Building a Community of Excellence
Bronx Community College Implementation Plan 2015-2020

Goal 1: Build a Community of Excellence

Objectives	Major Efforts	Products/Outcomes
1.1 Analytically driven decisions Foster continuous improvement with use of analysis of and evidence driving all academic, student support and administrative decisions.	a. Redesign/implement annual planning/assessment processes to facilitate effectiveness practice. b. Develop tools/professional development activities to support data and analytically driven decisions. c. Create an internal audit unit. d. Ensure that Research Foundation and BCC Foundation expenditures reflect College priorities. e. Control PS expenses and enhance OTPS budget to 12% of College's overall budget.	a. A formal annual planning and assessment process and structure implemented.[1] b. Analytical tools with corresponding platforms developed and used to make decisions and improvements. c. Evidence of analytically-driven decisions and improvements routinely collected/used to make improvements. d. Conduct annual audit of Research and BCC Foundation expenditures relative to concordance with BCC strategic priorities. e. Internal Audit Unit established (conducting internal audits across campus). f. PS expenses controlled/OTPS budget increased to 12% of total.
1.2 Mentoring and Professional Development Promote mentoring and professional development at all levels of the College to support the learning and development of all members of the campus community.	a. Formal orientation, professional development, & mentoring programs developed for: students, faculty, adjuncts, chairpersons, frontline staff and managers. b. Identify, disseminate and continuously update campus policies and procedures for all campus constituents.	a. Formal professional development programs implemented with clearly documented objectives/learning outcomes and assessments in place. b. Formal mentoring programs implemented (and assessed) for students (including SGA).

[1] A process that "assures the fulfillment of the college's mission and goals, continuously assesses and improves programs and services; and responds to challenges and opportunities" (MSCHE Characteristics of Excellence).

	c. Implement a Talent Management Plan (TMP) including a targeted career development program and succession plan.	c. Campus constituents well informed of policies and procedures. d. Talent Management Plan developed/ implemented.
1.3 Collaboration/Integration/Alignment Foster a culture of collaboration, integration and alignment of curriculum, student support and administrative processes.	a. Seek areas of collaboration, alignment & integration among College units through the annual evaluation processes and plan with changes implemented accordingly. b. Assess/develop/upgrade faculty & staff shared physical and virtual spaces. c. Develop online collaboration platforms to keep information in one place, and make it more accessible across Campus. d. Increase grant funding by 3% annually.	a. Annual evaluations formally include measures of alignment, integration and collaboration. b. Campus intranet/online platform developed & utilized. c. Faculty & staff shared physical spaces assessed, developed and upgraded. d. Total grants and contracts awarded increased from $5.1 million (projected in FY15) to $6.0 million in FY20.

2. Empower Students to Succeed

Objectives	Major Efforts	Products/Outcomes
2.1 Student Engagement, Knowledge of College Expectations & Standards Promote student engagement, cultural competency and knowledge of college expectations and community standards.	a. Implement mandatory comprehensive, coordinated orientation program for all new students (including identification/assessment of orientation Student Learning Outcomes). b. Bring to full-scale First Year Program for all new students. c. Develop tracking/assessment/response systems for 1st year and at-risk students.	a. All new students participate in orientation program and demonstrate mastery of orientation learning outcomes. b. Student participation in First Year Program (including course programming, advisement and mentoring) increased. c. One-year retention rate increased from 58% to 70%.
2.2 Cohesive Experiences, Clear Pathways, Consistent Communications & Oversight Assure a cohesive academic experience (from pre-college to post-graduation) including clear pathways, organized experiences, and consistent communications with clear oversight and accountabilities in place.	a. Develop linkages/collaborations/assessment mechanisms with high schools, pre-college programs, senior colleges and industry (including development of stackable credentials). b. Coordinate co-curricular activities with academic offerings. c. Develop clear, consistent communications.	a. Students seamlessly and successfully articulate from one educational level to another (reflected by enrollment, success and completion rates). • Tenth grade College Now Programming established. • Remedial need for incoming students (from feeder high schools) decreased. b. Co-curricular activities developed and coordinated with curricular offering.

		c. Clear communications across campus documented. d. Four-year graduation rate increased from 17.4% to 25%.
2.3 Efficient, Accessible, Integrated Student Services and Supports Provide efficient, accessible, user-friendly, and integrated student services and support structures that address the holistic needs and well-being of every BCC Student.	a. Create one-stop centers for student services b. Develop integrated academic advisement and support services c. Implement physical, mental health and fiscal resources for students d. Maximize utilization and functionality of electronic tools (e.g., Degree Works) e. Implement online registration and a student management system for continuing education. f. Identify and implement systems to advance academic tutoring and advising. g. Increase scholarship funding and distribution.	a. One-stop centers (enrollment services, tutoring, on-line) established. b. Increased student utilization/satisfaction with academic and student support services/resources. c. Increased student/faculty utilization/ satisfaction with electronic tools. d. New and renewed scholarship support; increased number of scholarship. donors/donations; scholarship management streamlined and regulated for ease of selection, distribution and reporting.

3. Deepen Student Learning

Objectives	Major Efforts	Products/Outcomes
3.1 Teaching & Learning for Application Promote and reinforce active teaching and learning for application among all faculty members.	a. Expand scope of CTLT role in faculty development and relocate CTLT in more prominent location. b. Expand full-time faculty participation in First Year Program. c. Expand use of assessment of student learning outcomes to improve instruction and student learning in academic and support areas. d. Involve students in discipline-based research projects conducted with faculty.	a. CTLT programming expanded and Center relocated to more prominent location. b. Participation of full-time faculty increased (# of departments and # of faculty) in teaching FYS. c. Increased evidence of student learning outcomes assessment leading to improvements in instruction and student learning demonstrated across curriculum. d. Increased student participation in research with faculty members.
3.2 Integrated Faculty Development Promote integrated faculty development.	a. Expand interdisciplinary faculty participation in professional development activities.	a. Increased participation of full-time faculty (# departments and # of faculty) in interdisciplinary faculty development activities.

3.3 Promote Excellent Teaching & Scholarship Promote and encourage excellent teaching and scholarship (including scholarship of teaching) in promotion and tenure processes.	a. Disseminate information about funding available to support faculty conducting pedagogical research and establish additional funding at the College. b. Increase focus on teaching excellence (and scholarship of teaching) in the promotion and tenure process.	a. Increase in institutional support for faculty scholarship (including scholarship of teaching). b. Increase in faculty scholarship (including scholarship of teaching). c. Evidence of teaching excellence and scholarship (including scholarship of teaching) used in promotion and tenure processes.

4. Develop World Citizens

Objectives	Major Efforts	Products/Outcomes
4.1 Partnerships with Local/Global Communities Develop sustainable and mutually beneficial partnerships with local and global communities.	a. Establish Advisory Group for Startup New York to attract other businesses to establish partnerships and internships.	a. Startup New York Advisory Group established. b. New business partners and internship sites developed.
4.2 Active Civic Participation and Leadership Engage the College (including faculty, staff, & students) and community partners as active civic participants and leaders in local and global initiatives.	a. Develop BCC student outreach/service program (e.g., service learning). b. Reorganize Office of Career and Transfer Services to focus on employment/transfer preparation and job placement.	a. Student participation in outreach/service programs increased. b. Internships, post-graduate job placement/transfer rates and success rates increased.
4.3 Civic Engagement, Personal Responsibility, Cultural Competency Expand and develop purposeful campus life experiences for students to promote leadership, personal development, civic engagement, cultural immersion and cultural competency.	a. Create leadership development program (with learning outcomes) for students. b. Develop and implement global diversity across the curriculum (including adaption of AACU national norms) c. Develop/integrate co-curricular activities across the curriculum. d. Create co-curricular transcript for students.	a. Increased student participation in leadership development program and acquisition of leadership skills. b. Global diversity evident/assessed across the curriculum. c. Co-curricular activities integrated/assessed across the curriculum. d. Co-curricular transcript created/ implemented.

5. Cultivate a 21st Century Curriculum

Objectives	Major Efforts	Products/Outcomes
5.1 Update and Develop Academic Programs Review, evaluate, update and develop programs to maintain currency and congruence with the College's mission.	a. Develop five-year academic plan (including academic assessment plan & market analysis). b. Convert appropriate Liberal Arts Options into stand-alone degree programs. c. Facilitate timely degree completion through establishment of Satellite, on-line and Weekend/Evening Programs and improved granting of credit for prior learning credentials (e.g., CLEP). d. Develop and implement an IT Support and Management Program for Continuing Education e. Increase continuing education offerings linked to current market trends. f. Develop stackable credentials in the areas of Automotive Technology, Allied Health, Security Management, and Early Childhood Education.	a. Five-year academic plan developed. b. Increased degree programs (converted from Liberal Arts Options). c. Opportunities for students to complete degrees enhanced by increased use of CLEP, satellite, online and weekend/evening offerings, and increased granting of credit for prior learning credentials. d. IT Support and Management Program Implemented for Continuing Education. e. Continuing Education offerings (linked to current market trends) increased. f. Stackable credentials developed for Automotive Technology, Allied Health, Security Management, and Early Childhood Education.
5.2 Linkages with Senior Colleges/Industry Strengthen program outcomes by maintaining formal linkages with four-year colleges and industry.	a. Develop additional formal connections with senior colleges (articulation agreements/joint degree programs) and improve leveraging of these connections for students. b. Expand the number of advisory boards (which include industry representatives) for AAS programs and better leverage them for improvements to career programs.	a. Formal connections (articulation agreements/joint degree programs) with senior colleges increased and efficacy of connections improved. b. Number of advisory boards increased and changes to career programs documented as a result of feedback from advisory boards.
5.3 Strong General Education Promote mastery of a strong general education in all programs (through the	a. Review BCC General Education proficiencies to align with Pathways. Conduct a comprehensive assessment of Pathways at BCC.	a. BCC General Education proficiencies aligned with Pathways. b. Pathways at BCC assessed with improvement plans developed/implemented.

implementation and assessment of the CUNY Pathways Core Curriculum.		

6. Enhance the Campus Environment

Objectives/Strategies	Major Efforts	Products/Outcomes
6.1 Infrastructure Enhancements & Accessibility Develop and implement strategically focused enhancement to the infrastructure and accessibility of the campus facilities.	a. Increase accessibility on campus. b. Support capital projects to upgrade the utility infrastructure and physical plant per the 5-year Capital Plan (including pool renovation, utility infrastructure upgrade, roof replacements, quad restoration). c. Create recreational program to increase Auxiliary Enterprises revenue. d. Redesign public computing clusters to facilitate use of laptops/small group work. e. Upgrade communication links between Campus buildings (fiber optic). f. Increase efficiency by leveraging the use of virtualization technology (i.e. Server consolidation). g. Improve campus physical plan and accessibility through non-capital projects.	a. Building accessibility increased. b. Infrastructure and physical plant improvement. Capital projects implemented according to the 5-yeaer Capital Plan. c. Recreation program established. d. Auxiliary Enterprises revenue increased by 25%. e. Public computing clusters redesigned. f. Communication links between buildings upgraded. g. Campus physical plan and accessibility improved through non-capital projects.
6.2 Optimize Use of Campus Space and Resources Optimize use of campus space and resources to support existing and emerging needs and opportunities.	a. Create a Space Utilization Plan. b. Create a Facilities Maintenance Plan. c. Implement a Space Advisory Board d. Renovate spaces to support academic priorities, facilitate professional development & collaboration and improve appearance of public spaces. e. Develop One-Stop Center for Student Services at Meister Basement. f. Institutionalize the use of Resource 25 for room scheduling and events management.	a. Space Utilization Plan created/implemented. b. Facilities Maintenance Plan created/implemented. c. Space Advisory Board established. d. Designated spaces renovated. e. One-stop Center competed. f. Resource 25 institutionalized. g. Records Management Program developed/implemented. h. Bronx Educational Opportunity Center relocated.

	g. Develop/implement Records Management Program. h. Relocate Bronx Educational Opportunity Center.	
6.3 Use Technology to Enhance Learning & Increase Productivity Invest in and use technology to enhance learning, access information and increase productivity	a. Select and implement a budget management system for the Business office. b. Select and use business process management (BPM) solutions to manage and improve business processes and workflows (E-PAF, Financial Aid, IT Service Desk, etc.) c. Develop a mobile access strategy for the College. d. Provide ubiquitous indoor coverage of WiFi and mobile/cellular services. e. Provide a robust, feature-rich communications infrastructure built upon a diverse set of messaging, voice and video technologies (including VOIP, email archiving, etc.) f. Retire legacy applications and define a technology migration roadmap for all "in-house" applications. g. Set up Pearson VUE Testing Center.	a. Budget Management System implemented. b. BPM solutions implemented. c. Mobile access strategy developed. d. Indoor coverage (WiFi, etc) increased. e. On-line instruction increased. f. Communications infrastructure implemented. g. Technology migration roadmap for "in-house" applications developed. h. Pearson VUE Testing Center established.
6.4 Protect Security of Campus Infrastructure and Environment Protect the security and integrity of the campus infrastructure and environment	a. Expand sustainability initiatives throughout the campus, including: energy conservation, water usage, recycling, etc. b. Improve campus security and safety by refining patrol strategy and increasing surveillance and site lighting. c. Update and implement College's Emergency Response, Business Continuity Disaster Recovery, and Risk Assessment Plans. d. Implement solutions to protect and secure Campus data.	a. Sustainability initiatives expanded. b. Improved campus security (refined patrol and increased lighting, surveillance) and increased satisfaction with campus safety/security. c. Emergency Response, Business Disaster Recovery and Risk Assessment Plans updated and implemented. d. Campus data protection solutions implemented.
6.5 Preserve Landmark Campus	a. Support capital projects to restore historic sites on campus.	a. Historic site improvement projects implemented.

Preserve and conserve landmark Campus.	b. Develop and implement fundraising campaign for preservation of historic facilities and sites. c. Develop Historical Campus materials highlighting Landmark Campus.	b. Funds raised to support preservation of campus historic facilities and sites. c. Historical Campus materials developed and made available.

7. Promote a Reputation for Excellence

Objectives/Strategies	Major Efforts	Products/Outcomes
7.1 Learning-Centered Culture Brand Build and promote a brand around learning-centered culture.	a. Develop/implement Strategic Marketing Plan (including: communications plan, production timetable, coordination of events, process for identifying highlights, and recruitment plans.) b. Develop and launch a faculty lecture series. c. New Website development.	a. Strategic Marketing Plan developed/ implemented. b. Faculty lecture series implemented. c. New Website developed.
7.2 BCC Pride Promote pride in BCC.	a. Develop protocol for collecting, recognizing, and sharing student, faculty, staff, and alumni successes.	a. Process developed/implemented for collecting and disseminating BCC Successes. b. Increased pride measured by faculty/staff and student satisfaction surveys.
7.3 Promote BCC Success Stories Engage faculty, staff, students, alumni and supporters in telling their BCC success stories.	a. Implement plan to increase alumni engagement. b. Build and strengthen relationships with elected officials. c. Increase partnerships with for-profit and non-profit groups. d. Engage individuals/prospects to increase overall private support by 5% annually.	a. Alumni participation and giving increased. b. Relationships with elected officials strengthened. c. Partnerships with for-profit and non-profit groups increased. d. Total voluntary support will increase from $2.5 million (projected in FY15) to $3.2 million in FY20.
7.4 Illustrate BCC as a Premier Institution Illustrate BCC as a premier institution with branding messages and media sources.	a. Develop and implement a communications/ outreach plan to keep BCC constituents aware of products/services/changes/ enhancements that impact their work.	a. Communications outreach plan development/implemented.