Appendix 7: BCC Operational Plan

Building a Community of Excellence

DRAFT - Bronx Community College Operational Plan (2015-2020)

GOAL 1: BUILD A COMMUNITY OF EXCELLENCE

OBJECTIVES

1.1	**Foster continuous improvement with use of analysis and evidence driving all academic, student support and administrative decisions (analytically-driven decisions)**
1.2	**Promote mentoring and professional development at all levels of the College to support the learning and and development of all members of the campus community. (mentoring and professional development)**
1.3	**Foster a culture of collaboration, integration & alignment of curriculum, student support & administrative . processes (collaboration, integration, alignment).**

	Activities	Obj	Dates	Team Lead(s)
x	Redesign & implement annual planning/assessment/budgeting processes to include effectiveness practice.	1.1a	Years 1-5	VPS&Dean Ritze
x	Engage all campus departments in annual/periodic assessment and reporting of unit objectives & learning outcomes.	1.1a	Years 1-5	Dean Ritze
x	Document improvements/lessons from assessment efforts.	1.1a	Years 1-5	Dean Ritze
x	Control PS expenses close to current levels and enhance OTPS budget to 12% of total budget.	1.1a	Year 2	VP/D. Thompson
x	Use evidence to highlight most effective, promising departments	1.1a	Years 1-5	AVP Weathers
x	Conduct professional development activites for campus leaders/managers to develop effectiveness skills.	1.1b	Years 1-5	President/Vps
x	Develop electronic and analytical tools (dashboards, etc) to support evidence-based assessments/decisions.	1.1b	Years 1-5	N. Ritze/L. Audusseau
x	Design and implement a business dashboard facilitating data-driven decision making in areas such as enrollment, retention, graduation, financial aid, etc.	1.1b	Years 1,2,3	L. Audusseau/N. Ritze
x	Create an IT project management office to improve system service delivery to students,faculty and staff.	1.1b	Year 1	Loic Audusseau
x	Create an Internal Audit Unit	1.1c	Year 2	D. Thompson
x	Increase private support/grantfunding/student scholarship support annually.	1.1d	Years 1-5	VP Bayardelle
x	Ensure that Research Foundation and BCC Foundation expenditures reflect College priorities.	1.1d	Years 1-5	VP Bayardelle
x	Establish Orientation Program for adjunct faculty	1.2a	Year 2	VP Schrader
x	Expand scope of CTLT role in faculty/staff development	1.2a	Year 3	VP Schrader
x	Develop leadership development program for chairpersons	1.2a	Year 3	VP Schrader

x	Develop a mentoring program for 2nd year faculty	1.2a	Year 1	VP Schrader
x	Develop a mentoring program for transfer and readmit students	1.2a	Year 2	VPs Schrader & Brewer
x	Establish Professional Development program for front line staff (including needs assessment & advisory group)	1.2a	Year 1	Shelley Levy
x	Identify and disseminate campus policies and procedures for all campus constituents.	1.2b	Years 1-5	Ms. K. Williams
x	Implement a Talent Management Plan (TMP) including a targeted career development program and succession plan (aligning IT skills with strategic priorities).	1.2c	Years 1-5	Loic Audusseau
x	Implement a campus intranet/collaboration online platform for faculty and staff to be able to store and share files.	1.3a	Year 1	Loic Audusseau
x	Develop and upgrade faculty and staff shared spaces	1.3b	Year 4	VP Schrader
x	Develop and implement a communications/outreach plan to keep BCC constituents aware of products, services and any changes/enhancements that impact their work.	1.3b	Year 2	Loic Audusseau

GOAL 2: EMPOWER STUDENTS TO SUCCEED

OBJECTIVES

2.1	**Promote student engagement, cultural competency and knowledge of college expectations and community standards.**
2.2	**Assure a cohesive academic experience (from pre-college - post-graduation) including clear pathways, organized experiences, and consistent communications with clear oversignt and accountabilities in place.**
2.3	**Provide efficient, accessible, user-friendly, and integrated student services and support structures that address the holistic needs and well-being of every BCC student.**

	Activities	**Obj**	**Dates**	**Team Lead(s)**
	Create comprehensive orientation program	2.1a	Year 1	VP Brewer, AA, CM
	Bring First Year Program to scale for all students	2.1b	Year 3	VP Schrader
	Conduct a fall and a spring Guidance Counselor Event at BCC	2.2a	Years 1-5	VP Brewer & VP Bayardelle
	Establish joint conference between HS/College faculty on critical issues.	2.2a	Year 1	VP Brewer, VP Schrader, VP Bayardelle
	Develp/implement Basic Skills Success Program in feeder high schools.	2.2a		VP Bayardelle
	Implement online registration and a student management system for continuing education.	2.2a	Year 1	Loic Audusseau
	Develop 9th grade pre-College Now Programming.	2.2a	Years 1-5	VP Bayardelle

	Collaborate with local high schools to reduce remediation	2.2a	Years 1-5	VP Bayardelle
	Enhance student persistence, performance and completion through integrated academic advisement and support services	2.2b	Year 2	VP Schrader
	Facilitate the progress and success of veteran students	2.2b	Year 3	VP Schrader
	Coordinate co-curricular activities (internships, trips, etc) with academic offerings	2.2b	Year 3	VPs Brewer and Schrader
	Develop formal linkages between academic departments and career/transfer services	2.2b	Year 2	VP Brewer & VP Schrader
	Provide support as need to IT Efforts to Create BCC apps, digital signage and other tech based communications and messaging	2.2c	Year 1	AVP Weathers
	Install directories in all buildings, with major departments, programs and class room locations.	2.2c	Year 1	AVP Weathers
	Create One-Stop Centers for Student Services (enrollment services, tutoring, etc).	2.3a	Years 1-5	VP Brewer
	Facilitate the progress and support of special student populations (veterans)	2.3a	Years 1-5	
	Develop integrated advisement and support	2.3b	Years 1-5	VPs Schrader & Brewer
	Implement physical, mental health and fiscal resources for students.	2.3c	Years 1-5	VPs Schrader & Brewer
	Implement a crowdfunding solution to provide BCC with a new channel for project specific funding for students.	2.3d	Year 1	Loic Audusseau
	Implement a searchable/online IS&T services catalog to make it easier for the BCC community to find and understand our services and the products we support.	2.3d	Year 2	Loic Audusseau
	Maximize functionality and utilization of Degreeworks.	2.3d	Year 1	VP Schrader

GOAL 3: DEEPEN STUDENT LEARNING

OBJECTIVES

3.1	**Promote and reinforce active teaching and learning for application among all faculty members.**
3.2	**Promote integrated faculty development.**
3.3	**Promote and encourage excellent teaching and scholarship (including scholarship of teaching) in promotion and tenure processes.**

	ACTIVITIES	Obj	Dates	Team Lead(s)
	Expand scope of CTLT role in professional development activities and upgrade faculty development facilitites.	3.1a	Years 1-5	VP Schrader/AVP Taylor
	Increase learning for application across the curriculum	3.1a	Years 1-5	VP Schrader
	Involve students in discipline-based reseasrch projects conducted by faculty. (Expand on AMP and CUNY Scholars Program).	3.1a	Year 2	VP Schrader

	Expand full-time faculty participation in First Year Program	3.1b	Years 1-5	VP Schrader
	Expand use of assessment of student learning outcomes to improve instruction	3.1c	Years 1-5	VP Schrader
	Incentivize faculty to participate in faculty development (faculty inquiry) initiatives.	3.2a	Years 1-5	VP Schrader
	Focus Presidential Grants on Pedagogy at the Community Colleges	3.3a	Year 1	President
	Increase focus on teaching excellence in the promotion and tenure process	3.3b	Years 1-5	VP Schrader
	Revise and update the Student Evaluation of Instuction Instrument	3.3b	Year 1	Dean Ritze/CIPD

GOAL 4: DEVELOP WORLD CITIZENS

OBJECTIVES

4.1	**Develop sustainable and mutually beneficial partnerships with local and global communities.**
4.2	**Engage the College (including faculty, staff, students) and community partners as active civic participants and leaders in local and global initiatives.**
4.3	**Expand and develop purposeful campus life experiences for students to promote leadership, personal development, civic engagement, cultural immersion and cultural competency.**

	ACTIVITIES	Obj	Dates	Team Lead(s)
	Establish Advisory group/board for Start Up New York	4.1a	Year 1	VP Bayerdelle
	Develop BCC student outreach/service program	4.2a	Year 2	VPS Brewer, Schrader, Bayerdelle
	Increase the number of internship opportunities for students	4.2b	Year 1	VPS Brewer, Schrader, Bayerdelle
	Reorganize the Office of Career and Transfer Services to focus on employment/transfer preparation and job placement.	4.2b	Year 1	VP Brewer
	Develop/integrate co-curricular activities across the curriculum.	4.2b	Year 2	VP Schrader& VP Brewer
	Create a Leadership Development Program for students	4.3a	Year 1	VP Brewer
	Leverage CUNY resources to increase student participation in global initiatives.	4.3b	Year 3	VP Schrader
	Develop and implement Global Diversity across the curriculum program	4.3b	Year 3	VP Schrader
	Integrate co-curricular activities across the curriculum	4.3c	Years 1-5	VPs Schrader & Brewer
	Create co-curricular transcript for students	4.3d	Year 2	VP Brewer

GOAL 5: CULTIVATE A 21ST CENTURY CURRICULUM

OBJECTIVES

5.1	**Review, evaluate, update and develop programs to maintain currency and congruence with the College's mission.**
5.2	**Strengthen program outcomes by maintaining formal linkages with four-year colleges and industry.**
5.3	**Promote mastery of a strong general education in all programs (through the implementation and assessment of the CUNY Pathways core curriculum).**

	ACTIVITIES	Obj	Dates	Team Lead(s)
	Develop a comprehesnive 5 year academic plan	5.1a	Year 3	VP Schrader
	Facilitate timely degree completion through establishment and implementation of CLEP, Satellite and Weekend Programs	5.1a	Year 5	VP Schrader
	Convert Liberal Arts options into stand alone degree programs	5.1b	Year 4	VP Schrader
	Increase CLEP/life experience options for Veteran students	5.1c	Year 3	VP Schrader/VP Brewer
	Develop and implement an IT Support and Management Program for Continuing Education	5.1d	Years 1-5	VP Bayardelle
	Increase Continuing Education offerings linked to current market trends.	5.1d	Years 1-5	VP Bayardelle
	Evaluate/investigate more direct joint programs with senior colleges	5.2a	Year 3	VP Brewer & VP Schrader
	Increase the number of articulation agreements	5.2a	Year 5	VP Schrader
	Expand number of advisory boards for AAS programs	5.2b	Years 1-5	VP Schrader
	Enhance the use of technology in teaching and learning	5.3a	Year 3	VP Schrader
	Review BCC Gen Ed proficiencies to align with Pathways outcomes	5.3a	Year 2	VP Schrader
	Conduct a comprehensive assessment of Pathways at BCC	5.3b	Year 2	VP Schrader

GOAL 6: ENHANCE THE CAMPUS ENVIRONMENT

OBJECTIVES

6.1	**Develop and implement strategically focused enhancements to the infrastructre and accessibility of the campus facilities.**
6.2	**Optimize use of campus space and resources to support existing and emerging needs and opportunities.**
6.3	**Invest in and use technology to enhance learning, access information and increase productivity.**
6.4	**Protect the security and integrity of the campus infrastructure and environment.**
6.5	**Preserve and conserve landmark Campus.**

	ACTIVITIES	Obj	Dates	Team Lead(s)
	Increase accessibility on campus beyond minimum mandated requirements.	6.1a	Years 1-5	AVP Taylor

	Support capital projects per the 5-Year Capital Plan, including: pool upgrade, utility infrastructure replacement at the east end of campus, roof replacements at GML, Havemeyer Lab and Roscoe Brown Student Center and Annex and Quad restoration.	6.1b	Years 1-5	AVP Taylor
	Create recreational program to increase Auxiliary Enterprises Revenue.	6.1c	Year 2	D. Thompson/ AVP Taylor
	Develop College's program for a One-Stop Center for Student Services.	6.1c	Year 1	AVP Taylor
	Upgrade IT Data Center (power distribution, heating, ventilating, air conditioning, data cabling, fire suppression)	6.1d	Years 1-3	Loic Audusseau
	Redesign 1-2 public computing clusters to facilitate use of laptops and small group work.	6.1e	Years 2-3	Loic Audusseau
	Run fiber optic lines between buildings to increase netwrok speed and support online and hybrid educational offerings at BCC.	6.1f	Years 1-3	Loic Audusseau
	Create a Space Utilization Plan.	6.2a	Year 1	AVP Taylor
	Develop and implement a Facilities Maintenance Plan.	6.2b	Years 1-5	AVP Taylor
	Implement Space Advisory Board to review and make recommendations on space use and improvement proposals.	6.2c	Years 1-5	AVP Taylor
	Renovate spaces to support academic priorities, facilitate professional development and collaboration and improve the appearance of high-use indoor and outdoor public spaces.	6.2d	Years 1-5	AVP Taylor
	Develop One-stop Center for Student Services in Meister Basement	6.2e	Years 1-5	AVP Taylor
	Maximize the utilization/functionality of Resource 25	6.2f	Year 2	VP Schrader
	Fully implement Resource 25 for scheduling and events management	6.2f	Years 1-3	Loic Audusseau
	Develop and implement a comprehensive Records Management Program	6.2g	Years 1-5	AVP Taylor/ K.Williams/VP Bayardelle
	Create a recreational program to increase Auxiliary Enterprises revenue by 25% .	6.2	Years 1-5	Mr. Thompson
	Implement systems to advance academic tutoring and advising at BCC.	6.2g	Years 1-2	Loic Audusseau
	Transfer all hard copy Financial Aid data collections processes to web based online applications and create a paperless-office.	6.2g	Years 1-2	Loic Audusseau
	Relocate Bronx Educational Opportunity Center	6.2h	Years 1-5	VP Bayardelle
	Select and implement a budget management system for the Business office.	6.3a	Year 2	Loic Audusseau
	Select and implement a personnel action request system for the HR office.	6.3b	Year 1	Loic Audusseau

	Streamline Service Desk Walk-ins experience by replacing paper processes with a self-service iPad/mobile application for opening tickets with basic problem and contact information.	6.3b	Year 1	Loic Audusseau
	Conduct an audit and gap analysis of key service expectations against current service delivery for Academic Computing and the Technology Service Center.	6.3b	Year 1	Loic Audusseau
	Implement institutional email archiving system for Faculty and Staff.	6.3b	Year 2	Loic Audusseau
	Collaborate with Academic Affairs to provide a data archival facility with state of the art search and retrieval tools to satisfy grant requirements (including creation of archival space).	6.3b	Years 3-4	Loic Audusseau/ VP Schrader/AVP Taylor
	Leverage the use of thin clients and virtualize all student facing PC and Mac computers.	6.3b	Years 1-5	Loic Audusseau
	Develop a mobile access strategy for the College.	6.3c	Year 1	Loic Audusseau
	Provide ubiquitous indoor coverage of mobile/cellular services.	6.3d	Years 2-3	Loic Audusseau
	Implement Voice Over IP (VOIP) and retire current phone system. Provide a robust, feature-rich communications infrastructure supporting BCC's education and administration, built upon a diverse set of messaging, voice and video technologies.	6.3e	Years 1-3	Loic Audusseau
	Retire legacy applications and define a technology migration roadmap for all "in-house" applications.	6.3f	Years 1-5	Loic Audusseau
	Set-up Pearson VUE Testing Center	6.3g	Years 1-5	VP Bayardelle
	Expand sustainability initiatives throughout the campus, including: energy conservation, water usage, recycling, reuse of materials and use of alternative fuel vehicles; enhance campus awareness and increase active involvement.	6.4a	Years 1-5	AVP Taylor
	Improve campus security and safety by refining patrol strategy and increasing surveillance and site lighting.	6.4b	Years 1-5	AVP Taylor
	Update the College's Emergency Response Plan and Business Continuity Plan; increase both the campus' and local community's engagement.	6.4c	Year 1	AVP Taylor
	Review College risk assessment plans to identify, assess, and mitigate the institution's risks.	6.4c	Years 1-5	AVP Taylor
	Create a disaster recovery site in Colston for all BCC mission-critical applications including but not limited to the College's website, email system, OSSES and life & safety systems.	6.4d	Year 1	Loic Audusseau
	Create a cross functional IT-Public safety tiger team (a group of security experts assigned to investigate and/or solve technical or systemic security issues).	6.4	Years 2-3	Loic Audusseau
	Implement IT security systems to accomplish intrusion detection/prevention (IDS/IPS) and Security Information and Event Management (SIEM)	6.4	Year 2	Loic Audusseau/J. Verdicchio
	Support capital projects to restore historic sites on campus	6.5a	Years 1-5	

	Organize fund raising efforts around preservation of campus historic sites.	6.5b	Years 1-5	
	Develop Historical Campus Brochure highlighting Landmark Campus	6.5c	Year 1	AVP Weathers

GOAL 7: PROMOTE A REPUTATION FOR EXCELLENCE

OBJECTIVES

7.1	**Build and promote a brand around a learning-centered culture.**
7.2	**Promote pride in BCC.**
7.3	**Engage faculty, staff, students, alumni and supporters in telling their BCC success stories.**
7.4	**Illustrate BCC as a premier institution with branding messages and media sources.**

	ACTIVITIES	**Obj**	**Target Date**	**Team Lead(s)**
	Move forward with RFP for new website and branding initiative	7.1a	Year 1	AVP Weathers
	Develop/implement Strategic Marketing Plan	7.1a	Year 1	Avp Weathers
	Develop and launch a faculty lecture series	7.1b	Year 3	VP Schrader
	Develop a protocol for collecting, recognizing and sharing student achievement and faculty scholarship activities	7.2b	Year 2	VP Schrader
	Increase alumni development/engagement activities	7.3b	Years 1-5	VP Bayardelle
	Build and strengthen relationships with elected officials	7.3c	Years 1-5	VP Bayardelle
	Increase partnerships with for-profit and non-profit groups	7.3c	Years 1-5	VP Bayardelle