Bronx Community College - Building a Community of Excellence (2015-2020)
Strategic Plan – Mid-term Progress Report (includes 2016-17 Reports)
January, 2018

Goal 1: Build a Community of Excellence

Objectives	Investments	Accomplishments/Outcomes/Results
1.1 Analytically driven decisions Foster continuous improvement with use of analysis of and evidence driving all academic, student support and administrative decisions.	▪ Additional staffing in Academic Assessment Office ▪ Reassigned time for faculty assessment leads ▪ Reassigned time for faculty member from each academic department to serve on Assessment Council ▪ Conference attendance	▪ All academic departments have mission statements, course SLO's, program SLO's, assessment plans, results and demonstrated improvements. ▪ ***Annual Reports*** document changes/improvements/ innovations resulting from assessment ▪ Assessment Council ***General Education Teams*** engage in ongoing assessment of CUNY Pathways buckets ▪ ***Assessment Day*** (1st in 12/17) – included 12 sessions highlighting assessment efforts and projects leading to change and improvements ▪ ***Periodic Administrative Self Study (PASS)*** initiated ▪ ***Performance Dashboard*** developed for WED
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.	▪ Support for New Faculty Seminar (reassigned time for 3 faculty leaders and reassigned time for new faculty participants) ▪ Support for FYS faculty leaders (reassigned time) to do training and oversight ▪ Paid FYS peer mentors are assigned to each FYS course. ▪ $62,128 supported Professional Development Programs in Academic Departments	▪ ***New Faculty Seminar (NFS)*** - 3 Faculty Mentors guide new faculty in a year-long orientation to academic assessment, pedagogy and professional progress (resulting in…….) ▪ ***First Year Seminar (FYS)-*** Faculty Leaders in FYS support the development of effective pedagogy supporting critical thinking skills and other student success skills – resulting in ▪ ***FYS Peer Mentoring Program*** – develops students as peer mentors who support student success in FYP ▪ ***Annual Winter Conference*** (Bridging the Gap through Evidence-Based Practice in 1/17 (4th Annual conference) ; and "Diverse Paths and Excellence" in 1/18 (5th Annual Conference).

		▪ ***Advisor Summit*** (2 day symposium on academic support and customer service) ▪ ***Travel Expense/Reimbursement Training*** (3/17) ▪ ***Procurement staff training*** (25 COAs/CAAs) ▪ ***Business Office Info Session on budget, procurement and accounts payable*** (35 academic department chairs and administrative assistants0 ▪ ***Academic Department PD activities***
1.3 Collaboration/Integration/Alignment Foster a culture of collaboration, integration and alignment of curriculum, student support and administrative processes.		▪ One-stop Center development, includes ***Learning Commons, Bronx Express***, etc. ▪ ***Deconstruction and Redesign*** of New Student Onboarding processes ▪ Phase 1 and 2 of ***ePAF*** launched ▪ WED forging relationships with Academic Departments

2. Empower Students to Succeed

Objectives	Investments	Accomplishments/Outcomes
2.1 Student Engagement, Knowledge of College Expectations & Standards Promote student engagement, cultural competency and knowledge of college expectations and community standards.	▪ FYP Salaries, Faculty and Peer Mentor PD, and Peer Mentor salaries	▪ ***First Year Program*** designed to support student engagement, knowledge of college ▪ ***CLIP orientation*** overhauled
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.		▪ ***President's Monthly/Periodic Reports*** ▪ ***Provost ASAP Expansion/BCC Redesign Updates*** ▪ ***Schedule Optimization*** initiated ▪ ***MathStart*** launched to address math remedial needs ▪ ***CUNY Explorers Program*** – 762 middle school students and 96 teachers/chaperones visited and toured the College/Family Visit Day ▪ ***BON (Bronx Opportunity Network)*** – CBO network registered > 800 students (SP17) at BCC ▪ ***Future Now*** served >1000 students for testing and referrals, college enrollment, HS Equivalency and internship placement.

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.	▪ ASAP Staffing (41 new employees – 9 HEO series, 28 College Assistants, 4 adjuncts) ▪ Learning Commons facility developed ▪ Pre-College Prep Programs (facilitators, instructors, staffing) ▪ Learning Commons staffing ▪ STARFISH software purchase, training, support ▪ Bronx Express facility ▪ Endowed Scholarships (Kaleif Browder = $100,000; Con Edison=$100,000)	▪ ***ASAP Expansion/College Redesign*** ▪ ***Learning Commons*** created as one-stop shop for student academic support ▪ ***Pre-College Preparation Services*** – include test preparation workshops, immersion programs (CUNY Start, Math Start, etc) result in decrease in incoming students' failure rates on placement exams. ▪ ***Redesigned Student Onboarding Processes*** – Admissions, Testing, Orientation, etc – streamlined student admission/enrollment processes ▪ ***STARFISH –***advisement software ▪ ***Bronx Express*** forming as one-stop shop student service center ▪ ***Endowed scholarship funds established*** (Kalief Browder, Con Edison) ▪ ***Remedial Skill Support*** (within Reading, Writing, Math Departments) include tutoring, skills support efforts, writing center, math lab ▪ ***Early Childhood Center*** – extended to Saturday hours ▪ ***Future Now*** provided supports to students resulting in strong retention (88%) from fall to spring 17

3. Deepen Student Learning

Objectives	Investments	Accomplishments/Outcomes
3.1 Teaching & Learning for Application Promote and reinforce active teaching and learning for application among all faculty members.	▪ HSI Stem Grant ▪ Reassigned time for faculty	▪ ***First Year Seminar*** – laboratory for pedagogical experimentation/sharing/development and focus on critical thinking skill acquisition for students ▪ ***Flipped Classroom PD*** (HSI Stem Grant)
3.2 Integrated Faculty Development Promote integrated faculty development.		▪ ***CTLT*** ▪ ***New Faculty Seminar*** – monthly meetings emphasizes active learning and high impact practices ▪ ***First Year Seminar*** ▪ ***Detailed Guide Developed*** for promotion, reappointment and tenure
3.3 Promote Excellent Teaching & Scholarship	▪ Presidential Grant funds	▪ ***Presidential Grant Program*** ▪ ***BIIG Thing (BCC Innovation and Inquiry Grants)***

Promote and encourage excellent teaching and scholarship (including scholarship of teaching) in promotion and tenure processes.		

4. Develop World Citizens

Objectives	Investments	Accomplishments/Outcomes
4.1 Partnerships with Local/Global Communities Develop sustainable and mutually beneficial partnerships with local and global communities.		▪ ***BON (Bronx Opportunity Network)*** – collaboration with Bronx CBO's ▪ ***Bronx Corridor Project*** (collaboration with Center for Institutional & Social Change, Columbia University – and other Bronx partners) ▪ ***Community/Business Events Hosted on BCC Campus (2106-17)*** ✓ Bronx Children's Museum 2016 Summer Arts Enrichment Program ✓ NYC – first Town Hall Meeting ✓ CUNY BMI Conference ✓ Morris Heights Health Center Youth Conference ✓ Handel's Messiah ✓ 10 K Run ✓ BCC 60th Anniversary Celebrations ✓ Bernie Sanders campaign event ✓ US Supreme Court Associate Justice Sonya Sotomayor Event ✓ My Brother's Keeper Event with Lt Governor ✓ Retirement reception for Luis Gonzales (1st Latino President Justice of NYS Appellate Court) ✓ Architecture and Arts Festival ✓ *Kalief Browder Story* Screening ✓ Alumni Trailblazer Speaker Series ▪ ***Future Now*** initiated partnership with West Farms in the Bronx (Workforce One's Community Partners_

		▪ ***College Now*** developed four new partnerships with Bronx High Schools
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.	▪ Speaker fees ▪ Reassigned time	▪ ***President's Conversation Series on Democracy and Freedom*** ["Take part in Democracy: Making your Voice Heard in Your Community", "Art and Democracy. Spoken Work Poetry and Dance", and "Media and Democracy: Truth, Lies and Fake News" in 2016-17] ▪ BCC hosted ***Bronx Corridors Conference*** in collaboration with Hostos CC and Center for Institutional and Social Change, Columbia University.
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.	▪ Grant-funded book purchase for all new students	▪ ***One Book, One College, One Community*** initiated to engage college community in shared intellectual experience, expose participants to new ideas, foster appreciation of diverse points of view, and illuminate connections between learning, working, etc.

5. Cultivate a 21st Century Curriculum

Objectives	Investments	Accomplishments/Outcomes
5.1 Update and Develop Academic Programs Review, evaluate, update and develop programs to maintain currency and congruence with the College's mission.	▪ Reassigned time for faculty on Assessment Council	▪ All Academic Programs have PLOs and Plan for Assessing ▪ New Degree and certificate in Cybersecurity developed and approved ▪ Planning for Academic Master Plan Development
5.2 Linkages with Senior Colleges/Industry Strengthen program outcomes by maintaining formal linkages with four-year colleges and industry.	▪ HSI/STEM Grant Resources ▪ Dean of Workforce Development hired	▪ ***HSI/STEM Grant*** program with Lehman College (including "Global Articulation" ▪ ***Per Scolas partnership*** to support AAS Cybersecurity ▪ New ***Division of Workforce Development and Continuing Education*** established ✓ Developed 5 year strategic plan ✓ Launched new continuing education database, Direct Service Professional Program, and relaunched

		Dignity for All Students Act program. ✓ Secured IBEW contract for project managements ✓ Renewed NYSDOL funding for training in IT Network support and Health Info Security ✓ Renewed CUNY WDI Grant for Network Security ✓ Secured CUNY Planning Grant (training for Careers in Behavioral Health) ✓ Launched new TASC Training program ✓ Created new ESL Training Program
5.3 Strong General Education Promote mastery of a strong general education in all programs (through the implementation and assessment of the CUNY Pathways Core Curriculum.	▪ Reassigned time for faculty on Assessment Council	▪ ***General Education Assessment*** effort initiated, including: work with faculty assessment teams organized by the five Pathways' flex core groups (World Cultures and Global Issues, US Experience in Diversity, Creative Expression, Individual and Society, Scientific World, and Physical Sciences) to develop universal learning outcomes with corresponding rubrics in order to assess Pathways learning outcomes across courses and disciplines.

6. Enhance the Campus Environment

Objectives/Strategies	Investments	Accomplishments/Outcomes
6.1 Infrastructure Enhancements & Accessibility Develop and implement strategically focused enhancement to the infrastructure and accessibility of the campus facilities.	▪ See capital/technology plans and reports	▪ Completion and opening of ***BCC Quad*** (FA16) ▪ ***ASAP-supported renovations***- Nichols First floor for 19 advisors and staff (3,443 square feet); 2 classrooms in Bliss Hall (1890 square feet), Nichols Fourth floor. ▪ ***Pool –*** renovation in progress ▪ ***Bronx Express –*** One-stop shop student service model – in development
6.2 Optimize Use of Campus Space and Resources Optimize use of campus space and resources to support existing and emerging needs and opportunities.	▪ See capital/technology plans and reports	

6.3 Use Technology to Enhance Learning & Increase Productivity Invest in and use technology to enhance learning, access information and increase productivity	▪ See capital/technology plans and reports ▪ Purchase of STARFISH	▪ % ***of instructional (student) FTEs*** offered partially or totally ***online*** increased from 2.6% to 4.1% (2016-17) ▪ ***STARFISH*** advisement software installed, training and implementation in 2017-18. ▪ Developed and launched ***BCC Student Mobile Application*** ▪ ***Printsmart Program*** – improved distribution, location and connectivity of equipment campus-wide ▪ ***Single Sign On*** solution developed for students, faculty, staff
6.4 Protect Security of Campus Infrastructure and Environment Protect the security and integrity of the campus infrastructure and environment	▪ See capital/technology plans and reports	
6.5 Preserve Landmark Campus Preserve and conserve landmark Campus.	▪ Seeking $20 million for GML and Hall of Fame capital improvements	▪ G***ML Existing Conditions Assessment***

7. Promote a Reputation for Excellence

Objectives/Strategies	Investments	Accomplishments/Outcomes
7.1 Learning-Centered Culture Brand Build and promote a brand around learning-centered culture.	▪ Website and branding consultant	▪ New ***website, marketing and branding***
7.2 BCC Pride Promote pride in BCC.	▪ Website and branding consultant	▪ >300 students, faculty and staff participated in ***Grand African Parade*** (as one of many Collaborative Program activities)
7.3 Promote BCC Success Stories Engage faculty, staff, students, alumni and supporters in telling their BCC success stories.	▪ Website and branding consultant	▪ Production and upgrading of ***Nota Bene: Updates from Academic and Student Success*** ▪ **Honors program** expanded course offerings; Honors program showcase
7.4 Illustrate BCC as a Premier Institution Illustrate BCC as a premier institution with branding messages and media sources.	▪ Website and branding consultant	▪ New ***website, marketing and branding***