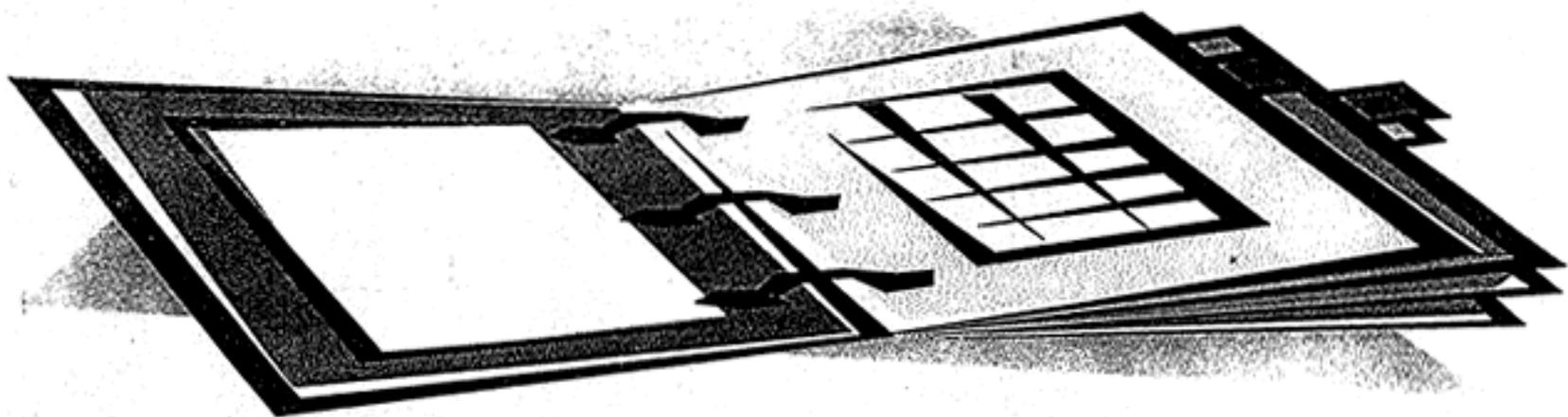


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# 2000-2002 Strategic Plan



**Brevard Community College**

MARCH 2000

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# BREVARD COMMUNITY COLLEGE

## STRATEGIC PLAN, 2000-2002

### Introduction

The hallmark of every successful organization is its ability to direct its resources in ways that move it forward toward defined goals that assure the accomplishment of its mission and the achievement of a vision worthy of the trust and commitment of its stakeholders. This Strategic Plan represents a college-wide team effort to assess the institution's strengths and weaknesses, and to address the opportunities that are most likely to become reality over the next three years. I invite your comment, since this is very much a "work in progress." We expect this to be a "living" document, to be consulted frequently, updated, and maintained current for all college operations. Subordinate implementation plans will be developed as shown in the Appendix to this plan, and they will govern our operations in consonance with our overall strategies.

### Statement of Commitment

The twenty-eight strategies outlined in this document were carefully gleaned from hundreds of ideas and suggestions made by the students, faculty, and staff of BCC, its Board of Trustees, and representatives of the communities we serve. Each goal and its accompanying strategies provide guideposts for action, to be incorporated into the major operating systems of the college and used to guide our day-to-day choices. The Cabinet will review this plan from time to time, updating its content when necessary and using it to measure progress and assess performance against expectations so we can make corrections that will keep us on target to meet our commitments.

Copies of the Plan will be distributed to all supervisors, maintained in our libraries for review, and placed on our web site for public access. Anyone interested in the progress of the college should become familiar with the contents of this plan and remain current on the status of its key components as a good indicator of our progress toward the goals and values we have adopted. I look forward to using this planning tool as my primary guide to the future, and I urge everyone at the college to benchmark their decisions against this document and to manage their actions accordingly. The powerful vision and the values outlined here will help us move into the next century as a stronger, more vibrant, and better prepared organization that is tuned to meet the needs of our students, our community, and ourselves.

Thomas E. Gamble  
District President  
March, 2000

# BREVARD COMMUNITY COLLEGE STRATEGIC PLAN, 2000-2002

## Development and Implementation Timeline

Beginning in July, 1999, the District President and Cabinet of Brevard Community College initiated actions to develop and promulgate a comprehensive Strategic Plan for the college by the first quarter of 2000. The plan was envisioned as having a three-year planning horizon, to be used in the budgeting and decision-making processes for the next academic year (2000-2001). A 15-member Steering Committee was appointed by formal memo dated July 23, 1999, and charged with the task of guiding the development of the plan under the direction of the College Cabinet and reporting to the Titusville Campus President under a matrix management arrangement. Details of team membership, timelines, and the planning tools used in preparing this plan are discussed in the Appendix. Copies of the input documents are on file in the Titusville office.

Using the existing planning and policy systems of the college, a preliminary schedule of activities was developed in early August. The Steering Committee conducted its first meeting on August 9<sup>th</sup> to determine how to structure a "fast track" development effort required to meet the deadlines established in the schedule of activities. Five teams were formed to support the primary operating areas of the college: Instructional, Marketing, People, Partnerships, and Services. These were chosen over several options, including the more traditional program approach, to foster innovative thinking and to focus on key areas for improvement in the near term. The schedule and team makeup were presented to the entire college at an in-service program held on August 18, 1999 - the first such gathering of its kind in the history of the institution.

Following this initial college-wide presentation, appointments were confirmed for each of the teams and a workshop was conducted on September 13<sup>th</sup> to provide direction for team operations and review tools for developing consensus. Each team was provided a set of templates for input and charged to conduct as many meetings as were necessary to gather basic information on goals, issues and concerns, strengths, weaknesses, opportunities, threats, and new initiatives felt to be most beneficial for the college. Although several delays occurred during this period due to college closures because of hurricanes, initial templates were delivered according to the revised timeline (October 11) and assessments were begun. Vision and Mission statements were reviewed with the Board of Trustees at their meeting on September 29<sup>th</sup>; two revisions were subsequently reviewed, and the statements contained in this document were accepted unanimously by the Board at its meeting on October 18<sup>th</sup>.

The Steering Committee met several times in October and November to formulate the Statements of Values and Philosophy. These were approved by the Cabinet as part of first draft of the complete plan presented to the Board of Trustees on December 21<sup>st</sup>. The initial draft was also coordinated with all five teams, the Steering Committee, and briefed at public forums in February 2000. Inputs were incorporated and, following approval by the Board, the Plan was printed and distributed to the college and the community in March 2000.

BREVARD COMMUNITY COLLEGE  
**STRATEGIC PLAN, 2000-2002**

**Our Vision:** **B**revard **C**ommunity **C**ollege is committed to:

**B**eing our **C**ommunity's **C**enter for

- Quality Teaching and
- Lifelong Learning

**Our Mission:** **T**o provide accessible, quality educational programs and services to our diverse population. The college prepares students to be lifelong learners, responsible community members, and productive citizens of a rapidly changing world.

**B**revard **C**ommunity **C**ollege fulfills its mission by offering the following:

1. Undergraduate Studies and Associate Degrees to pursue a Baccalaureate Degree
2. Technical and vocational training for Associate Degrees and Certificates for entering the workforce, improving professional skills, and developing new competencies
3. Instructional support services such as advisement and career guidance
4. Activities supporting cultural enrichment, economic development, sports, wellness, and quality of life
5. Workshops and classes for personal growth, developmental instruction, and lifelong learning

**Our Philosophy:** The College embraces the following key values and beliefs:

1. RESPECT FOR THE INDIVIDUAL (COURTESY/CIVILITY/EQUITY):

*Central to our philosophy is respect for the individual, manifested through courtesy, equity, and civility in every endeavor*

2. CONTINUOUS IMPROVEMENT/PROFESSIONAL COMPETENCE:

*Recognizing that we exist in a dynamic environment, we foster innovation to promote continuous improvement in student, employee, and organizational development.*

3. PASSION FOR LEARNING:

*As an educational catalyst, the College sparks the flame of human curiosity by creating an environment to ignite and sustain a passion for lifelong learning.*

4. LEADERSHIP, EMPOWERMENT, INTEGRITY:

*We value ethical leadership that engenders trust and confidence, and empowers people to make sound decisions.*

5. TEAMWORK, SENSE OF BELONGING:

*We encourage a sense of belonging by employees and students through promoting an atmosphere of teamwork that embraces the college's mission and goals.*

6. SERVICE:

*We provide quality service to students, colleagues, and the community with the intention that all those served achieve higher levels of success and satisfaction.*

7. ACCOUNTABILITY:

*Through systematic review and evaluation, we are publicly accountable to achieve our mission.*

8. SENSE OF ACHIEVEMENT:

*We value achievement and reward those who strive to do their best.*

# Goals and Strategies: Instructional

**Goal:** To provide optimal instruction through a variety of programs designed to facilitate learning that meets the educational needs of all Brevard County Residents.

Strategy	Who	How	When	Cost
1. Increase faculty and staff networking, training, and educational opportunities by increasing incentives to participate.	Faculty and Departments	Professional Leave, Memberships, Sponsorships of Clubs and Orgs.	Fall 2000 and beyond; on-going	\$40,000 per year
2. Develop reliable institutional statistics to measure & evaluate appropriate activities and results.	College Affairs	Establish an IR Dept. to serve data needs	Spring 2000; operational by Spring 2001	\$85,000 plus supplies
3. Develop and maintain needs assessments and periodic program evaluations for all instructional areas, supporting activities, and facilities.	Faculty and staff departments with help from IR	Develop survey tools for all areas; apply/implement	Begin Fall 2000, complete by Fall 2002	Existing \$
4. Provide faculty and staff training to update skills and maintain currency, including cross training for critical functions.	Faculty and Learning Centers	Title III - S&PD support with special classes	Fall 2000 to Fall 2002, each semester	\$30,000-\$50,000 per year
5. Establish "learning communities" for students and expand service learning opportunities. Provide incentives to improve participation and recognition.	Faculty and Learning Labs; Service Learning	Use Title 3 with special classes; add new options	Spring 2001 and beyond, each semester	\$10,000

**Issues:** Lack of solid information/statistics for determining problems areas; no system for dealing with students in crisis; not enough time to stay current and develop new ideas/approaches; lack of good communication; lack of support staff.

**Ideas:** Offer more short workshops (one hour); tap senior citizen markets; expand online to include business community needs; create "community centers" to reach out to minority and international students; provide educational technology support at each campus; market afternoon and Saturday classes; increase service learning options.

# Goals and Strategies: Marketing

**Goal:** To position Brevard Community College as the first choice in higher education and lifelong learning for Brevard County residents and businesses.

Strategy	Who	How	When	Cost
6. Create promotional materials (especially videos and web pages) to market BCC more widely.	College Affairs with Deans, using TV, Data, Online, etc.	Use streaming video on web pages; TV ads	Initiate Fall 2000 and on-going	\$80,000 for supplies and promo budget
7. Expand Welcome Center concepts for improved customer service college-wide.	Faculty and Staff	Faculty assists staff to recruit & retain students	Fall 2001 and beyond; on-going	\$40,000
8. Strengthen communication channels for internal and external marketing/advertising and promotion.	Community Relations, with Deans, using TV, Data, Online Ads	Implement college wide meetings quarterly; Use TV, radio, print media	Fall 2000 and on-going	\$100,000
9. Assess competition in all educational programs to determine how best to gain market and retain students.	IR Director, key Faculty and Ed. Services	Use standard data gathering; assess results and target	Fall 2001	Existing \$
10. Define key operational problem areas and reduce or eliminate to enhance performance and build image.	Ed. Services and task team of Faculty and Staff	Use Student Surveys; rank and propose ideas	Fall 2000 and beyond	Existing \$
11. Develop and implement programs to expand and improve business and industry training in all areas: curriculum, marketing efforts, networking, facilities.	B&I Director, in conjunction with business faculty	New B&I department will address B&I needs	Spring 2000 and beyond	\$90,000 plus supplies and promo budget

**Issues:** Lack of good customer service; poor communications at all levels; lack of consistent scheduling of classes; difficulty in keeping current with changing technologies; lack of good quality customized training for business and industry.

**Ideas:** Get data and target competitors; eliminate top problems (food, poor service); build long term schedules, then market; provide performance guarantees; target recruiting markets, improve yield; reduce inter-campus competition; build image; establish/exploit common themes; standardize systems at all sites; promote collateral facilities (DSO's).

# Goals and Strategies: People

**Goal:** To make Brevard Community College a workplace where employees, alumni, and stakeholders are afforded the chance to advance individual creativity and achievement in an environment that promotes diversity, lifelong connection and commitment to the college.

Strategy	Who	How	When	Cost
12. Create a workplace environment at all employee levels that supports training and continuing education for career development and growth.	Administration, all full time staff and faculty	Use in-service days to build trust and core knowledge	Fall 1999 and beyond; on-going	\$20,000
13. Provide initiatives to enhance employee services such as flexible schedules, better appraisal systems, and improved communications.	Human Resources and College Cabinet	HR to lead study of options, propose new approaches	Fall 2000 and beyond	Existing \$ for study; other TBD
14. Develop and implement programs and services that accomplish BCC's commitment to ethnic, cultural, and global diversity throughout the institution.	HR with help from the Multicultural Center	Implement college wide programs to publish information and solicit ideas	Spring 2000 and on-going	\$50,000 to support visits and symposia
15. Explore options that foster skill upgrades, career development, and leadership opportunities for faculty & staff	HR, S&PD, & Ed. Services	Develop staff and faculty exchanges, Inservice, & programs	Spring 2001	\$75,000
16. Initiate and promote a mutually beneficial relationship between the college and its alumni to enhance BCC's influence in the community and its ability to attract donations and bequests.	Development Office and College Affairs	Initiate a formal Alumni Association	Fall 2000 and ongoing	\$20,000 for staffing and database build

**Issues:** Lack of adequate staffing; low funding for educational support; restrictive work schedules; low representation of some cultural/ethnic groups; inability to retain minority employees; low incentives for career development; climate of distrust; no existing alumni database.

**Ideas:** Enhance online services from Human Resources; provide alternate work schedules for full time employees; develop onsite medical support; enhance employee recognition; invite visiting faculty from minority and international institutions to exchange programs at BCC; establish web site for Alumni; recruit volunteer alumni to assist all areas.

## Goals and Strategies: Partnerships

**Goal:** To cultivate and expand partnerships that serve our customers, benefit the community, and generate revenue and resources to better enable the institution to respond to the needs of the community.

Strategy	Who	How	When	Cost
17. Increase the number of opportunities to partner with private sector firms for expanded funding and improved access to new technologies.	B&I Director and Campus Presidents	Identify potential target firms and special needs; link key people	Fall 2000 and beyond; on-going	Existing \$
18. Explore partnerships to foster job placement opportunities that meet business and workforce needs and fulfill employment goals of our students.	Learning Labs, with help from JobLink	Implement onsite capabilities at all four campuses	Spring 2000 and beyond	\$20,000 per campus plus staffing
19. Develop new partnerships with organizations that represent under-served and disabled populations to expand opportunities for their education.	Deans, with help from Minority and Disabled Student Services	Identify providers and link for funds, programs, and special support	Fall 2000 and on-going	\$50,000
20. Expand faculty and staff participation in community organizations to showcase BCC capabilities and upgrade personnel skills in emerging technologies.	S&PD, with help from Service Learning, Faculty and Staff	Determine best opportunities and fund memberships, etc. for linkages	Fall 2000 and beyond, annual and one-time	\$10,000
21. Invite state legislators at least semi-annually to view results of their efforts and better understand BCC's needs.	Administration Faculty and Staff	"Meet Your Legislator Day"	Fall 2000 and on-going	Existing \$
22. Develop and implement programs to improve educational partnerships in all areas: K-12, public and private two-year and four-year institutions.	Deans and Ed. Services	Review agreements for articulation, target initiatives	Spring 2000 and beyond	Existing \$

**Issues:** Lack of community awareness of BCC's resources/strengths; internal ignorance of opportunities and capabilities; poor communications; lack of program balance among campuses; lack of knowledge of community partnering opportunities.

**Ideas:** Consolidate technical/vocational programs; free faculty for more community-related work; provide incentives for faculty and staff to participate in community organizations; expand online options with the community.

# Goals and Strategies: Services

**Goal:** To provide exemplary services in all operations of Brevard Community College to meet or exceed the expectations of our employees, students, stakeholders, residents, and businesses of Brevard County.

Strategy	Who	How	When	Cost
23. Initiate improved student services college-wide in admissions, advising, student activities, leadership activities, and career exploration to enhance student retention and success.	Deans, Student Development staff, Ed. Services, and S&PD, & Title III	Welcome centers, new staff, cross-training, upgrade processes, reward/recognize	Spring 2001 and beyond; on-going	\$200,000 to \$500,000 plus capital costs
24. Provide full service business functions that meet industry performance standards and assure improved customer-orientation.	VP Business and related staff; Repro and Pubs.	Implement Banner and assess areas for service needs	Fall 2000 and beyond	Existing \$ plus upgrade costs (repro)
25. Strengthen BCC's information infrastructure to meet or exceed all administrative and academic needs of the college; increase connectivity for all modes of service and improve student access.	Heads of Data Services, WBCC, LRC's, Distance Learning/Online	Restructure; move to digital formats; contract for added speed to Internet	Spring 2000 w/Conversion to digital by 2005	\$2,000,000
26. Modernize and upgrade all facilities and related equipment owned and operated by the institution; Implement automated systems for maintenance.	Facility Director and all related staff	Link to Banner for all work processes; integrate budgets	Spring 2001 and beyond	\$200,000 plus project costs
27. Implement programs to improve safety and security at all campuses and centers; upgrade records to paperless systems; link to community resources.	Safety Director, with help from campus staff	Link to Banner for reporting systems; diversify support	Spring 2000 and beyond	\$200,000
28. Provide leading edge learning resources with full access anytime, anywhere, in all areas of operation. Implement "smart card" systems college-wide.	LRC Director/staff, Title III; Dean of Distance Ed.	Upgrade equipment, skills, & holdings; solve legal issues	Spring 2001 and beyond	\$100,000 plus project costs

**Issues:** Lack of staffing; poor customer service; poor communications at all levels; difficulty in keeping current with changing technologies; problems in copyrights; aging facilities and infrastructure; obsolete systems; mandated updates.

**Ideas:** Improve integration of all information resources; cross-train staff and motivate performance; maintain links with leading-edge groups for updates; adopt systematic replacement approaches; use data to identify target projects.

# APPENDIX

## Strategic Planning Steering Committee Members

Juanita Barton	Titusville Campus	Minority Student Services
Judy Bilsky	District Administration	AVP, Educational Services
Glenn Burgess	Melbourne Campus	Maintenance/Grounds/Custodial
Ann Giles	Titusville Campus	Continuing Education
Carolyn Hayes	Cocoa Campus	OST Faculty
James Heck	Melbourne Campus	Dean of Students
* Al Koller	Titusville Campus	Campus President; Chair
Rosemary Layne	District Administration	S&PD; Quality Initiatives
Jo Ann McClain	District Administration	Printing & Reproduction
Joni Oglesby	District Administration	Employee Relations; Vice Chair
Karen O'Kain	Palm Bay Campus	Director of Learning Lab
Laurel Price	Titusville Campus	Student Development Office
Jayne Salvo	Palm Bay Campus	Instructional Technology
Jim Shaulis	District Administration	Data Services
Bev Slaughter	Melbourne Campus	Communications Faculty

## BCC PLANNING TEAMS

### INSTRUCTION

Co-Chairs:  
Consultant:  
Liaison:  
Members:

Dr Linda Krupp (x64511), KarenEisenhauer O^S)  
Dr Mike Kaliszeski (x32030yDr. Bert Purga (x22206)  
Dr. Karen O'Kain (x22213), Jayne Salvo (x22220),  
Dr. Jim Heck (x33170)  
Pam Harris (x63284)  
Kieta Chandler (x63131)  
Frandne Arrington (x62915)  
Robin Hardee (x32322)  
Dr.DonAstrab(x22009)

### PARTNERSHIPS

Co-Chairs:  
Consultant:  
Liaison:  
Members:

Dr. Carol Bourke (x63520), Richard Belton (x33202)  
WaltGilfilen(x64540)  
Dr. Al KoUer (x42001)  
Mike Anderson (x64467)  
Frank Margiotta (x64500)  
Lynn Demetriades (x64462)  
KarenMcKendry (x63004)  
Vickie Peake (x32760)  
Dr. Tom Denison (x64430)  
Roger Henry (x62410)

### PEOPLE

Co-Chairs:  
Consultant:  
Liaisons:  
Members:

Dr. Elena Flom (x63004), Joanne Hutton (x62250)  
Robert Lawton(x64314)  
Joni Oglesby (x63780). Dr. Rosemary Layne (x63660)  
Indira Dzadoovsky (x32421)  
Margaret Thurman (x62154)  
Dr. Yvette Boodhoo (x33261)  
Dr. Fred Johnson (x63110)  
Carolyn Hayes (x63990)

### MARKETING

Co-Chairs:  
Consultant:  
Liaisons:  
Members:

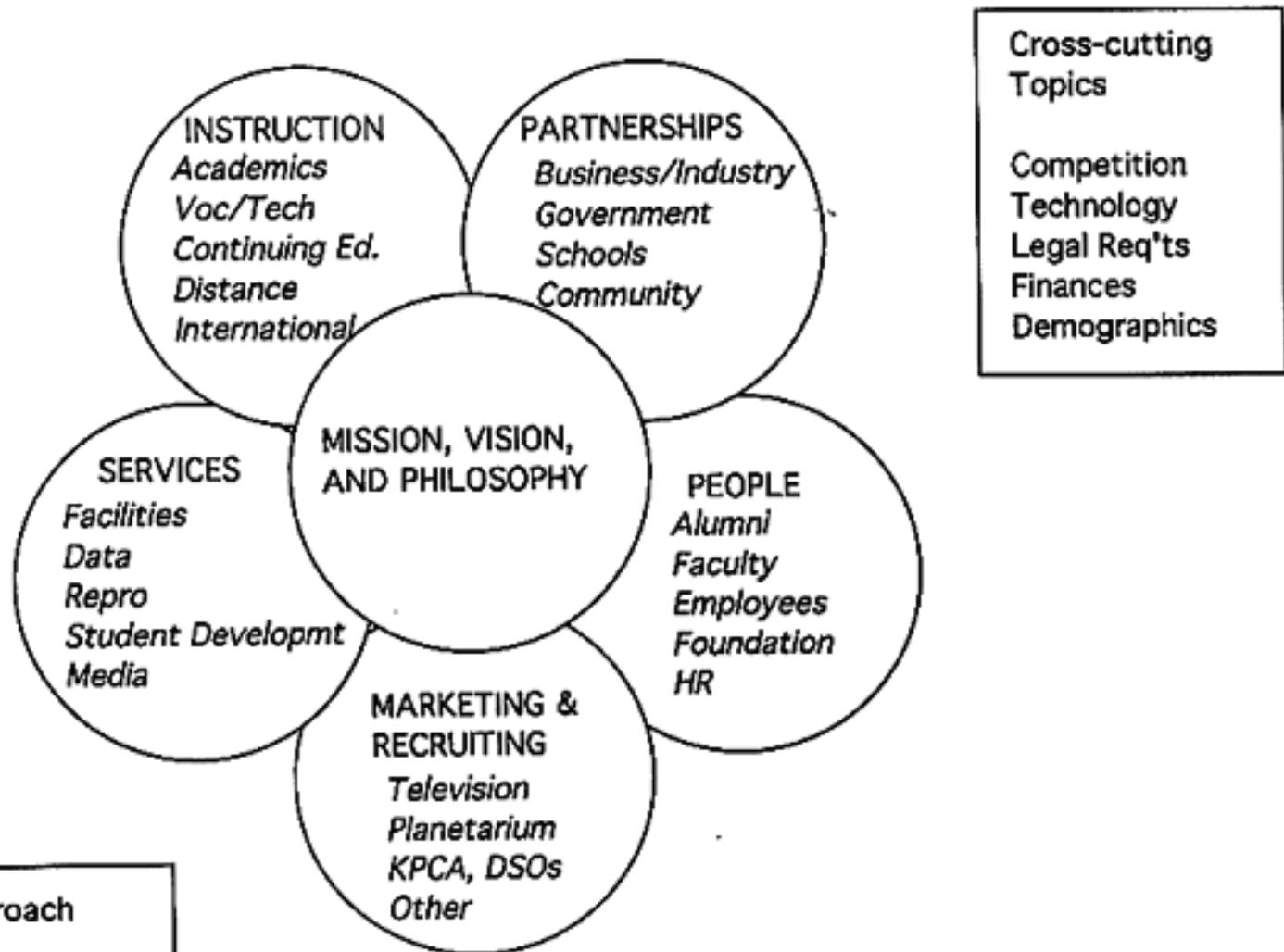
Pat Fuller (x42039), Alison Pittman (x32395)  
IngridBradley(x63330)  
Joanne McClain (x64608)  
Bob Gilbert (x62946)  
Steve Janicki (x35100)/Karen Wilson (x32480)  
Patty Larson (x63390)  
Brenda Fettrow (x63483)  
Ann GUES(x42044)

### SERVICES

Co-Chairs:  
Consultant:  
Liaisons:  
Members:

Mike Jones (x62121), Tony Awtonomow (x62041)  
JudyBilsky(x64701)  
Glenn Burgess (x32080), Rick Story (x64642)  
Barbara Bell (x22020)  
Stephanie Bumette (x32681)  
Debbie Anderson (x22215)  
Chris Pierce (x64608)  
LoisBroyles(x62954)  
Mark Cherry (x62880)/Cindy Anderson (x62211)  
Laurel Price (x42006)

# BCC STRATEGIC PLANNING TEAMS

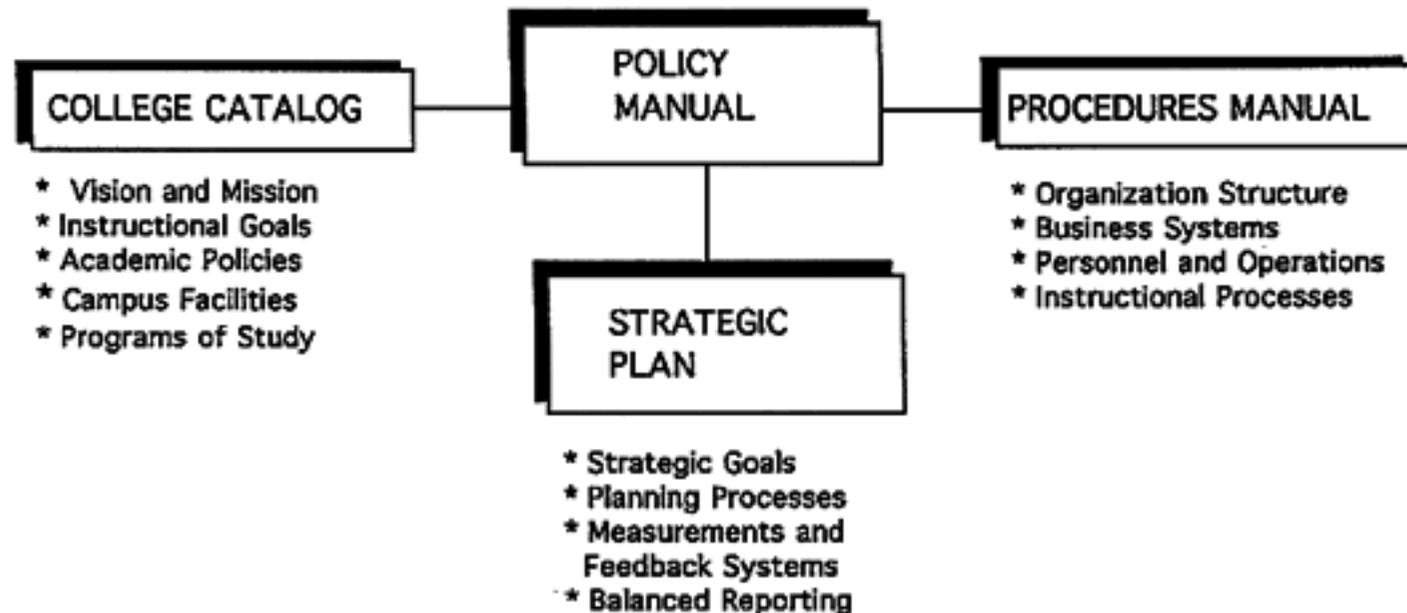


- Baldrige Criteria Approach**
1. Leadership
  2. Strategic Planning
  3. Student/Stakeholder Focus
  4. Information/Analysis
  5. HR Development/Management
  6. Process Management
  7. Results

- Related Approaches**  
 SACS  
 Mission Programs  
 Disciplines

FIGURE 1

## Brevard Community College Policy System



The Brevard Community College Policy System depicted here comprises the key elements of operating policy and procedures for all areas of the college. Written policies, procedures and plans for the operations and functions of the college are found in these four documents and their derivatives.

FIGURE 2

# BCC PLANNING DOCUMENT TREE

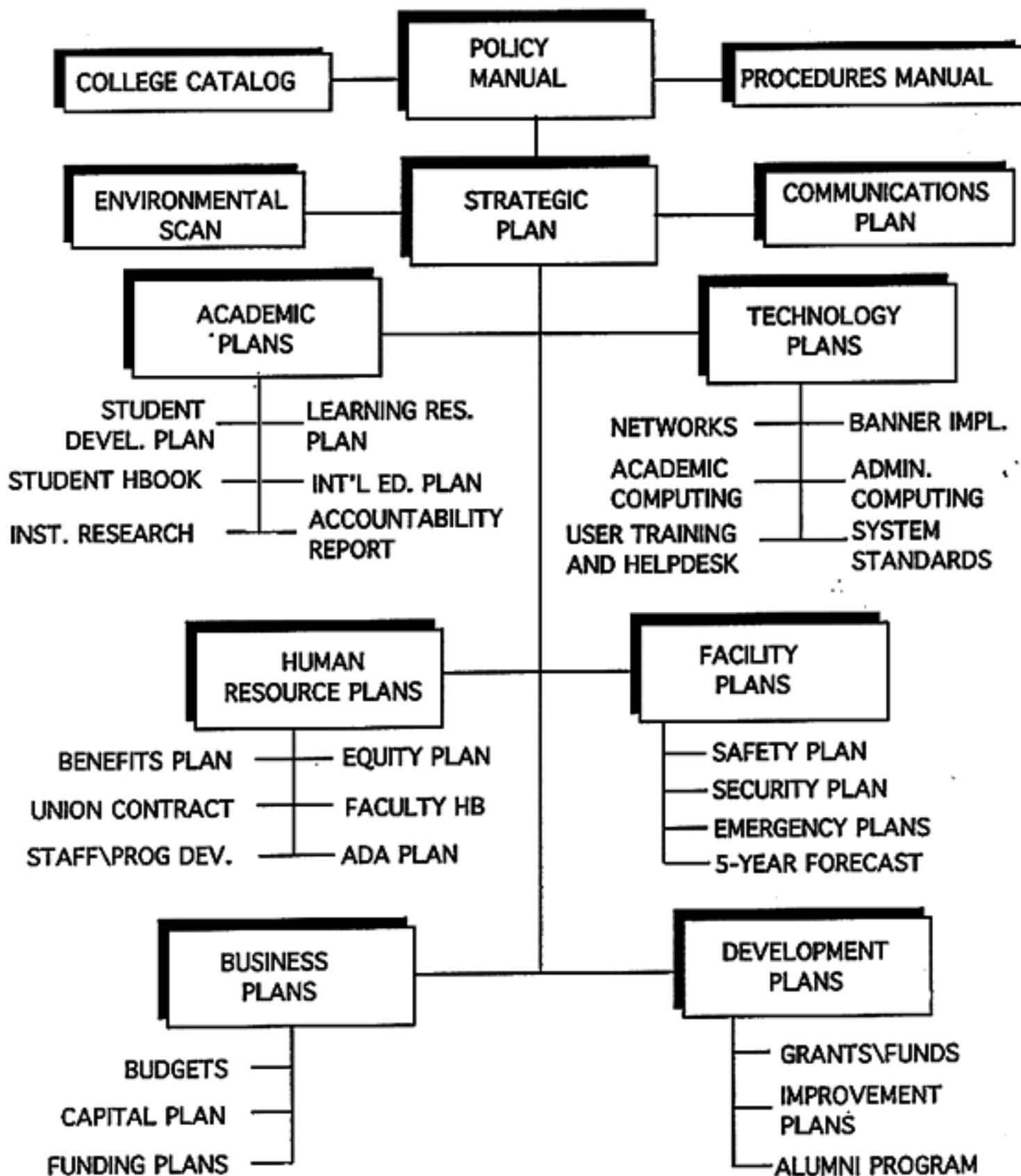
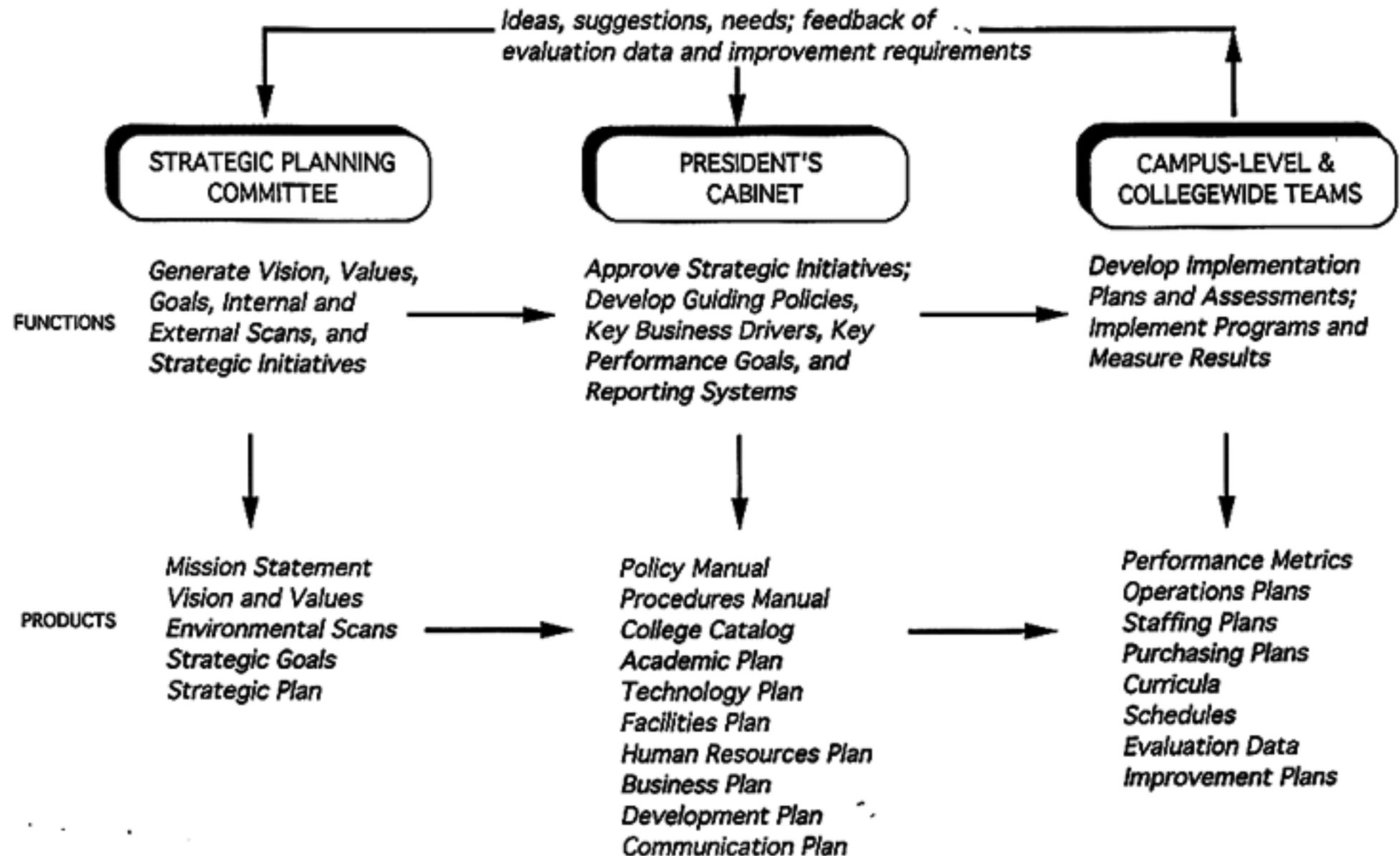


FIGURE 3

# BCC STRATEGIC PLANNING SYSTEM



## **Instructions, BCC Strategic Planning Template July, 1999**

This template provides the means for organizing and recording the findings, recommendations, and conclusions of each team exploring the future of the college.

Using consensus processes, each team is expected to review existing goals, resources, requirements, and initiatives to recommend the direction that the college should take over the next 3-5 year period. This template will convey the results of team deliberations to technical writers who will turn these notes into a written plan for review, comment, and approval of the team in subsequent meetings. This will maximize the time available for exchanging information among teams and result in drafting a final document that reflects the inputs from each team within a college-wide perspective. The following topics have been identified for your team's consideration. Other input is welcome and encouraged once these are covered:

Current Goals: Strengths and Weaknesses

Opportunities: New Educational Ventures/Programs

Threats: Performance Demands Not Met Today/Barriers to Success

New Goals: Where Should We Be Headed/What Should We Be Doing

Innovative Services for the Future

New Technology/Educational Materials

Unique Facilities/Plant/Equipment

Needed Streamlining of Processes - All Areas

Changing Skills: New Requirements for College Employees

New Relationships: Competitors/Partners/Stakeholders/Others

Results should be recorded in the template and forwarded to the Strategic Planning Steering Committee as soon as possible for incorporation into the overall Strategic Plan and subsequent review by the Cabinet. Initial inputs are due by September 24th, with section drafts to be completed not later than October 29th.

In addition to areas within your discipline and expertise, you may have ideas or suggestions that others need to explore. Please record these in the section on page 2 of the template for "transfer" to another team.

# BCC Strategic Planning Template

**Team:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Current Goals:

Strengths:

Weaknesses:

Opportunities:

Threats:

New Educational Ventures/Programs:

Performance Demands Not Met Today/Barriers to Success:

New Goals: Where Should We Be Headed/What Should We Be Doing

Innovative Services for the Future:

New Technology/Educational Materials:

Unique Facilities/Plant/Equipment

Needed Streamlining of Processes - All Areas:

Changing Skills: New Requirements for College Employees:

New Relationships: Competitors/Partners/Stakeholders/Others:

Other: \_\_\_\_\_

**Suggested Topics for Other Teams:**