

while the College was preparing for the Middle States site visit in February 2016.

- *Review and realign major business processes impacting employees and students to improve accuracy, efficiency and satisfaction [T4.GB.a3]*
 - As of June 2016, a comprehensive business process review was conducted on the departments of Admissions and Recruitment, Financial Aid, Human Resources, Payroll and Scheduling. The College will continuously add other essential functions to undergo business process reviews.
 - Through these business process reviews, the College no longer produces paper check stubs, all room reservations and event scheduling are done online via Ad Astra software, financial aid self-service module is about to launch fully, and customized communications will go out to prospects and applicants with limited manual intervention.
- *Improve handicap accessibility of all facilities [T4.GC.a1]*
 - The International Student Center located in C-102 was in violation of ADA regulations. The main entrance was reconfigured to install a chairlift to make the center accessible to wheelchairs.
 - Currently, renovation design is nearing completion to make three lecture rooms, S-132, S-134 and S-138, handicap accessible, as well as, turning these three lecture rooms into state of the art teaching and learning spaces. The College is expecting construction to start in fall 2016 as a three-phase project.
 - The newly completed Integrated Health Professions building is completely handicap accessible. All of the College's facility renovation projects go beyond the minimum standards that are required by ADA.
- *Create and implement a facilities maintenance plan to assure that existing facilities remain clean, safe, welcoming and systematically upgraded [T4.GC.a2]*
 - To address preventative maintenance for all buildings on campus, as well as internal renovation projects, the College has established a comprehensive inventory document that catalogs when the building/addition/renovation was completed by the various components that make up the particular facility (i.e. HVAC, electrical, plumbing, lighting, roofing, exterior walls/windows/doors, etc.). This document will assist in indicating their anticipated useful life; projected replacement cost at the end of that useful life, and required preventative maintenance/required scheduling/projected costs. The inventory document also catalogs when preventative maintenance was completed, and when preventative maintenance is due.

- Yearly maintenance budgets are established each fiscal year based on analyses of the previous year's facilities budget. However, with the completion of the preventative maintenance document, the College can accurately project anticipated costs.
- *Develop internal information technology capacities to fully and effectively utilize the institution's student information system [T4.GD.a3]*
 - The Hobson's Client Relationship Management (CRM) platform has been purchased to effectively monitor potential students by tracking online, phone, and/or face-to-face initial contact through to the admissions and enrollment stages.
 - The online application is undergoing revision to further improve the algorithm of the application module and tailor emailed and paper messages according to the demographics and interests of the applicant.
 - The Student Planning Module, developed by Ellucian, is being implemented to provide students with a clear roadmap to completion and enhance advising throughout the college. The Module is linked to student's web portal, giving direct access to completion timelines and financial aid self-service functions.
- *Develop and execute a comprehensive human resources plan, including a review of existing positions to increase employee satisfaction and effectiveness [T4.GE.a2]*
 - Human Resources has just completed two leadership initiatives – the Leadership Academy for senior level leaders presented by Dr. Idahlynn Karre and a Management Boot Camp for first line managers and supervisors presented by Terri Welford. This initial focus on the leadership aspect of talent management integrates with a process and content review of the current performance appraisal program which are essential elements in performance management. It is critical for organizational and individual effectiveness that leaders and staff are focused on the same objectives.
 - Human Resources has also partnered with the IT department to launch a "Talent Management" software. As the first step, an applicant tracking module is being implemented. Future modules include on-boarding, performance management and succession planning. The talent life cycle of hiring the best, on-boarding, training and development, performance assessment and succession/promotional opportunities are all critical elements in employee satisfaction and effectiveness.

Prepared for the Board of Trustees Meeting
on July 12, 2016

Vision

Bergen Community College will be a dynamic partner by bridging potential with opportunities for educational, professional and personal growth.

Mission

To inspire our community to realize a better future.

Values

To fulfill the vision and mission of Bergen Community College, these core values will guide our daily endeavors: learning, excellence, integrity, respect and creativity.

Audacious Goals

- ✓ Become an Achieving the Dream college
- Obtain a branch campus status for Bergen Community College at the Meadowlands
- Increase graduation rate by 25%

Bergen Community College
400 Paramus Road
Paramus, New Jersey 07652
201 447-7100
www.bergen.edu

Framework for the Future

2013 - 2018

Maximizing Potential for Student Success

YEAR THREE IMPLEMENTATION SUMMARY



 **Bergen**
COMMUNITY COLLEGE

July 12, 2016

Approved by the Board of Trustees on 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 2013. 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. 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: Student Success and Excellence

- *Create an initiative to engage family members in student success [T1.GB.a3]*
 - Established the Bergen Community College Parent and Family Network (BCCPFN) in spring 2016 to engage, inform and provide direction to parents and families as they support their students' academic journey.
 - BCCPFN website is up and running, containing information on financial aid and other student support services available to their students at Bergen. Parents and family information sessions and workshops are planned for launch in summer 2016. These events will be offered continuously throughout academic year.
- *Assign an advisor to guide each student until graduation [T1.GC.a3]*
 - Cohort-based faculty advising began with athletics, honors, and STEM programs. The program quickly expanded to 18 additional academic programs. Students who are not part of the cohort-based faculty advising can access advising services through information sessions, individual appointments, walk-in and group advising sessions.
 - To assist students with their academic planning, Student Planning Module (SPM), launched. Discussions are underway on how best to utilize the capabilities of the SPM for advising. Through the SPM, faculty advisors can be assigned to students based on their majors. Currently, faculty volunteers are being sought for piloting of the new advising model.
 - New incoming students will be assigned to an academic faculty advisor based on his/her major. In addition, the IST instructors will play a major role in the advising process.
 - Professional counselors in the Center for Student Success will be assigned to continuing students who will help them to design an effective academic plan.

Strategic Theme: Faculty and Staff Success and Excellence

- *Develop, implement, and sustain professional training pathways for faculty and staff [T2.GA.a1]*

- The Adjunct Faculty Development Program (AFDP) was developed to enable part-time faculty members to accumulate 20 hours of professional development in the course of an academic year leading to a certificate and a stipend. A list of approved activities is available each semester on the website, www.bergen.edu/afdp.
- Newly formed Faculty Development Coordinating Council (FDCC) brings together leaders of programs and centers providing co-curricular activities to create a coherent program of activities rooted in best practices of teaching and learning, and encourage the integration of content and activities.
- The Center for Innovation in Teaching and Learning continue to run the Summer Institute fostering research and development in student-centered pedagogy to increase student success, along with the Scholarship of Teaching and Learning Workshop series and the Journal of Scholarly Teaching.
- A year-long Leadership Academy for senior level staff facilitated by Dr. Karre and a Management Boot Camp by Terri Welford for first line managers and supervisors was completed in May 2016.
- *Create a compensated orientation program for all new adjunct faculty [T2.GC.a1]*
 - Spring 2016 marks the end of the first academic year for the Adjunct Faculty Development Program (AFDP). As of May 1, 14 adjuncts have completed the 20 hours of faculty development activities required for certification and compensation. The list of activities continues to grow in order to provide the adjunct faculty with increased options. Based on feedback from the participants, additional online activities will be added to the program to better serve the schedules of the adjunct faculty.

Strategic Theme: Commitment to Bergen County

- *Implement an "adopt-a-town" program where faculty, staff, students and alumni serve as liaisons to Bergen County municipalities [T3.GA.a4]*
 - The members of the Bergen Community College and Community Coalition for Student Success (BCC/CCSS) regularly represent the College at six to seven municipal townships across Bergen County. As a result of this outreach, the Eagle Academy of Englewood will be located at the Paramus campus starting September 2016.
 - Eagle Academy of Englewood at Bergen is a partnership between Englewood Alternative High School, Eagle Academy of Englewood (EAE) and the College. It is modeled after the partnership between the Bergen Technical High School and the College. The EAE students are already taking childhood development and culinary courses through the College's Division of Continuing Education. The EAE students, in their junior and senior years, will take college-level courses. These students will experience the academic rigor necessary to

succeed at a college and learn about career opportunities. Approximately 45 to 60 students are expected to start in September 2016.

- *Create a community-based advisory council for the College to facilitate continuous dialogue [T3.GA.a2]*
 - Established in August 2014, BCC/Community Coalition for Student Success has been meeting weekly to guide and plan enrichment programs for high school students from underprepared areas to successfully transition to colleges.
 - An inaugural event was held at Englewood Hospital, sponsored by Bergen and the Urban League of Englewood last year. Since then the Coalition planned and carried out student empowerment programs through connecting sports and academic success, NFL Camp, workshops for high school students and launched Progressive Male Leadership Conference in April 2016. The conference workshops focused on leadership, education, financial literacy, law enforcement, careers, and STEM. Currently, the Coalition is assisting the county with the Juneteenth Celebration. In addition, about 15 programs are in various planning phases for the 2016-17 academic year.
 - The statewide Hispanic Chamber of Commerce of New Jersey (SHCCNJ) moved its central office to the Bergen Community College Regional Accelerator at the Meadowlands. This would significantly enhance business support services, guidance and networking opportunities for young minority entrepreneurs.
 - The NJ Sports and Exposition Authority partnered with Bergen to reopen an observatory located near Bergen Community College at the Meadowlands. Bergen will operate the observatory and to host programming. The observatory attracts 3,000 to 4,000 visitors, annually.
- *Regularly survey key external stakeholders and the community at large to gauge the College's image and reputation [T3.GB.a4]*
 - The Office of Public Relations (OPR) continuously gauges the College's engagement with outside constituents through news, social and electronic media – targeted news releases publicize students, faculty, staff and the institution as a whole, while encouraging two-way feedback.
 - The OPR's proactive outreach resulted in approximately \$4 million in earned media value and 60 million readers in 2016.
 - By promoting Bergen through publicity, rather than paid-for spots, the College not only reduces its need to spend advertising dollars, but keeps a positive stream of editorial coverage flowing between the College and the community.
 - Bergen continues to deploy the most robust social media portfolio in the state with more than 20,000 followers across its platforms. These social media communications serve as mini-focus groups for the College in real-time,

allowing the administration to gauge tenor and mood every day.

- The College plans to conduct large-scale community survey research to coincide with the development of strategic campaigns in the future.
- *Examine the feasibility of pathways to college degrees for certifications earned through continuing education courses and programs [T3.GC.a2]*
 - Pathways to earn degrees utilizing credentials earned through the Division of Continuing Education, Corporate and Public Sector Training existed in the health professions and education fields, but the College plans to expand these offerings. To this end, the Prior Learning Assessment (PLA) policy was developed and approved by the Board of Trustees in November 2015.
 - The College has been working to implement the process to allow returning adults who earned credits through industry-based trainings and other means, to transfer those credits into degree programs at Bergen.

Strategic Theme: Institution Building

- *Develop multiple pathways to engage alumni to help strengthen the College's reputation [T4.GA.a4]*
 - The Foundation and Alumni Board of Directors created engagement venues both on and off campus.
 - The Foundation staff and Alumni Network Board members attended and staffed tables at college events such as: graduation salute, career building workshops, college sporting events and local charitable organization fundraisers; as well as recruiting new alumni network members.
 - The Foundation staff and Alumni Board members joined local and regional chambers of commerce, professional networking groups and attended chamber events throughout the year to represent the college and to build a reputation for the college and our alumni.
 - Launched Alumni Bulldogs Professional Networking Group and held its first event. The group will host events throughout the year at various locations in northern New Jersey.
 - The Foundation is designing and implementing a virtual job board which all alumni network members will have access.
- *Increase college-wide collaboration to reduce the duplication of efforts and the occurrence of missed opportunities [T4.GB.a1]*
 - A college-wide communication plan is currently being developed by the College Council. The plan will facilitate an improved process of information distribution so that more Bergen faculty and staff will become aware of things that are happening at the College. The development process took a slight pause