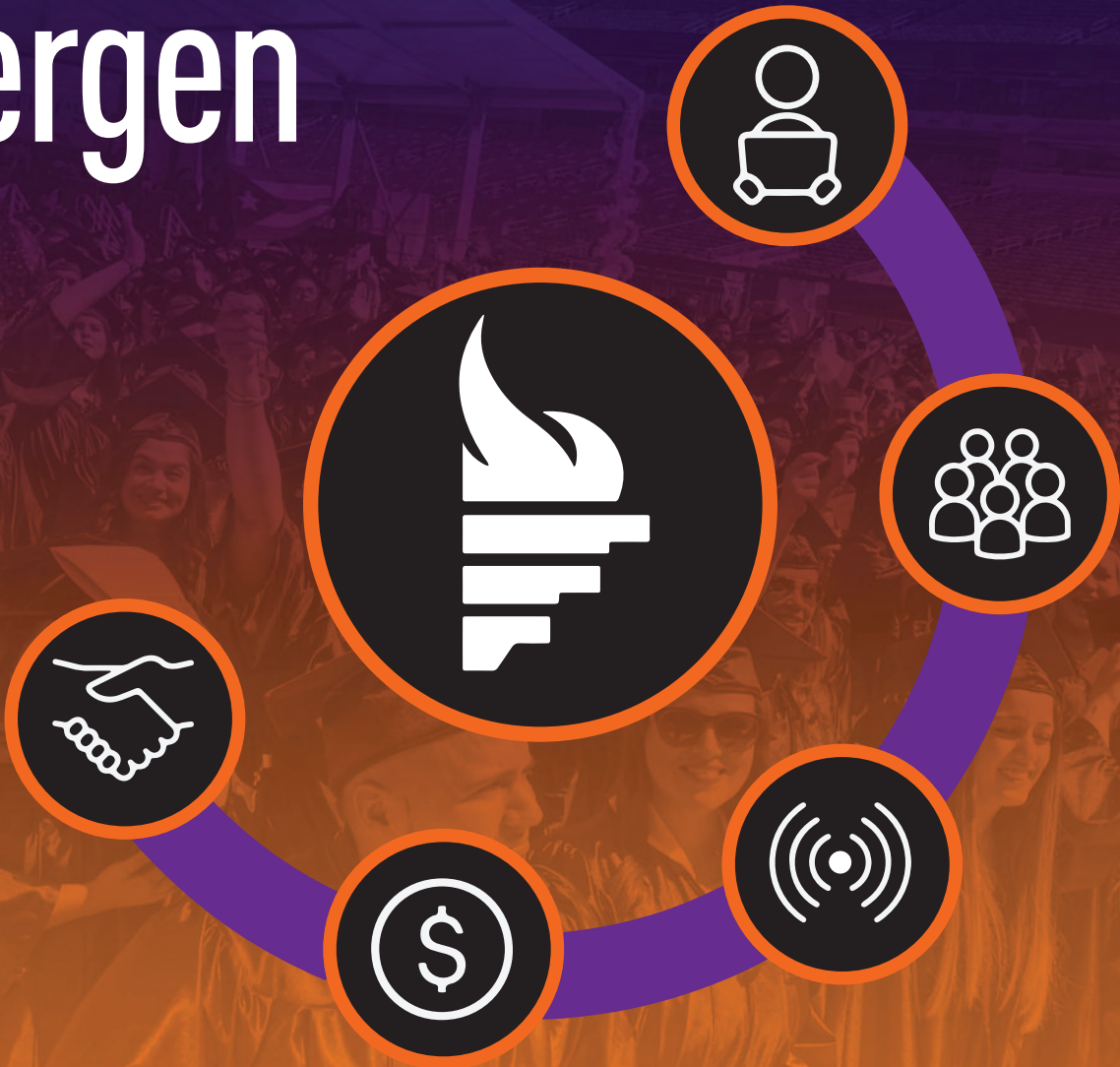


STRATEGIC PLAN

2018 - 2023

Reimagine Bergen



Letter from the President



“A people without the knowledge of their past history, origin and culture is like a tree without roots.”

-Marcus Garvey

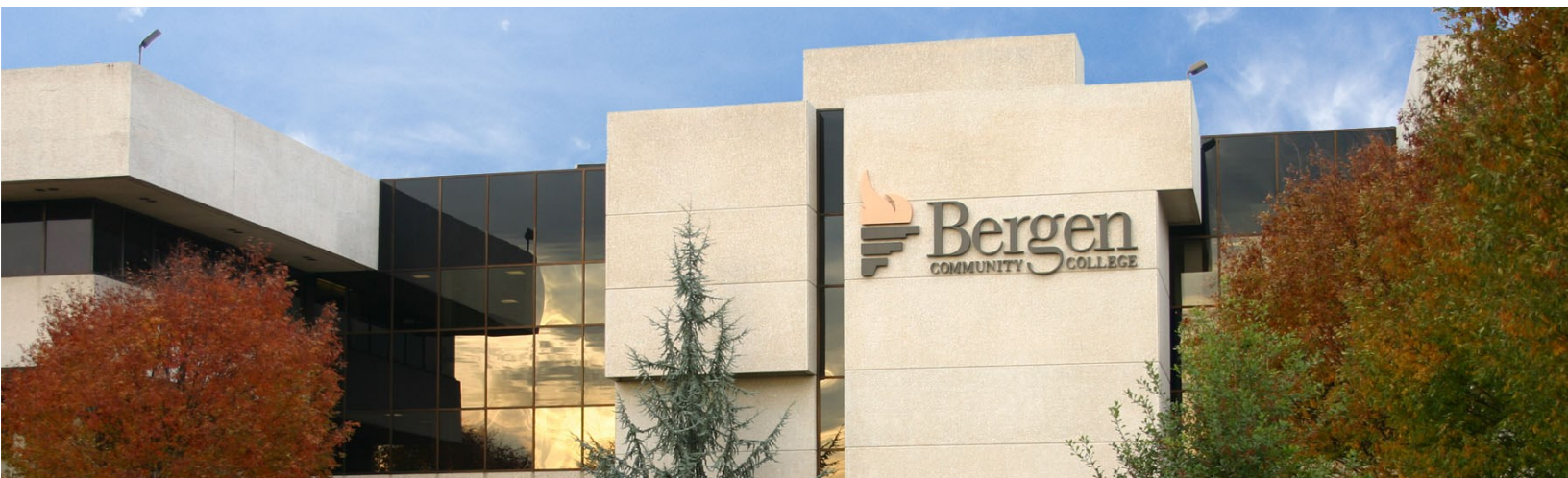
As Bergen celebrates its 50-year tradition of excellence, the College is reminded of its original mission. Founded to serve the educational and workforce needs of Bergen County, the College has continually stood as an exemplary higher education institution for the region - and country, for that matter.

The needs of Bergen’s students today differ greatly from the needs of their counterparts in the 1960s, but the College’s dedication to innovation has allowed it to adapt to its ever-changing role. In doing so, Bergen continues to be a place for people to change the future trajectory of their lives. Bergen’s faculty and staff are ready to embrace the next 50 years much like they did the previous 50: to meet the demands of tomorrow.

All that is left is to set a path. This strategic plan, “Reimagine Bergen” is that path. It is built on the successes of the past and keeps an eye toward the future. It holds fast to tradition and provides a guiding light for the continued success of our institution.

“Reimagine Bergen”, our five-year strategic plan, is the result of broad engagement of our board of trustees, faculty, staff and students. Over 280 faculty, staff and students have been directly involved with the planning process through numerous town hall sessions, focus groups, deep-dives into internal and external environmental data, and writing/editing sessions. I’m pleased to say that as the College conducted this work, the New Jersey Council of County Colleges completed similar goal-setting for its own 2018-2022 strategic plan, which helped affirm that our plan aligned with statewide objectives.

Still, several overarching national and regional forces significantly impact the operation, priorities, and future direction of Bergen. These include:



Letter from the President, cont.



- The national agenda for improving degree completion at community colleges will continue.
- A declining high school population means fewer 17-19 years old, the typical college-going student.
- The out-migration of Bergen County residents (and state-wide) to surrounding areas. Recent immigrants and low-income families are significantly represented in the in-migration population. These students require more intensive, holistic support.
- An improved national economy with significant job growth. Historically, community college enrollment goes up during economic downturns and enrollment goes down during economic up-swings.

These external forces were considered as the strategic planning group proceeded. In addition, three big questions guided the development of this new strategic plan.

- *What does a 21st century college look like?* This question helped us to develop our collective aspirations for the college.
- *How is Bergen already prepared to become a 21st century college?* This question facilitated an assessment of what we do well and what we need to improve upon.
- *What must we do to accomplish our collective aspirations?* This question helped the group to identify priority areas the college needs to address in the near future to carry out the College's mission and to ensure its continued success.

This new strategic plan, "Reimagine Bergen" is the culmination of much hard work, and I am pleased to present it here.

Michael D. Redmond, Ph.D.
President





Vision

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

Mission

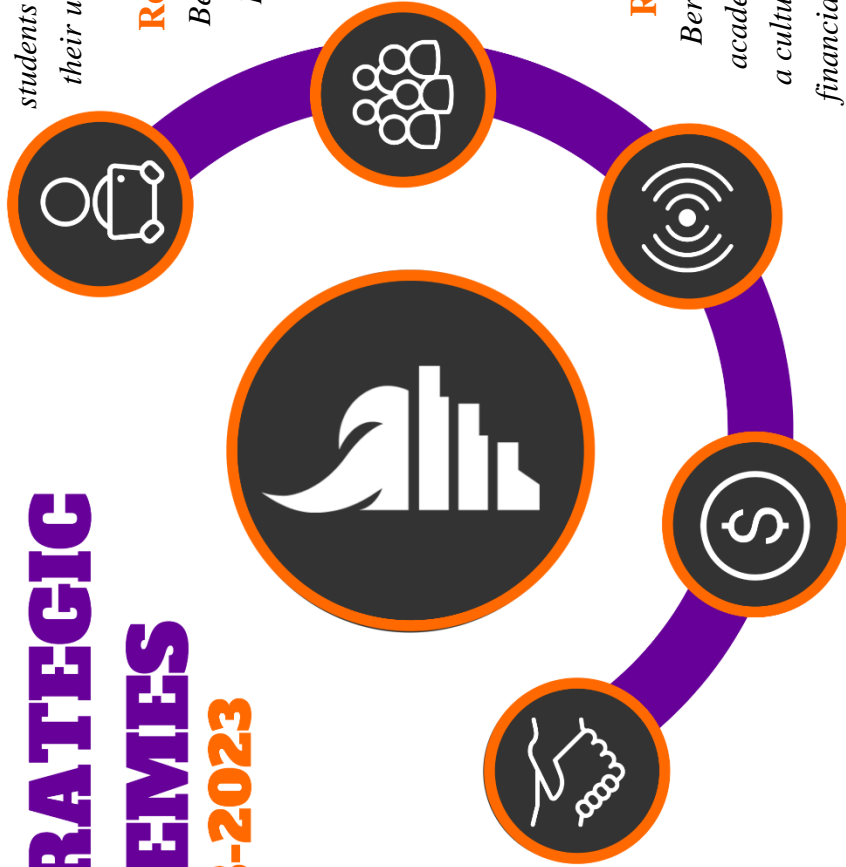
To inspire our community to realize a better future.

Values

To fulfill the vision and mission of Bergen Community College, these core values will guide our daily endeavors:

- Learning
- Excellence
- Integrity
- Respect
- Creativity

STRATEGIC THEMES 2018-2023



Reimagine Student Experiences

Bergen Community College offers a comprehensive learning environment with individualized services dedicated to guiding students and developing them as independent learners on their unique paths to success.

Reimagine Human Talent and Internal Culture

Bergen Community College will invest in its employees through enhanced professional engagement and development opportunities that will prepare them to fulfill the College's vision, mission, values, and strategic initiatives.

Reimagine Technology

Bergen Community College will invest in and support technology that is secure and reliable. Information technology will continue to enhance efficiency and access while ensuring a user-friendly experience.

Reimagine Financial Resources

Bergen Community College will secure robust resources to deliver excellent academic and co-curricular programming. The College will continue to foster a culture of transparency where all stakeholders are responsible for the financial viability of the College.

Reimagine Relationships and Partnerships

Bergen Community College will strengthen and expand relationships with education, industry and community partners to support a continuum of lifelong and global learning.

Reimagine Student Experiences



Bergen Community College offers a comprehensive learning environment with individualized services dedicated to guiding students and developing them as independent learners on their unique paths to success.

1. Promote practices that support students in accomplishing their educational goals.

- a. Revamp onboarding processes including new student orientation, testing, financial aid, registration, and academic advising to significantly improve the matriculation and retention of students.
- b. Reexamine course scheduling across the three Bergen campuses to improve alignment between students' personal obligations and pursuit of their education.
- c. Foster greater engagement of faculty and staff in our students' educational journeys by increasing involvement in the College's wraparound programs and services.
- d. Continue to increase course completion, retention, transfer and graduation rates and reduce achievement gaps.

2. Enable students to take ownership of their learning and personal growth.

- a. Guide students in the development of their own educational plan by utilizing resources such as Student Planning and faculty advising.
- b. Increase the number of program-level articulation agreements with four-year universities to facilitate smooth transfer.
- c. Engage students in career planning, allowing them to explore potential career options and to evaluate their employment preparedness.

3. Evaluate emerging curricular practices that promote equity, deep learning, student engagement and personal growth.

- a. Support faculty in the development of high impact instructional practices that meet the learning needs of a diverse student population.
- b. Cultivate a learning experience that integrates general education and co-curricular activities with program requirements.
- c. Critically examine academic and non-academic programs to enhance learning and to avoid programmatic duplications.
- d. Monitor and improve facilities and technologies to ensure that Bergen continues to have a vibrant learning and teaching environment.



Reimagine Human Talent and Internal Culture



Bergen Community College will invest in its employees through enhanced professional engagement and development opportunities that will prepare them to fulfill the College's vision, mission, values, and strategic initiatives.

1. Foster a collaborative culture that values and respects all Bergen members.

- a. Implement a communication plan to share relevant information consistently and openly.
- b. Provide cross-training opportunities for faculty and staff.
- c. Increase professional development opportunity for all faculty, staff and student workers to better serve students and each other.

2. Develop internal talent to lead and serve the College community.

- a. Create and promote pathways for faculty and staff to assume leadership roles.
- b. Reinstigate the employee recognition award for outstanding contributions in support of the College's mission.
- c. Establish ongoing professional development that is responsive to the innovations and challenges facing community colleges.
- d. Implement comprehensive new employee onboarding training.

3. Delineate and communicate College policies and procedures to promote transparency and cohesion.

- a. Institute clearly articulated procedures for reviewing, implementing, and communicating College policies and procedures.
- b. Align and communicate core business policies and procedures with appropriate personnel and functions.
- c. Ensure accountability for policy implementation, documentation, and overall institutional operations.



Reimagine Technology



Bergen Community College will invest in and support technology that is secure and reliable. Information technology will continue to enhance efficiency and access while ensuring a user-friendly experience.

1. Enhance information technology to support student learning and the educational experience.

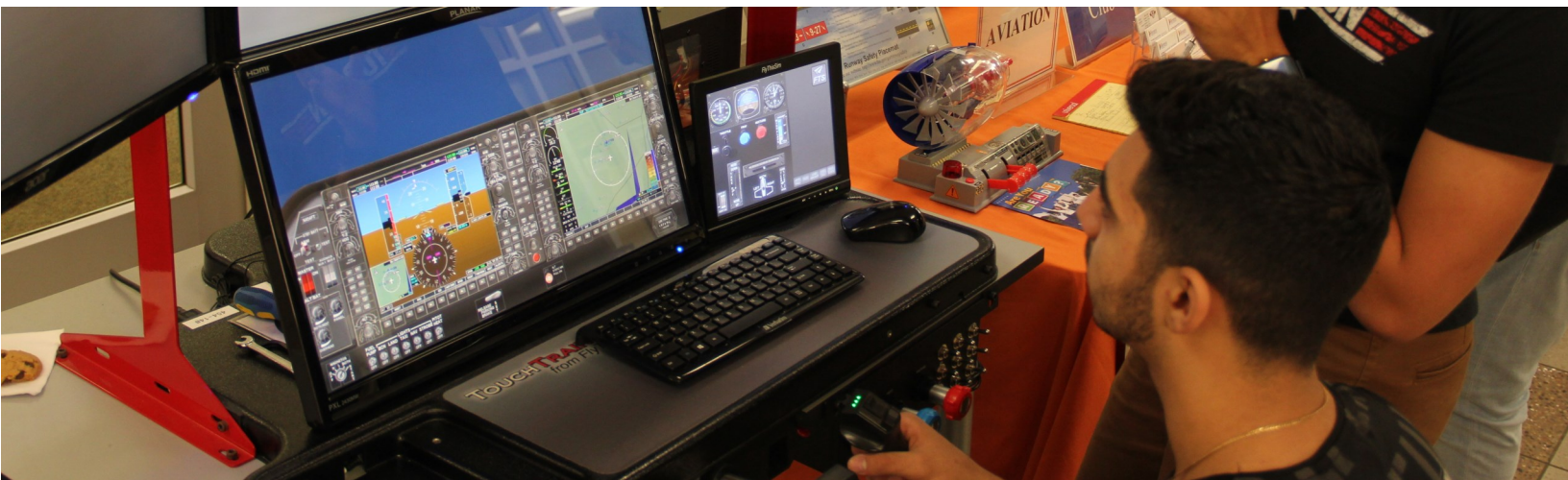
- a. Assure all students have equal access to technology tools that impact their learning and success.
- b. Maximize the mobility, user-friendliness and relevancy of technology.
- c. Utilize the student hub as a centralized communication and learning management gateway.

2. Anticipate, plan and support long-term changes in information technology.

- a. Invest in scalable technology solutions that enhance student and employee success.
- b. Create a campus-wide technology council to regularly conduct comprehensive IT assessments to assure that applications are relevant, functional, and user-friendly.
- c. Strengthen the IT infrastructure to support technological advances for the engagement of all members of the College community.
- d. Designate parties responsible for assuring the integrity and implementation of the College's Technology Plan.

3. Implement integrated information technology solutions to improve efficiency of core business processes.

- a. Review core business practices to identify how technology can improve processes.
- b. Provide ongoing, targeted training for faculty, staff, and students.
- c. Establish a data standards council to develop data governance policies to ensure data integrity.
- d. Overhaul the College's virtual campus environment to significantly improve student learning, retention and success.



Reimagine Financial Resources



Bergen Community College will secure robust resources to deliver excellent academic and co-curricular programming. The College will continue to foster a culture of transparency where all stakeholders are responsible for the financial viability of the College.

1. Support student success initiatives and the Completion Agenda.

- a. Streamline the financial aid process to effectively serve the needs of students.
- b. Explore banded tuition and other value-added tuition and fee structures.
- c. Provide workshops on financial literacy to faculty, staff and students.

2. Foster a culture where faculty and staff are responsible for the financial viability of the College.

- a. Develop and implement an inclusive and transparent budgeting process to ensure appropriate allocation of resources.
- b. Conduct a formal annual assessment of budget expenditures and allocations in order to adequately support core department functions.
- c. Establish a budget committee to institute budget principles, review the integrity of allocations, and ensure policies are followed consistently across the College.
- d. Formalize linkages between financial allocations and the College's strategic goals.
- e. Provide training on budget development and management practices.
- f. Regularly conduct trend analyses and financial forecasts to anticipate shifts in the financial landscape.

3. Develop a cohesive alternative revenue stream to supplement the existing funding structure.

- a. Continue to support and increase grant development initiatives.
- b. Pursue funding opportunities from appropriate external agencies.
- c. Create targeted giving opportunities for faculty, staff, and key community stakeholders.



Reimagine Relationships and Partnerships



Bergen Community College will strengthen and expand relationships with education, industry and community partners to support a continuum of lifelong and global learning.

1. Strengthen and broaden relationships with PreK-12 schools and four-year institutions.

- a. Develop additional partnerships with PreK-12 across the county.
- b. Increase early college and dual enrollment opportunities for all county high school students.
- c. Investigate the feasibility of automatic college admission for all Bergen County high school students upon their graduation.
- d. Expand value-added partnerships, such as dual admission, with four-year colleges around the region.

2. Partner with community leaders and alumni to advocate for the College.

- a. Join with local, state and regional agencies to secure resources to support student success.
- b. Connect alumni with local advisory boards to strengthen the connection between the community and the College.
- c. Position the College as a community center that meets the needs of residents near each campus.
- d. Explore stackable credentials from The Division of Continuing Education to the attainment of an associate degree.

3. Strengthen connections with regional industries.

- a. Engage local industries as partners in the development and maintenance of academic and co-curricular programs.
- b. Utilize industry partners to align curriculum with current industry standards and connect students with paid internships, work-based learning, and credentials.
- c. Increase academic programming and workforce training at the Hackensack and Meadowlands campuses, reflecting the unique nature of each neighborhood.

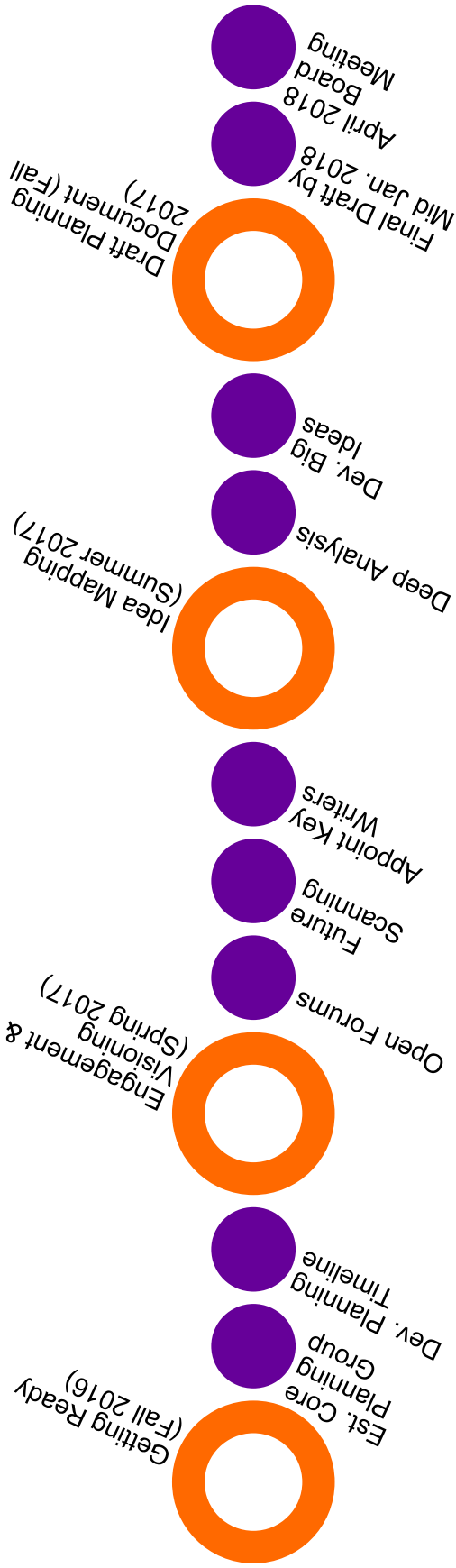


Planning and Implementation Processes

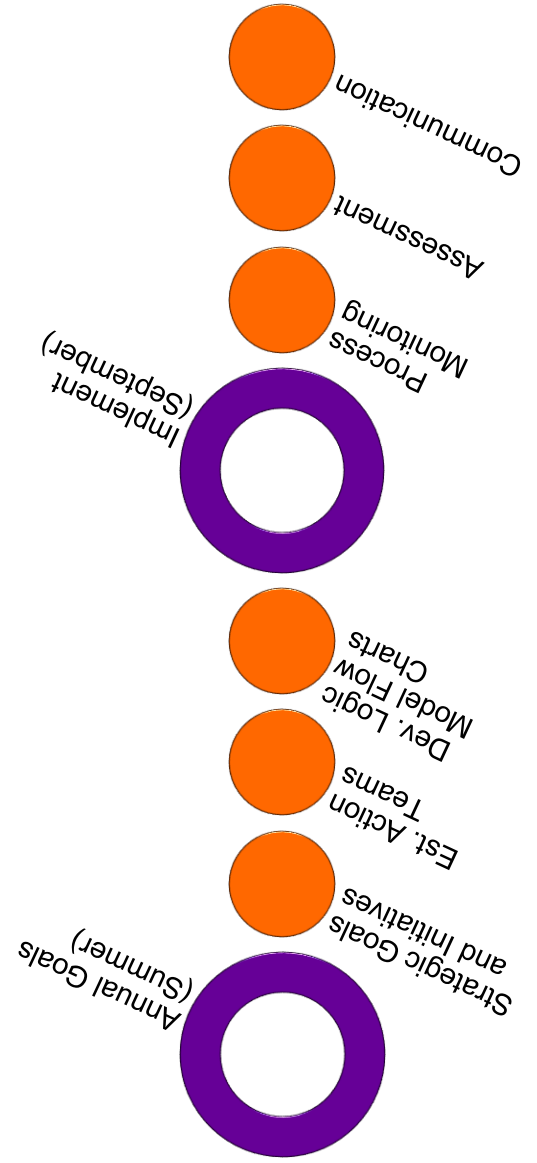
Our Goals for the Planning Process at Bergen...

- Will strengthen a spirit of collaboration
- Will deepen institutional trust
- Will reflect collective aspirations for the future
- Will push us to explore new opportunities
- Will help us to embrace & prepare for change

Strategic Plan 2018 – 2023 – The Process



Post Strategic Plan Implementation Support



Annual Strategic Plan Implementation

Figure 1. Continuous Strategic Plan Implementation Cycle



1. Establish Annual Goals

- The Board of Trustees, in consultation with the President, establishes a set of broad annual goals for the College aligned with the College’s strategic plan.

2. Link Annual Goals and Strategic Plan

- The President and the Executive Team identify related strategic goals and initiatives supporting the broad annual goals established by the Board.
- During the first year of implementation, the President and the Executive Team identify 3-5 high level success outcomes and targets, and an Institutional Dashboard to track outcomes over the next five years.

3. Establish Annual Success Matrix

- The Executive Team establishes annual success outcomes and targets with assistance from the Management Leadership Team.
- The President approves the Annual Success Matrix, and appoints an Executive Team member to lead the management of the Success Matrix.
- If appropriate, additional resources are identified for carrying out specific strategic initiatives to accomplish the success targets.

4. Implement

- The President assigns specific strategic goals and initiatives to each Executive Team member for implementation.
- Each Executive Team member leads the annual implementation and integrates the goals and initiatives into the normal operation of the College.
- Implementation of the annual strategic goals and initiatives are incorporated into appropriate academic and AES outcomes assessment and program reviews with significant input from faculty and staff.
- The strategic plan implementation and the outcome targets accomplished are part of the annual performance evaluation of the Executive Team members.

5. Evaluate and Communicate

- The Annual Success Matrix and Institutional Dashboard are updated and widely communicated to the Bergen community.
- Executive Team members lead the college-wide presentation of notable accomplishments and barriers during the annual Professional Day of Development or a similar college-wide event.
- The President gives an implementation status report to the Board at its June meeting.

Bergen's Institutional Dashboard*

Academic Progress	
Retention Rate	First-time, full-time, fall cohort from the prior year that re-enrolled in the following fall (one-year return rate).
Graduation Rate	Completion within 150% normal time of a cohort of first-time, full-time, associate degree/certificate-seeking students.
Transfer Rate	Transfer-out rate of first-time, full-time degree or certificate-seeking students within 150% normal time.
Financial Health	
Receivable/Tuition + Fees	Measures how effective an institution is in extending credits to students and their effectiveness of collecting on these debts.
Viability Ratio	Measures the basic financial health – the availability of expendable net assets to cover debt to settle obligations as of the balance sheet date.
Return on Net Assets Ratio	Determines whether the institution is financially better off than in previous years by measuring total economic return.

Source: *Annual Institutional Update Data Dictionary, Middle States Commission on Higher Education, 2018.*

* These KPIs could change to accommodate unexpected internal and external developments. In addition, Annual Success Metrics will accompany the Institutional Dashboard.

Strategic Plan 2018-2023

Working Group Member List

Name	Title
Denise Avrutik	Faculty – Dental Hygiene
Mary Bays	Faculty – Fashion Design
Drorit Beckman*	Senior Grants Administrator
Joanna Campbell*	Faculty – Dental Hygiene
Ralph Choonoo	Executive Assistant to the Vice President of Student Affairs
Tobyn De Marco	Faculty – Philosophy and Religion
Maureen Ellis-Davis*	Faculty – Social Sciences
Linda Emr	Dean - Philip Ciarco Learning Center
Gail Fernandez**	Interim Dean – Assessment and Associate Professor
John Findura*	Tutorial Supervisor – Cerullo Learning Assistance Center
Christine Gillespie*	Dean - Continuing Education
Jaymee Griffin	Director - Achieving the Dream
Frank Hablawi	Web Developer - Information Technologies Services
Larry Hlavenka**	Executive Director of Public Relations and Community and Cultural Affairs
Amarjit Kaur	Managing Director - Center for Innovation in Teaching and Learning (CITL)
Yun Kim**	Vice President - Center for Institutional Effectiveness
Ilene Kleinman	Associate Dean – Curriculum
Lenore Lerer	Faculty – College Mathematics
Rachel Lerner-Colucci	Dean – Student Life and Conduct
Beverly Margolies	Web Designer and Content Manager - CITL
Lisa Mayer*	Faculty – Criminal Justice
Tonia McKoy**	Managing Director – Institutional Research
Tracy Miceli*	Managing Director – Events Planning
Thomas O’Neill*	Senior Technical Coordinator – Community and Cultural Affairs
Christopher Priore	Adjunct Faculty – Visual Arts
Jill Rivera	Associate Dean – Student Success and Completion
Daniel Sheehan*	Faculty – Performing Arts
Patrick Simms	Professional Assistant – CITL
Mine Ugurlu	Technical Assistant – Enrollment Specialist
David Wang	Faculty – Computer Information Systems
Kathleen Williams	Faculty – Communications

*Individuals who served on the Strategic Plan 2018-2023 Writing Team

**Individuals who served as the Facilitation Core Team

Board of Trustees

Carol Otis, Chairperson

Gerard L. Carroll, Vice-Chairman

Dorothy L. Blakeslee, Treasurer

Joseph Barreto, Secretary

James D. Demetrakis, Trustee

Patrick Fletcher, Trustee

Mark Longo, Trustee

Irene Oujo, Trustee

Sheetal Ranjan, Ph.D., Trustee

Joseph Zarra, Trustee

Peter Zalokostas, Alumni Trustee

Michael D. Redmond, Ph.D., BCC President

Maria V. Ferrara, Secretary to the Board of Trustees

President's Executive Team

Michael D. Redmond, Ph.D., President

Victor Anaya, Executive Director of Finance

William M. Corcoran, Vice President of Facilities, Planning, Operation & Public Safety

Ursula Parrish Daniels, Ed.D., Executive Assistant to the President

Waldon Joseph Hagan, Ph.D., Vice President of Student Affairs

Larry Hlavenka, Executive Director of Public Relations and Community and Cultural Affairs

Yun K. Kim, Ph.D., Vice President of Institutional Effectiveness

James R. Miller, Executive Director of Human Resources

William P. Mullaney, Ph.D., Vice President of Academic Affairs

This Strategic Plan document was designed by Wilson Aguilar, Public Relations and Jesse Jacondin, Center for Institutional Effectiveness.



A TRADITION OF EXCELLENCE

Approved by the Board of Trustees June 5, 2018

400 Paramus Road

Paramus, New Jersey 07652

201 447-7100

www.bergen.edu