









## 2015-2020 Strategic Plan Scorecard – as of 08/01/15







**V** = Completed

<b>Goal #1 Students First – BMCC is Committed to Promoting Equity in Success for All Students</b> <i>Leads: Diane Drebin, VPSA and Jim Whittaker, VPOI</i>		●
INTENDED OUTCOMES	2014-15 OUTCOMES	
<ul style="list-style-type: none"> <li>Increased student access, persistence, retention, and completion</li> </ul> <p><b>Target:</b> 5% increase for all degree/certificate seeking or non-degree students by 2020</p>	●	<p><b>Access</b></p> <ul style="list-style-type: none"> <li>25% of all credit students were new to the college. This reflects a 1% decrease compared to the previous year.</li> <li>21,424 early college credits were awarded to 1,886 high schools students. This reflects an 8.27% enrollment increase compared to previous year.</li> <li>The overall enrollment of historically underrepresented students increased by 3.6%.</li> <li>17% of all credit students were identified as 1<sup>st</sup> generation and 4% as veterans. Enrollment in both of these categories was slightly down from the previous year.</li> <li>28% of degree/certificate seeking students received some form of financial aid with \$7.3 million awarded to 1,231 students. This reflects a 12% decrease compared to the previous year.</li> </ul> <p><b>Persistence/Progression</b></p> <ul style="list-style-type: none"> <li>Average credit student GPA 2.99 (down from 3.00 previous year).</li> <li>Students withdrawing from all classes increased by 1%. (5.4% of all students withdrew from a course).</li> <li>88.9% of all students successfully passed their course with a C or better (compared to 89.1% the previous year).</li> </ul> <p><b>Retention</b></p> <ul style="list-style-type: none"> <li>43% of all credit students (not yet graduated) returned from the previous year. This indicates a 3% increase.</li> <li>61.8% of all credit students were retained from fall to spring term. This indicates a 15.5% increase.</li> </ul> <p><b>Completion</b></p> <ul style="list-style-type: none"> <li>439 students received an Associate’s degree or certificate of completion (1yr, &lt;1yr, Career Pathway). This represents the largest graduating class in the history of the college.</li> </ul>

		<ul style="list-style-type: none"> <li>Overall, 686 completions were awarded for degrees, certificates, or distinct notation. This is a 21.7% increase compared to previous year.</li> <li>Overall completion rate over a three year period for full time, degree seeking students is currently 20.4%. (<i>U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), spring 2014 Graduation Rates report indicates the national average for completion rate for public 2-year institutions is 20%</i>)</li> </ul> <p><u>Note:</u> "Equity" has been identified as a focus area for the Achieving the Dream team in 2015-16. We will be assessing intended outcomes for this goal through the lens of equity in this next year.</p>
<ul style="list-style-type: none"> <li>Increased student satisfaction and engagement</li> </ul> <p><b>Target:</b> Show improvement in student engagement and satisfaction in at least one area each survey cycle</p>		<p>1) The Noel Levitz Student Interest and Opinion survey was administered to all credit students enrolled spring 2015. Initial survey results indicate significant (<i>higher than national and regional comparator</i>) satisfaction with:</p> <ul style="list-style-type: none"> <li>Campus safety and security</li> <li>Registration processes and procedures</li> <li>Students feel welcome</li> <li>Students from different backgrounds and abilities feel comfortable and safe</li> <li>Caring and helpful staff</li> <li>Fair and unbiased treatment by Faculty</li> <li>Online access to services</li> <li>Convenient ways to pay school bill</li> </ul> <p>Our opportunities for improvement indicated by the survey results include:</p> <ul style="list-style-type: none"> <li>Faculty Advising and Success Coaching</li> <li>Advising information and resources</li> <li>Administrator accessibility to hear student concerns</li> <li>"Run-around" in finding needed information</li> </ul> <p><u>Note:</u> 2014-15 is considered our baseline year for this survey. The Student Satisfaction survey will be administered again in 2015-16.</p> <p>2) BMCC students will take the Center for Community College Student Engagement (CCCSE) Survey of Entering Student Engagement (SENSE) fall term 2015 and results will be compared with the 2012 SENSE to address new student engagement findings.</p>
<ul style="list-style-type: none"> <li>Students are considered first in all that we do</li> </ul>		<p>1) A "Students First" logo has been created and we have begun using this in email signatures and some college documents.</p>

<p><b>Target:</b>  “Students First” criteria established by July 1, 2015 and incorporated into student satisfaction measures.</p> 		<p>2) A question about “student centeredness” was included in the Noel Levitz spring 2015 student satisfaction survey. Survey results indicate that overall, BMCC students rank us higher in terms of “student centeredness” than our national and regional comparators. However, students also report that we are not yet at the highest level of their expectations for student centeredness.</p> <p>3) “Students First” criteria will be developed in the fall of 2015 through the work of the Students First Advisory Council (SFAC)</p>
<p><b>Goal #2 Current and Comprehensive BMCC Marketing, Communication, and Recruitment Plan</b>  <i>Leads: Casey White-Zollman, VPPR and Diane Drebin, VPSA</i></p>		
<p><b>INTENDED OUTCOMES</b></p>		<p><b>2014-15 OUTCOMES</b></p>
<ul style="list-style-type: none"> <li>Improved communication internally and externally to the college</li> </ul> <p><b>Target:</b> Hiring of new VP of Public Relations completed by February 1, 2015</p> <p><b>Target:</b> 3-5 year Comprehensive Communications and Marketing plan with metrics in place by July 1, 2015. Additional indicators will be developed at that time.</p>		<p><b>V</b> Hired Casey White-Zollman in February 2015 as new VP of Public Relations.</p> <ul style="list-style-type: none"> <li>The number of press releases sent between February and July 2015 increased 75% over the same time period in 2014.</li> <li>Communications &amp; Marketing Plan in progress.</li> <li>Joining with Strategic Enrollment Management plan and Academic Master Plan for internal and external SWOT analysis since we discovered so much crossover.</li> <li>Research into plan determined original target deadline was not realistic. Recommendation to move out target completion to January 2016.</li> </ul>
<ul style="list-style-type: none"> <li>Strategic enrollment initiatives connected to both immediate as well as long term college goals supporting access, progression, and completion</li> </ul> <p><b>Target:</b> 3-5 year Strategic Enrollment Management plan (including student recruitment plan) with metrics in place by July 1, 2015. Additional indicators will be developed at that time.</p>		<p>Student Success Initiatives:</p> <ol style="list-style-type: none"> <li><b>“Welcome to the Pack” – Successful Start</b> <ul style="list-style-type: none"> <li>93% of the participants said this event will help them be successful at BMCC.</li> <li>100% still enrolled at the end of 4<sup>th</sup> week of fall term.</li> <li>85% successfully completed all attempted fall credits.</li> <li>Average GPA of 2.45 for fall term.</li> <li>70% subsequently enrolled for winter term.</li> </ul> </li> <li><b>First Year Experience – College Success Course</b>  The Achieving the Dream team has identified first year experience programming as an area for focused review in 2015-16.</li> <li><b>Mandatory Orientation and Advising</b>  All degree/certificate seeking students completed new student orientation, were assigned a Faculty Advisor and Success Coach, and received educational planning/advising at progression credit benchmarks.</li> </ol>






		<p>4) <u>Strategic Enrollment Management Plan</u></p> <ul style="list-style-type: none"> <li>• Strategic Enrollment Management (SEM), Communications, and Academic master planning efforts have been combined and are underway.</li> <li>• SWOT analysis has begun with internal groups and external SWOT will begin in the fall of 2015.</li> </ul> <p><u>Note:</u> In order to allow time for a thorough SWOT and development of SEM, Communications, and Academic master plans we are moving the target date to January 1, 2016 for finalization of a 3-5 year SEM plan.</p>
<p><b>Goal #3 Relevant, Dynamic, and Diverse BMCC Curriculum</b>  <i>Leads: Jim Whittaker, VPOI and Art Hill, Director of SBDC</i></p>		
<p><b>INTENDED OUTCOMES</b></p>		<p><b>2014-15 OUTCOMES</b></p>
<ul style="list-style-type: none"> <li>• Program and course offerings determined by BMCC Academic Master Plan</li> </ul> <p><u>Target:</u> Community curriculum needs assessment completed by end of spring term 2015.</p>		<p>1) Industry communication with BMCC has led to new programs beginning summer and fall 2015</p> <ul style="list-style-type: none"> <li>• Data Center Technician</li> <li>• Precision Irrigated Agriculture</li> <li>• Mechatronics (Industrial Automation Technology)</li> <li>• In addition classes in UAS have been approved.</li> </ul> <p>2) Community needs assessment to be completed by June 2016. Internal SWOT analysis has begun. External SWOT analysis will occur fall 2015.</p>
<ul style="list-style-type: none"> <li>• Program improvements made based on annual program review process</li> </ul> <p><u>Target:</u> Annualized program review process in place by 2/18/15</p> <p><u>Target:</u> Increased number of industry partners and placements for CWE, internships, and industry training each year.</p> <p><u>Target:</u> Increased level of employer satisfaction and engagement with each survey cycle.</p> <p><u>Target:</u> Increased number of students involved in industry based training each year.</p>		<p>1) Program reviews are scheduled to begin fall 2015.</p> <p>2) New industry training, CWE placements, and internships are being developed by the Computer Science and Business Departments</p> <ul style="list-style-type: none"> <li>• CWE and Service Learning contracts are being set up with local businesses by the Business Department.</li> <li>• All Data Center Technician students will complete an 8 credit internship as part of the program.</li> <li>• Partnered with Northwest Food Processors to provide classes and documentation for industry based training to 198 students (Industrial safety and Hazard Awareness and Prevention).</li> </ul> <p><u>Note:</u> Employer satisfaction survey will be developed and administered in 2015-16. This will serve as our baseline year for this target.</p>
<ul style="list-style-type: none"> <li>• Academic Master Plan designed to meet the curriculum needs of our community</li> </ul> <p><u>Target:</u> Academic Master Plan completed by July 1, 2015 with annual review.</p>		<p>1) Academic Master Planning has been combined with Communications and Enrollment master planning efforts. Internal SWOT analysis has begun and external SWOT will take place fall 2015.</p> <p><u>Note:</u> In order to allow sufficient time and effort for completion of the SWOT analysis, we are moving the <i>completion of the Academic Master Plan to January 1, 2016.</i></p>

**Goal #4 Appropriate Technology with Robust and Sustainable Infrastructure at BMCC**




*Lead: Brad Holden, AVP ITS*



INTENDED OUTCOMES		2014-15 OUTCOMES
<ul style="list-style-type: none"> <li>Prioritized IT items funded and implemented according to IT Master Plan</li> </ul> <p><b>Target:</b> Update the IT master plan by June, 2015 with a comprehensive technology plans and refresh cycle. Annual review and updates.</p> <ol style="list-style-type: none"> <li>IT user group established with clear goals and membership by end of January, 2015</li> <li>Administer a gap analysis report to address IT Master Plan updates and assess current and future needs of students, faculty, and staff. Completed by April 1, 2015</li> <li>Implement customer satisfaction surveys by April 1, 2015 with baseline data starting July 1, 2015</li> </ol> <p><b>Target:</b> 100% of the funded IT projects are implemented by the end of the budget year in which they were funded</p>		<ol style="list-style-type: none"> <li>IT Master Plan was updated in June of 2015. Gap analysis with faculty took place spring term and results were incorporated into the revised IT Master Plan. Full gap analysis of the updated plan will take place summer and fall 2015 with staff and students.</li> <li>IT user group/committee was established in February of 2015. Purpose statement has been developed. Goals will be developed fall term 2015.</li> <li>Customer satisfaction survey is in development. Recommend a new target date of September 1, 2015.</li> <li>All planned IT projects were completed within the 14-15 year.</li> </ol>
<ul style="list-style-type: none"> <li>Increased/improved network capacity and performance</li> </ul> <p><b>Target:</b> 100% of respondents to the satisfaction survey are satisfied with IT's service or the reason why they were not satisfied has been addressed</p>		<ol style="list-style-type: none"> <li>Increased internet bandwidth to 100 mb across the college including the outlying centers.</li> <li>Satisfaction survey is in development and will begin September 1, 2015</li> </ol>
<ul style="list-style-type: none"> <li>Current and increased AIS functionality with ability to interface with other systems</li> </ul>		<ol style="list-style-type: none"> <li>Added several new auxiliary systems to enhance functionality.</li> <li>Improved working relationship with RogueNet.</li> </ol>
<ul style="list-style-type: none"> <li>Increased use of open source technology</li> </ul>		<ol style="list-style-type: none"> <li>OER's in Math Science, Social Science, Arts and Letters, and Business saved students over \$150,000 in textbook costs in 2014-15</li> <li>OER Commons-new statewide adopted repository for open courseware</li> <li>Joined support of a statewide goal to provide faculty with access to a quality OER learning repository that will lead to an open AA degree</li> <li>Introduced Zoom technology in some areas of the college allowing open low cost video conferencing system for instruction and meetings.</li> <li>College moved to Kaltura open video streaming console for more efficient video storage</li> </ol>

<b>Goal #5 A Safe Environment for All at BMCC</b> <i>Leads: Tammie Parker, AVP HR and Diane Drebin, VPSA</i>		
<b>INTENDED OUTCOMES</b>	<b>2014-15 OUTCOMES</b>	
<ul style="list-style-type: none"> <li>Full compliance with related college policies, as well as state and federal laws such as Clery Act, Violence Against Woman (VAWA) reauthorization Act, Title IX, and SaVE Act</li> </ul> <p><b>Target:</b> Comprehensive campus safety plan, emergency response protocols, individuals of concern reporting system, and student counseling services will be in place and reviewed annually by July 1, 2015.</p>		<p><u>Compliance</u></p> <ul style="list-style-type: none"> <li>✓ Roles of Title IX Coordinator have been assigned to AVP Human Resources (certified) and VP of Student Affairs</li> <li>✓ Violence Free Campus Model developed, introduced to Cabinet, Coordinating Council, and the Board of Education; implementation on schedule.</li> <li>✓ Behavioral Intervention Team (BIT), Duty to Report, and Gender-Based Misconduct administrative procedures developed and in place.</li> <li>✓ Sexual Assault, Title IX informational brochures developed and made available to all college employees and students as of Fall 2014.</li> <li>✓ Onsite contracted counseling services for students implemented winter 2015.</li> </ul> <p><i>Note: Individual of concern protocols and reporting system will be fully implemented fall 2015. Sexual assault training is in development and will be made available to all students and staff fall 2015.</i></p>
<ul style="list-style-type: none"> <li>Positive responses from employees and students on climate surveys about safety</li> </ul> <p><b>Target:</b> By fall term 2015, 100% of all BMCC employees and students will be aware of the safety plan, know how to respond appropriately to emergencies, and can submit individual of concern reports.</p> <p><b>Target:</b> Improved or sustained levels of satisfaction in employee and student responses with each survey cycle.</p>		<ol style="list-style-type: none"> <li>The safety plan is being reviewed and will be available to all employees by fall 2015. A presentation will be given at pre-service on safety including the VAWA and SaVE acts. The incident reports are now available on-line through the college website and our new incident reporting software "Maxient."</li> <li>Noel Levitz spring 2015 student satisfaction survey responses indicate a higher rating than our regional and national comparators in: <ul style="list-style-type: none"> <li>Campus safety and security</li> <li>Students from different backgrounds and abilities feel comfortable and safe</li> </ul> </li> </ol> <p><i>Note: Employee survey will be administered in fall 2015. This will serve as our baseline year for comparison going forward.</i></p>
<b>Goal #6 Well-Maintained and Safe Facilities and Grounds at all BMCC Locations</b> <i>Lead: AVP, Facilities/Grounds and Tammie Parker, AVP HR</i>		
<b>INTENDED OUTCOMES</b>	<b>2014-15 OUTCOMES</b>	
<ul style="list-style-type: none"> <li>Facilities Master Plan in place; projects prioritized for implementation</li> </ul>		<ol style="list-style-type: none"> <li>Facilities master planning will resume with the hiring of our new AVP for Facilities/Grounds in September 2015.</li> </ol>

<p><b>Target:</b> Revised Facilities Master Plan completed by December 31, 2015.</p>		
<ul style="list-style-type: none"> <li>Funding for all priority projects secured</li> </ul> <p><b>Target:</b> Begin \$1.14 million in safety &amp; security related projects and \$8.62 in maintenance &amp; Infrastructure upgrades by June, 2015 (dependent on bond passing) with a completion date of 2017.</p>		<ol style="list-style-type: none"> <li>Deferred maintenance projects have been identified. Prioritization and plans for completion will resume with the hiring of the new AVP for Facilities/Grounds.</li> <li>Funding has been secured with the passing of the BMCC Bond Levy.</li> </ol>
<ul style="list-style-type: none"> <li>Projects completed according to plan and within budget</li> </ul>	●	<p>The following projects have been completed or started:</p> <ul style="list-style-type: none"> <li>Chiller and controls replaced in Umatilla Hall</li> <li>Windows replaced on buildings in Pendleton</li> <li>Additional security cameras have been ordered</li> </ul>
<ul style="list-style-type: none"> <li>Reduced incidence of injuries related to facilities</li> </ul> <p><b>Target:</b> Decreased or same number of incident reports compared to previous year.</p>	●	<p>✓ The SAIF report from our insurance carrier indicates fewer injuries occurred during 2014-15 and our rate has been lowered.</p>
<ul style="list-style-type: none"> <li>Positive feedback on employee and student surveys regarding grounds and safety</li> </ul> <p><b>Target:</b> Improved or sustained levels of satisfaction in employee and student responses with each survey cycle.</p>	●	<ol style="list-style-type: none"> <li>The Noel Levitz Student Interest and Opinion survey administered to all credit students enrolled spring 2015 indicates significant (<i>higher than national and regional comparator</i>) satisfaction with: <ul style="list-style-type: none"> <li>Campus safety and security</li> </ul> </li> </ol> <p><b>Note:</b> Employee survey will be administered in fall 2015. This will serve as our baseline year for comparison going forward.</p>
<p><b>Goal #7 Diverse and High Quality Internal BMCC Workforce</b>  <i>Lead: Tammie Parker, AVP HR and Jim Whittaker, VPOI</i></p>		●
<b>INTENDED OUTCOMES</b>		<b>2014-15 OUTCOMES</b>
<ul style="list-style-type: none"> <li>More diverse workforce</li> </ul> <p><b>Target:</b> Identify and advertise in locations that would attract a diverse applicant pool by July 1, 2015.</p> <p><b>Target:</b> Develop a marketing plan for advertisement of positions by January 1, 2016</p>	●	<ol style="list-style-type: none"> <li>We have begun to advertise in the Tri-Cities and are working with the Hermiston Herald, Eastern Oregonian, tu-Decides Media, (both English and Spanish, includes the Seattle area), and <i>La Voz</i> to advertise job announcements.</li> <li>Work with Communications and Marketing has begun to develop position advertisements that are more effective and visually appealing.</li> </ol>
<ul style="list-style-type: none"> <li>Well oriented, connected, and supported employees</li> </ul> <p><b>Target:</b> New employee on-boarding that includes an annual review in place by September 1, 2015. A new employee survey will be given to 100% of full and part-time employees at the end of their first six months. <i>*Baseline will be set in 2015-16 and satisfaction rating will be sustained or improved from that point forward.</i></p>	●	<ol style="list-style-type: none"> <li>A consultant was hired to help us develop a new employee on-boarding program. Moving completion target date to December 31, 2015 in order to allow sufficient time for implementation.</li> <li>All new full time faculty will have peer mentors from a different academic department fall term 2015.</li> </ol>

<p><b>Target:</b> Develop peer mentoring program by September 1, 2015. 100% of all new full- and part-time employees will be assigned to the mentor program.</p> <p><b>Target:</b> Professional review and professional development plans in place for 100% of BMCC employees</p> <p><b>Target:</b> Leadership course restructured by Vice Presidents, approved by Cabinet, and available to faculty and staff by September 1, 2015</p>		<ol style="list-style-type: none"> <li>3) Professional development plans for full time faculty will be in place by November 1, 2015.</li> <li>4) Mentoring program is part of the on-boarding process. Target date has been moved to December 31, 2015</li> <li>5) 100% of full-time employees have professional development plans. 85% of part-time employees have a professional development plan.</li> <li>6) The Leadership Course review has not been completed. We are recommending a review of this particular target by College leadership.</li> </ol>
<p><b>Goal #8 Continuous Improvement Based on Evidence at BMCC</b>  <i>Leads: Jim Whittaker, VPOI and Dan Lange, Special Projects</i></p>		
<p><b>INTENDED OUTCOMES</b></p>		<p><b>2014-15 OUTCOMES</b></p>
<ul style="list-style-type: none"> <li>• Academic and nonacademic program review processes occurring regularly with implementation of improvements as a result of assessment</li> </ul> <p><b>Target:</b> Academic and nonacademic program review process in place for all college departments by 2020.</p> <p><b>Target:</b> 100% of all credit classes have measurable learning outcomes established by the assigned faculty by 2020.</p> <p><b>Target:</b> 50% of all credit classes have implemented constructive improvement based on learning outcome assessment results by the assigned faculty by 2020.</p>		<ol style="list-style-type: none"> <li>1) An academic program review process has been developed and is in early stages of implementation. We anticipate academic program reviews will take place according to schedule in 2015-16.</li> <li>2) Nonacademic program review processes will be developed in 2015-16.</li> <li>3) Of the 814 active credit courses, 67% have measurable learning outcomes. This target will be undertaken with renewed energy in 2015-16.</li> <li>4) Roughly 20% of credit courses have implemented constructive improvement based on learning outcome assessment.</li> </ol>
<ul style="list-style-type: none"> <li>• College wide awareness and active involvement in using assessment methods to achieve intended outcomes as well as improve programs, systems, and learning</li> </ul> <p><b>Target:</b> Increased opportunities for and employee participation in continuous improvement, strategic planning, and data interpretation learning activities achieved each year. *Baseline for data collection is 2014-15</p>		<ol style="list-style-type: none"> <li>1) All employees were provided generous opportunity to participate in the 2015-2020 Strategic Planning process and did so through pre-service, Navigator, college committee, and college departmental activities. These efforts were assisted by a cross representative group of 40 college employees designated as “navigators”.</li> <li>2) Fifty college employees participated in <i>Lean Learning and Thinking</i> as a method for process and continuous improvement. As a result, several college processes have been made more efficient resulting in time savings and improved systems. Additionally, we have 8 college employees who have received <i>Lean Champion</i> training allowing for internal Lean expertise going forward.</li> </ol>



		3) In 2014-15 learning outcome assessment reports were distributed to each department after every term rather than once per year as in 2013-14.
<ul style="list-style-type: none"> <li>Assessment tools and resources in place and readily available</li> </ul> <p><b>Target:</b> Quarterly and annual strategic plan reports indicating progression of intended outcomes presented to Cabinet by Goal Leads for review and constructive improvement</p>	●	1) We are preparing for our first presentation of the 2015-2020 Strategic Plan scorecard at the summer Board retreat 2015. 2) The purchase of Strategic Planning Online (SPOL) occurred in spring 2015. The set-up, training, and rollout to users began summer 2015. We will fully implement in fall 2015 with all users. 3) Goal Leads meet monthly to report out on progress of master planning efforts. Updates occur once a quarter to Cabinet. 4) Dedicated pages on the college website have been created as “Institutional Effectiveness Resources” which will allow greater ability for college employees and the general public to access planning, accreditation, and other outcomes related information and reports. Projected completion is December 2015. 5) The Institutional Research department has been reorganized establishing a full time AVP for Institutional Effectiveness and a 29 hour per week Institutional Research Specialist. This reorganization will support increased assessment, strategic planning, research, and analysis activity for the college.
<b>Goal #9 Stable, Flexible Financial Plan that Supports the BMCC Strategic Plan</b> <i>Leads: Cam Preus, President; Casey White-Zollman, VPPR; and Celeste Insko, AVP FBO</i>		●
<b>INTENDED OUTCOMES</b>		<b>2014-15 OUTCOMES</b>
<ul style="list-style-type: none"> <li>Successful bond levy</li> </ul> <p><b>Target:</b> Increased participation by staff, students, and Board members in Bond informational campaign compared to previous Bond campaign.</p>	●	<ul style="list-style-type: none"> <li>✓ Bond levy successfully passed by 52.96%.</li> <li>✓ BMCC Board actively engaged in the Bond campaign.</li> <li>✓ Endorsement of the Bond by Faculty and Classified Associations.</li> <li>✓ Active participation and high level of engagement in the Bond campaign by college employees and student Leaders.</li> <li>✓ Friends of BMCC PAC raised sufficient funds and were actively engaged across Morrow and Umatilla counties.</li> <li>✓ Successfully sold bonds on July 28<sup>th</sup> for \$23,000,000 and \$1.8 million premium.</li> </ul>
<ul style="list-style-type: none"> <li>Successful grant applications</li> </ul> <p><b>Target:</b> Successful TRiO Grant application in 2015-16</p>	●	<ul style="list-style-type: none"> <li>✓ Received notice on July 15<sup>th</sup> of our successful TRiO SSS grant award of \$231,600 for five years dedicated to serving 165 first generation, low-income, or disabled students.</li> </ul>

<p><b>Target:</b> Successful Title III Grant application in 2016-2017</p>		<p>1) Preparation for a Title III grant application will begin in fall 2015</p>
<ul style="list-style-type: none"> <li>• BMCC Foundation strategic plan aligned with the college strategic plan</li> </ul> <p><b>Target:</b> Foundation Strategic Plan in place by July 1, 2015 with annual review</p>	●	<p>1) Strategic planning with the Foundation began in spring 2015. Target date has been moved to December 31, 2015.</p>
<ul style="list-style-type: none"> <li>• Increased contribution by individuals, groups, local businesses, and/or corporations</li> </ul>	●	<p>1) Analysis of past contributions will take place fall 2015.</p> <p>2) New contribution targets will be set after analysis of the findings and will be part of the Foundation Strategic Plan</p>
<ul style="list-style-type: none"> <li>• Balanced, growth budget with fund for innovation</li> </ul> <p><b>Target:</b> Innovation Fund in place for 2015-16 budget cycle.</p>	●	<p>✓ Balanced budget at close of year</p> <p>✓ Board approved 2015-16 budget June 3, 2015</p> <p><u>Note:</u> After further consideration of this intended outcome and target, we have determined additional definition and criteria for “growth” and “innovation” are needed. This will take place fall 2015.</p>