

# Bergen Community College

## *Engaged for Excellence:*

### 2010-2013 Strategic Plan



Center for Institutional  
Effectiveness

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## **2010-2013 Strategic Plan**

### **Success Factor 1: STUDENTS**

#### **Goal 1: A fully engaged and successful student body**

Our planning research indicates that we can improve the extent to which we engage our students in the classroom and the level of support services we provide them as they pursue their educational goals. Broader consensus on what constitutes student success and how it should be measured will help refine these efforts.

#### **Objectives:**

##### **1.1 Increase use and support of active and collaborative learning techniques and classroom innovation through an institutional commitment to teaching and learning**

###### ***How we will measure process effectiveness in Year 1:***

- 25% of the full-time faculty will engage in related professional development
  - Year 3 target: 50%
- 20% of classes will use distance and blended learning modalities
  - Year 3 target: 50%

##### **1.2 Complete the Advisement Redesign by continued development and support of academic advisement and group mentoring**

###### ***How we will measure process effectiveness in Year 1:***

- 50% of full-time teaching faculty will have completed the academic advising training program
  - Year 3 target: 100%
- 1200 students will join and participate in mentoring groups (PODS)
  - Year 3 target: 1800 students

- Successful completion of the reorganization of academic counseling and academic planning functions

**1.3 Host a series of Student Success Summits to define and measure student success and identify additional methods to increase student success (Year 1)**

***How we will measure process effectiveness in Year 1:***

- Successful completion of the Summits and Summit goals

## **Success Factor 2: FACULTY, STAFF, and ADMINISTRATION**

### **Goal 2: A fully engaged and empowered faculty, staff, and administration committed to realizing the College's mission**

Campus planning session data and our internal research indicate that we need to more extensively study our campus culture, more systematically provide support for professional development, and adopt college-wide diversity goals.

#### **Objectives:**

#### **2.1 Analyze the results of the PACE (Personal Assessment of the College Environment) survey and recommend actions to take in Years 2 and 3 (Year 1)**

##### ***How we will measure process effectiveness in Year 1:***

- Successful completion of a follow-up action plan

#### **2.2 Design and establish centralized appropriate professional development programs and resources for all college employees (Year 1)**

##### ***How we will measure process effectiveness in Year 1:***

- Successful design of program(s) and implementation plan

#### **2.3 Evaluate the current system of performance evaluation and recommend changes for improvement (Year 1)**

##### ***How we will measure process effectiveness in Year 1:***

- Successful completion and submission of recommendations

#### **2.4 Develop and implement a college-wide diversity plan to realize the College's mission to respond to changing campus and County demographics (Year 1)**

##### ***How we will measure process effectiveness in Year 1:***

- Successful completion of plan and implementation strategies for Years 2 and 3

## **Success Factor 3: PROGRAMS and PROCESSES**

### **Goal 3: Expanded and improved programs and processes**

More extensive assessment, process improvement and customer service training all figured prominently in recommendations made during planning sessions, as did the need to use our considerable IT resources to educate more students through distance and hybrid modalities.

#### **Objectives:**

#### **3.1 Implement training to create a consistent service ethic for all Administrative and Educational Support (AES) departments (Year 1)**

##### ***How we will measure process effectiveness in Year 1:***

- 100% of AES will units complete service training

#### **3.2 Implement AES and Academic departmental review processes to increase quality and accountability**

##### ***How we will measure process effectiveness in Year 1:***

- 50% of eligible academic units will complete reviews
  - Year 3 target: 100%
- 20% of AES units will complete reviews
  - Year 3 target: 60%

#### **3.3 Create a plan for the multi-site integration of programs and services (Paramus-Hackensack-Meadowlands) (Year 1)**

##### ***How we will measure process effectiveness in Year 1:***

- Successful completion and dissemination of plan

#### **3.4 Expand distance learning course offerings and programs**

##### ***How we will measure process effectiveness in Year 1:***

- There will be a 20% increase in sections
  - Year 3 target: 30% increase (over Year 2)
- 19 degree programs will be offered online

## **Success Factor 4: COMMUNITY**

### **Goal 4: Enhanced community engagement and environmental stewardship**

As a community college, our commitment to serving the citizens of Bergen County and to being a local model of sustainability must be paramount. Strengthening our ties with county high schools and responding to the changing needs of the regional labor market are equally important to this partnership.

#### **Objectives:**

##### **4.1 Expand programs and relationships with the County's high schools**

###### ***How we will measure process effectiveness in Year 1:***

- 70% of high schools will have been visited in the past 2.5 years
  - 3 Year target: 100%
- 10 new Option Two/Dual Enrollment agreements will be signed
  - 3 Year target: 20 additional agreements will be signed

##### **4.2 Develop new credit and noncredit programs to meet career and workforce needs, the demands of the new economy, and changing demographics**

###### ***How we will measure process effectiveness in Year 1:***

- 9 new credit programs will be established
- 15 new non-credit programs will be established

##### **4.3 Increase community involvement to focus academic programs, and expand the service learning program and student volunteerism**

###### ***How we will measure process effectiveness in Year 1:***

- All advisory boards will be 20% new community members
- There will be at least 4 new advisory boards
- There will be a 50% increase in the number of students in the Service Learning Program

**4.4 Refine marketing program and image-tracking research to (1) develop brand to focus on the quality of faculty and programs (2) support Meadowlands and Ciarco Learning Center development**

***How we will measure process effectiveness in Year 1:***

- Branding plan will be fully implemented
- Web Redesign will be completed

**4.5 Expand South Bergen access to education through the focused development of BCC at the Meadowlands**

***How we will measure process effectiveness in Year 1:***

- Stage I of the Rollout and Expansion Plan will be completed

**4.6 Expand campus sustainability initiatives to reduce use of resources and make Bergen a model “green school”**

***How we will measure process effectiveness in Year 1:***

- 25% of departments across the College will create annual departmental sustainability goals
  - Year 3 target: 60%
- 30% of annual campus food waste will composted (Presidents’ Climate Commitment Indicator)
  - Year 3 target: 50%
- 80% of appliances purchased by the College will meet Energy Star certification (Presidents’ Climate Commitment Indicator)
  - Year 3 target: 100%

## **Success Factor 5: FINANCIAL**

### **Goal 5: Sound financial management, affordability, and increased resource development**

The economy's strain on state and county fiscal resources demands that we innovate and seek new sources of revenue in order to maintain affordability and the quality of our educational programs and facilities. In addition to fostering an entrepreneurial spirit, we must seek greater efficiency in our use of resources.

#### **Objectives:**

##### **5.1 Increase private giving to the BCC Foundation through Foundation Board expansion**

###### ***How we will measure process effectiveness in Year 1:***

- There will be a 15% increase in Foundation Board membership
  - Year 3 target: 35%

##### **5.2 Increase alumni engagement and giving through enhanced organizational development and communication**

###### ***How we will measure process effectiveness in Year 1:***

- Departments within 3 academic divisions will partner with the Foundation to identify alumni
  - Year 3 target: all 5 divisions
- 10% increase in new select alumni that join alumni network
  - Year 3 target: 20% increase (over Year 2)

##### **5.3 Increase grant activity and awards**

###### ***How we will measure process effectiveness in Year 1:***

- 10% of faculty and staff will be engaged in grant development activity
  - Year 3 target: 15%
- There will be at least 20 funded project
  - Year 3 target: 23 funded projects

**5.4 Increase credit enrollment (aligned with Objectives 3.4, 4.1, 4.2, and 4.5)**

***How we will measure process effectiveness in Year 1:***

- Fall semester headcount increase of 5%

**5.5 Identify methods to increase federal support and minimize the impact of curtailed state and county funding (Year 1)**

***How we will measure process effectiveness in Year 1:***

- Successful identification and implementation plan for at least one method

**5.6 Increase efficiency in use of fiscal resources and implement expense control measures to ensure affordability for students**

***How we will measure process effectiveness in Year 1:***

- 10% of departments will release funds within their operating budgets to support strategic initiatives
  - Year 3 target: 20%