

- Focusing on publicity through increased news release production, reporting through web-based media such as Bergen.edu and the continued dedication to the College's social media, the College has exponentially increased its relationship with the local community.
- By creating the Bergen Daily, an e-blast of news and events; the Buzz About Bergen, an electronic clip report on media placements; and Inside Studio Bergen, an electronic video clip summary of the College's television program, the College's internal constituency is better informed and engaged.
- *Launch and maintain a faculty and staff directory on the College's website [T4.GA.a1]*
 - The employee directory and the College's organizational chart were updated and many improvements were made. These are posted on the College's SharePoint. Human Resources will take the lead in finalizing a work flow process to ensure these are continuously updated and remain current.
- *Complete the communication plan; implement it consistently and continuously in order to build trust with internal and external stakeholders [T4.GA.a2]*
 - The Communication Task Force completed and submitted a final report to the President and Executive Team, containing recommendations to improve communications between, staff, faculty, students and the public. The plan also includes guiding principles and best practices. Next steps include involving the College Council in reviewing and implementing recommendations made by the Committee.

Strategic Theme 4: Institution Building

- *Systematically maintain and update the College's new website [T4.GD.a1]*
 - Bergen's new website was launched in January 2014.
 - The College created a Web Advisory Committee to vet the new web format, overall contents, and key content owners who would be given permission to edit and update assigned area.

- Completed training the web content owners on the new platform.
- A Web Master was hired. The new Web Master implemented website analytics.
- Web policies and procedures are currently being developed.
- *Identify and automate routine business processes each year [T4.GD.a4]*
 - The payroll business process was reviewed and recommendations were submitted by the Campus Works, and BPR is in progress for Human Resources and Payroll Department.
 - Implementing e-forms and creating web-based forms where applicable to reduce paper forms used on the campus.
 - Created a sub-committee to identify business processes in need of automating.
- *Pursue funding opportunities by building stronger relationships with community stakeholders and by actively seeking grant opportunities [T4.GE.a1]*
 - Awarded a Fulbright Scholar with Ramapo College.
 - College Readiness Grant was awarded by NJCCC and the Working Family Support Network
 - Collaborated on NASA Space grant.
 - Developing continuation proposals for HPOG, Title V & TPSID.
 - Two new opportunities through TAACCCT program are in development (i.e., TAACCCT Health and TAACCCT Advanced Manufacturing).
 - The Foundation is working with faculty on the development of a third aviation-focused grant submission to the Emil Buehler Trust.
 - Positioning for a comprehensive feasibility study to plan for a multi-year capital campaign.
 - A third grant request has been submitted to the Agnes Varis Trust so that we may continue the incentive awards program with 1-2-3 Connect student.

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.

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Framework for the Future

2013 - 2018

Maximizing Potential for Student Success

YEAR ONE IMPLEMENTATION SUMMARY



June 30, 2014

Approved by the Board of Trustees June 4, 2013, implementation of Bergen Community College's Strategic Plan, Framework for the Future, began with the start of the academic year in September. Four strategic themes – Student Success and Excellence; Faculty and Staff Success and Excellence; Commitment to Bergen County; Institution Building – lay the groundwork for 14 strategic goals and 48 action items. Twelve strategic action items were the focus of the 2013-14 academic year. This report is designed to summarize the high-level actions taken to implement Bergen's strategic goals. Please visit, <http://www.bergen.edu/about-us/institutional-effectiveness/strategic-planning> for more information.

Strategic Theme 1: Student Success and Excellence

- Evaluate courses and programs to ensure that offerings are current, class expectations are clear, and courses meet the needs of all our students [T1.GA.a1]
 - Developed and implemented a five-year program review cycle for all academic programs.
 - Implemented an online student evaluation system and online textbook/courses materials ordering system.
 - Established a “viability group” to examine the College’s programmatic offerings.
 - Mandated a Student Success course (i.e. IST123) for all students who test into developmental English.
 - Created accelerated pathways to college-level courses for developmental math and developmental English students.
 - Participated in national student success programs (e.g. Gateways to Completion, National Institute on Learning Communities).
 - Partnered with Farleigh Dickinson University to create BCC/FDU Scholars Program that provides smooth transition and tuition discounts for BCC students.
 - Conducting a comprehensive program review system for non-academic programs beginning with the Learning Assistance Center.
 - Developing programs according to community and student needs: Aviation, Paramedic Science, Truck Driving/GED, Sustainability, Advanced Manufacturing, Fashion Design.

- Continuously assess student learning outcomes and track student satisfaction of their overall college experience; share data extensively and utilize it for program enhancements [T1.GA.a4]
 - The General Education Committee piloted a new assessment project, focusing on upper-level students’ written communication, and critical and creative thinking in spring 2014. A faculty panel comprised of GE Committee members, Assessment Fellows and interested faculty examined students’ work. The preliminary findings were shared widely and a workshop was held. The GEC Chair will be presenting Bergen’s experience at the Middle States Annual Conference in December 2014.
 - On the Day of Professional Development, April 8th, administrators and staff took a deeper look at the Support for Learners data from the Community College Survey of Student Engagement (CCSSE). Bergen’s rating on this benchmark was compared with extra-large and top performing community colleges in NJ and across the country. In addition, the NJCCC Student Success Model data was examined and discussed using this question: Having seen the students’ ratings (CCSSE data on Support for Learners) and NJCCC Student Success data, what can I/we do to improve student engagement and contribute to creating a vigorous learning environment at Bergen?
 - Completed the 2014 Community College Survey of Student Engagement (CCSSE) data collection. Bergen’s data should be available in early fall 2014.
- Plan and Launch a “one-stop-shop” for admission, registration and financial aid [T1.GB.a1]
 - Rollout of the One-Stop has begun; the Bursar’s Office was moved from the 2nd floor to the 1st floor adjacent to the One-Stop-Shop.
 - Staff members were relocated to various offices to create space for the One-Stop Shop. These moves created spaces for a new Veterans and Military Affairs Center, an expanded computer and assistive technology lab for students with disabilities, and a new Career and Workforce Development Center.
 - A new X-Change: Food Pantry center was dedicated to meet the housing, hunger, and social needs of students. The College partnered with the Center for Food Action to expand the existing services offered through the Loaves and Fishes Program.

- Moved the Student Help Desk from the 2nd floor in Pitkin to a centralized location near the One-Stop-Shop on the 1st floor.
- Installed new signs for the Admission and Welcome Center; the Financial Aid and Registration One-Stop; the X-Change: Food Pantry; and the Student Affairs Leadership Suite.
- Identify and address barriers encountered by minority students [T1.GC.a1]
 - A pilot summer intensive program was launched to reduce the high percentage of entering students who place in remedial courses. The success of the pilot program provided a foundation for a grant funded College Readiness Now program. The Program directly involves four school districts serving many of our incoming low-income and underserved students. These school districts are Englewood, Garfield, Hackensack and Teaneck.
 - Students identified, in addition to academic challenges, financial problems, and family obligations and issues, as key barriers to their academic persistence and success. The summer intensive program, and now the College Readiness Now is based on a unique combination of academic and non-academic skills building, including self-advocacy, which address the barriers encountered by our at-risk students.
 - The Black-Brown College Bound initiative will be launched in fall 2014, centering on supporting the unique set of challenges experienced by male minority students.

Strategic Theme 2: Faculty and Staff Success and Excellence

- Showcase the achievements of all faculty and staff on a regular basis [T2.GA.a3]
 - The College now has the ability to promote accomplishments through myriad venues including: news releases, Bergen.edu, the Bergen Daily (an e-blast of news and events), social media (Facebook, Twitter, YouTube and Instagram), Inside Bergen (a tri-annual newsletter), Studio Bergen (the College’s monthly television news magazine program), Inside Studio Bergen (the show’s monthly email companion) and the annual report.

- By thinking of news reporting and promotion in a multi-pronged approach, no matter the preferred medium, internal and external audiences have an opportunity to hear the “good news” about their colleagues (and themselves).
- Honors including the National Institute for Staff and Organizational Development Excellence Award and the League of Innovation in the Community College’s John and Suanne Roueche Excellence and Innovation of the Year Awards are prestigious. These achievements were covered by local media, but also covered through the College’s publicity mechanisms. Exercising sound editorial judgment remains a primary focus.
- Reevaluate the College’s policy on lecturer opportunities [T2.GC.a2]
 - Worked with legal counsel to examine state laws affecting lecturers at the College. Based on those discussions, it was decided that the college policy regarding lecturers would be as follows: Although hired on a semester-by-semester basis, lecturers can be re-hired for up to six semesters. In certain circumstances, with approval of the VPAA, their term of service can be extended to eight semesters. The College’s ability to keep qualified lecturers on staff longer will help our overall goal of improving instruction.

Strategic Theme 3: Commitment to Bergen County

- Promote the College through better use of traditional and new media [T3.GB.a1]
 - The College’s marketing agenda plays the core role of the new Public Relations 2013-15 Strategic Plan. In this departmental plan, 61 action tactics were outlined and linked to the College’s strategic goals.
 - Advertising no longer remains limited to traditional print media. Based on survey research, a comprehensive campaign began in April 2014 featuring ads on online sites such as Facebook, Pandora and YouTube; physical locations such as malls, theatres and diners; and ethnic and location-based newspapers and magazines. All contain tracking elements to gauge penetration. This data will support future campaigns and decisions regarding financial allocation.