Indicators for business activity monitoring

5.2 Using the completed campus master plan, develop strategic approaches to implement recommendations

- Secure funding for Master Plan recommendations
- Implement dormitory construction plan
- Develop a plan for renovating existing facilities
- Monitor construction of new Science Technology Building

5.3 Optimize technology resources and infrastructure

- Improve instructional technology equipment and support services
- Continue implementing Banner as the campus-wide information system

Assessing Institutional Performance

In the process of developing the Strategic Plan, BCC's College Council used both quantitative and qualitative methods to assess its overall institutional effectiveness. Qualitative methods include the use of focus groups composed of faculty and students as well as key members of the community. Quantitative methods included an external and internal environmental scanning, SWOT analysis, SUNY Mission Review, and our Core Indicators of Success.

In 2005-06, a planning database was developed, and monitors were appointed to provide success criteria and to identify project managers for each action item. At the end of the year, College Council conducted interviews with each monitor in order to report progress.

In 2006-07 and 2007-08, the plan was further developed with input from the VPs, monitors, and the College Council Planning Team.

In 2008-09, a new team of monitors was trained and a planning calendar was developed for 2009-10.

BCC utilizes a variety of resources to evaluate itself at the campus level. For many of the core indicators, these include peer group comparison when available.

Core indicators of success:

- Fall-to-fall persistence
- Program completion rates
- Student performance at transfer institutions (transfer programs)
- Placement rate in the workforce (occupational programs)
- Student satisfaction (using SUNY Student Opinion Survey)
- Success in remediation (using data from National Community College Benchmarking Project)
- Instructional costs per credit hour comparisons (SUNY community college average)
- Providing access while holding down tuition (local competitor comparisons)

Other Resources:

- SUNY Mission Review
- SWOT Analysis (Strength, Weaknesses, Opportunities, and Threats)
- External Environmental Scan
- Internal Environmental Scan
- Focus groups (planning retreat forums, March 17-18, 2005)
- Dr. Randall VanWagoner, consultant (February 17-18, April 14, 2005)

