

Vision

As a college of choice, Bergen Community College provides a comfort level that enables students of all abilities to mature as learners and engaged citizens. A leading community college in the nation, the College creates a stimulating, rigorous, and inclusive learning environment. Use of innovative technology enhances learning experiences and widens access to learning media. Community and business leaders value the College as a reliable partner and principal provider of workforce development. Bergen County residents of all ages and cultural backgrounds appreciate the College as the hub of their educational and cultural activities.

Mission

Bergen Community College educates a diverse student population in a supportive and challenging academic environment that fosters civility and respect. The College offers a comprehensive set of accessible, affordable, high-quality credit and non-credit courses as well as degree and non-degree programs. Bergen provides lifelong learning opportunities for all members of the community. The College responds to community needs through workforce training and continuing education, and by developing programs for employers.

Values

To fulfill the vision and mission of Bergen Community College, we are committed to:

- integrity
- student success
- academic and institutional excellence
- lifelong learning
- respect
- accountability
- innovation

These core values will guide our daily endeavors.

This five-year Strategic Plan is the framework that will guide our efforts in mobilizing individual and collective commitments to facilitate student success and excellence in their learning. My hope is that the Plan will inspire our commitment to invest our energy and resources in mission-centric issues; assist Bergen in becoming more transparent in all aspects of what we do, and help us to create a truly collaborative institution.

Framework for the Future: Maximizing Potential for Student Success is the product of open dialogue and collaboration among our faculty, staff, alumni, and community supporters, including County Freeholders. Thirty-three members of the Bergen family served on the Strategic Planning Workgroup, which met from February to May 2013, to collect, analyze, synthesize, dream, and write the new Strategic Plan.

We have developed a five-year implementation and planning cycle to demonstrate — and to ensure — that Bergen is committed to continuous assessment, improvement, and planning to maximize the College's full potential. As a challenge to all of us at Bergen, the President's Executive Team has developed three far-reaching, yet attainable goals. These audacious goal are:

- Become an "Achieving the Dream" college
- Obtain branch campus status for BCC at the Meadowlands
- Increase the graduation rate by 25%

Sincerely,



B. Kaye Walter, Ph.D.
President



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Framework for the Future

2013 - 2018

Maximizing Potential for Student Success



Approved by the Board of Trustees
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Audacious Goals*: Become an Achieving the Dream college | Obtain a branch campus status for BCC at the Meadowlands | Increase graduation rate by 25%

<p>Strategic Theme 1: Student Success and Excellence</p>	<p>Strategic Theme 2: Faculty and Staff Success and Excellence</p>	<p>Strategic Theme 3: Commitment to Bergen County</p>	<p>Strategic Theme 4: Institution Building</p>
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Cultivating student success and assuring the quality of learning remain bedrocks of the College. Evidence-based decisions regarding achieving student success and providing superior learning opportunities will solidify these objectives as primary goals of the institution.

Goal: Enhance and expand a college-wide culture dedicated to student success

Goal: Increase course completion, retention, transfer and graduation rates

Goal: Reduce the achievement gap between majority and under-represented minority populations

The College's faculty and staff remain one of the school's most valuable resources in achieving student success and institutional excellence. Bergen leaders will continuously invest in the professional development of both groups in order to expand the organizational knowledge base, secure future goals and accomplish the College's vision and mission.

Goal: Increase professional development opportunities; recognize and promote faculty and staff contributions

Goal: Launch an orientation program for all positions and new hires

Goal: Embrace the contributions of non-tenure track faculty

The College serves Bergen County residents by providing access to quality post-secondary education, value-added workforce training, and cultural and artistic programming. Collectively, Bergen faculty, staff and administrators pledge to strengthen existing relationships with community stakeholders and partners while aggressively forging new relationships that support the College's vision and mission.

Goal: Develop, nurture and strengthen partnerships with the Bergen County community

Goal: Strengthen awareness of the College's commitment to excellence and public service

Goal: Enhance and expand programs to better serve the educational and workforce development needs of Bergen County

The College will strive for excellence in internal operations and fully commit to the success of the institution through utilizing the intellect and dedication of faculty and staff. College leaders will strengthen budgetary and technological resources through improved stewardship. Effective communication and continued civility will drive transparent decision-making that will reflect the College's vision and mission.

Goal: Establish clear and transparent communication pathways

Goal: Foster a culture of collaborative innovation

Goal: Build inviting and functional facilities

Goal: Ensure instructional and administrative technology systems remain cohesive, current and intelligent

Goal: Obtain additional funding and strengthen human resources

*Adopted from Jim Collins (2001), *Good to Great*, Harper Business