Framework for the Future

2013 - 2018

Maximizing Potential for Student Success

Bergen Community College

Approved by the Board of Trustees June 4, 2013

Letter from the President

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

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.

Vision, Mission and Values

Strategic Theme 1
Student Success and Excellence

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.

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

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

Goal: Enhance and expand a college-wide culture dedicated to student success [T1.GA.]

Actions:
- 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]
- Develop, implement and sustain a system for students to access academic planning and career planning information [T1.GA.a2]
- Publicize and expand all academic and student support services; orient students to ensure access to these services [T1.GA.a3]
- 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]

Goal: Increase course completion, retention, transfer and graduation rates [T1.GB.]

Actions:
- Plan and launch a "one-stop-shop" for admission, registration and financial aid [T1.GB.a1]
- Facilitate the development of independent learners through academic, personal and career counseling [T1.GB.a2]
- Create an initiative to engage family members in student success [T1.GB.a3]
- Establish an alumni-mentoring program to help students connect academics with career aspirations [T1.GB.a4]
- Expand program-to-program and institution-to-institution articulations with four-year schools to assure seamless and successful transitions [T1.GB.a5]

Goal: Reduce the achievement gap between majority and under-represented minority populations [T1.GC.]

Actions:
- Identify and address barriers encountered by minority students [T1.GC.a1]
- Provide a summer academic enrichment experience for minority students enrolling for the first time [T1.GC.a2]
- Assign an advisor to guide each student until graduation [T1.GC.a3]

Goal: Increase professional development opportunities; recognize and promote faculty and staff contributions [T2.GA.]

Actions:
- Develop, implement, and sustain professional training pathways for faculty and staff [T2.GA.a1]
- Align technology training and support to meet organizational needs in and outside the classroom [T2.GA.a2]
- Showcase the achievements of all faculty and staff on a regular basis [T2.GA.a3]

Goal: Launch an orientation program for all positions and new hires [T2.GB.]

Actions:
- Provide a continuous and consistent employee orientation for all hires; monitor the effectiveness of the orientation program [T2.GB.a1]
- Create an easily accessible and continuously updated electronic archive for College policies and procedures [T2.GB.a2]

Goal: Embrace the contributions of non-tenure track faculty [T2.GC.]

Actions:
- Create a compensated orientation program for all new adjunct faculty [T2.GC.a1]
- Reevaluate the College's policy on lecturer opportunities [T2.GC.a2]
- Tap into adjunct faculty connections in the public and private sectors to create additional summer internship and field experience opportunities for students [T2.GC.a3]

Strategic Theme 2

Faculty and Staff Success and Excellence

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.

Commitment to Bergen County

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 [T3.GA.]

Actions:
- Develop and execute strategic outreach programs with K-12 schools and community-based organizations (e.g., faith/interfaith groups, cultural organizations, PTA, PTO, et al.) in Bergen County [T3.GA.a1]
- Create a community-based advisory council for the College to facilitate continuous dialogue [T3.GA.a2]
- Establish partnerships with local technology and healthcare industry representatives [T3.GA.a3]
- Implement an "adopt-a-town" program where faculty, staff, students and alumni serve as liaisons to Bergen County municipalities [T3.GA.a4]

Goal: Strengthen awareness of the College's commitment to excellence and public service [T3.GB.]

Actions:
- Promote the College through better use of traditional and new media [T3.GB.a1]
- Develop a coordinated plan and processes to manage outgoing communication to stakeholders and partners [T3.GB.a2]
- Establish and train alumni ambassadors to represent the College at different venues throughout the county [T3.GB.a3]
- Regularly survey key external stakeholders and the community at large to gauge the College's image and reputation [T3.GB.a4]

Goal: Enhance and expand programs to better serve the educational and workforce development needs of Bergen County [T3.GC.]

Actions:
- Launch countywide activities that utilize the College's resources to meet the needs of the Bergen County community [T3.GC.a1]
- Examine the feasibility of pathways to college degrees for certifications earned through continuing education courses and programs [T3.GC.a2]

Goal: Establish clear and transparent communication pathways [T4.GA.]

Actions:
- Launch and maintain a faculty and staff directory on the College's website [T4.GA.a1]
- Complete the communication plan; implement it consistently and continuously in order to build trust with internal and external stakeholders [T4.GA.a2]
- Establish a student communication advisory council to enact recommendations of the Communications Task Force and improve effectiveness [T4.GA.a3]
- Develop multiple pathways to engage alumni to help strengthen the College's reputation [T4.GA.a4]

Goal: Foster a culture of collaborative innovation [T4.GB.]

Actions:
- Increase college-wide collaboration to reduce the duplication of efforts and the occurrence of missed opportunities [T4.GB.a1]
- Champion innovation and respect in all areas of the College – including classrooms, operational units and professional development opportunities [T4.GB.a2]
- Review and realign major business processes impacting employees and students to improve accuracy, efficiency and satisfaction [T4.GB.a3]

Goal: Build inviting and functional facilities [T4.GC.]

Actions:
- Improve handicap accessibility of all facilities [T4.GC.a1]
- Create and implement a facilities maintenance plan to assure that existing facilities remain clean, safe, welcoming and systematically upgraded [T4.GC.a2]
- Develop a facilities projection plan for the next five-to-ten years [T4.GC.a3]
- Establish a plan for reducing energy use throughout the institution with the support of the Sustainability Learning Community [T4.GC.a4]

Goal: Ensure instructional and administrative technology systems remain cohesive, current and intelligent [T4.GD.]

Actions:
- Systematically maintain and update the College's new website [T4.GD.a1]
- Implement and continuously update the College's technology plan to meet the changing needs of faculty, staff and students [T4.GD.a2]
- Develop internal information technology capacities to fully and effectively utilize the institution's student information system [T4.GD.a3]
- Identify and automate routine business processes each year [T4.GD.a4]

Goal: Obtain additional funding and strengthen human resources [T4.GE.]

Actions:
- Pursue funding opportunities by building stronger relationships with community stakeholders and by actively seeking grant opportunities [T4.GE.a1]
- Develop and execute a comprehensive human resources plan, including a review of existing positions to increase employee satisfaction and effectiveness [T4.GE.a2]
- Develop clear fundraising goals to support the complex needs of current and future students [T4.GE.a3]

Strategic Theme 4

Institution Building

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.

Preliminary Tracking Measures*

Note: The measures included in Layer One are intended to be the primary tracking measures, which will be published widely. The measures in Layer Two are intended to serve as supplemental indicators of progress and will be used for internal tracking.

KEY:
(ATD) -   Achieving the Dream
(VFA) -   Voluntary Framework of Accountability
(CCSSE) - Community College Survey of Student Engagement
(PACE) -   Personal Assessment of the College Environment

Layer One
1. Graduation rate (T1) -ATD/VFA
2. Transfer rate (T1) -ATD/VFA
3. Fall-to-fall retention rate (T1) -ATD/VFA
4. Student satisfaction with BCC experience (T1) -CCSSE
5. $ spent on professional development (T2)
6. Mean score for student satisfaction with instruction (T2) -CCSSE
7. Faculty and staff satisfaction with the College's support for professional development (T2) -PACE
8. # of programs and activities offered to local school and community organizations (T3)
9. # of companies served through customized training (T3)
10. Community's rating of the College image (T3) -CLARUS Survey
11. # of alumni serving as BCC ambassadors/representatives (T3)
12. Employee satisfaction with communication (T4) -PACE
13. Total amount of private giving to BCC Foundation (T4)
14. Student satisfaction with services (T4) -CCSSE
15. Total amount awarded in institutional scholarship (T4)

Layer Two
1. Semester-to-semester retention rate (T1) -ATD/VFA
2. Remedial, General Education, and Gate-keeper course completion rates (T1) -ATD/VFA
3. # of graduates employed in a field that is related to their BCC degree/certificate (T1) - VFA
4. % of faculty, adjuncts, and staff participating in professional development activities (T2)
5. # of presentations and publications by faculty, adjuncts, and staff (T2)
6. Overall effectiveness of faculty and staff orientation (T2) -PACE
7. # of participants attending programs and activities offered to local schools and community organizations (T3)
8. # of enrollments in customized training courses (T3)
9. # of students in high school programs, e.g., dual enrollment (T3)
10. # of community organizations served by faculty and staff (T3)
11. # of recipients of institutional scholarships (T3)

YEAR ONE		
June – August 2013	• Develop first year rollout strategies	– President – Executive Team
September 2013	• College Council and Executive Team will develop an on-going implementation & planning process	– President – Executive Team – College Council
January 2014	• Progress Report (covering July – December) to Board of Trustees' Strategic Planning and Issues Committee	– President – VP of Institutional Effectiveness
May - June 2014	• Conduct annual assessment of the implementation; if necessary make adjustments to the strategic plan • Develop a rollout plan for Year Two	– Center for Institutional Effectiveness – College Council – President – Executive Team
June 2014	• Progress Report (covering January to June) to Board of Trustees' Strategic Planning and Issues	– Committee – President – Executive Team
July 2014	• Annual report to the Board and BCC Community – Results of the first year's implementation and a rollout plan for Year Two	– President – VP of Institutional Effectiveness
YEAR TWO		
January 2015	• Progress Report (covering July to December) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
May - June 2015	• Conduct annual assessment of the implementation; if necessary make adjustments to the strategic plan • Develop a rollout plan for Year Three	– Center for Institutional Effectiveness – College Council – President – Executive Team
June 2015	• Progress Report (covering January to June) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
July 2015	• Annual report to the Board and BCC Community – Results of the second year's implementation and a rollout plan for Year Three	– President – VP of Institutional Effectiveness
YEAR THREE		
January 2016	• Progress Report (covering July to December) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
May - June 2016	• Conduct annual assessment of the implementation; if necessary make adjustments to the strategic plan • Develop a rollout plan for Year Four	– Center for Institutional Effectiveness – College Council – President – Executive Team
June 2016	• Progress Report (covering January to June) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
July 2016	• Annual report to the Board and BCC Community – Results of the third year's implementation and a rollout plan for Year Four	– President – VP of Institutional Effectiveness

Five-Year Implementation and Planning Cycle

Five-Year Implementation and Planning Cycle

YEAR FOUR		
Sept. – Dec. 2016	• Comprehensive review of Vision, Mission, and Values Statements	– Center for Institutional Effectiveness – College Council – President – Executive Team
January 2017	• Progress Report (covering July to December) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
May - June 2017	• Conduct annual assessment of the implementation; if necessary make adjustments to the strategic plan • Develop a rollout plan for Year Five	– Center for Institutional Effectiveness – College Council – President – Executive Team
June 2017	• Progress Report (covering January to June) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
July 2017	• Annual report to the Board and BCC Community – Results of the fourth year's implementation and a rollout plan for Year Five	– President – VP of Institutional Effectiveness
YEAR FIVE		
Sept. '17 – April 2018	• Develop a new strategic plan: 2018 – 2023	– President – College Council – VP of Institutional Effectiveness
January 2018	• Progress Report (covering July to December) to Board of Trustees' Strategic Planning and Issues Committee	– President – Executive Team
April 2018	• Open comment period for strategic plan: 2018-2023	– President – VP of Institutional Effectiveness – College Council
May – June 2018	• Write final strategic plan: 2018-2023 document, incorporating the assessment results • Conduct annual assessment of the current strategic plan's implementation • Develop a rollout plan for Year One of the new strategic plan	– VP of Institutional Effectiveness – College Council – Center for Institutional Effectiveness – President
June 2018	• Progress Report (covering January to June) to Board of Trustees' Strategic Planning and Issues	– Committee – President – Executive Team
July 2018	• Five year summary report to the Board of Trustees and BCC Community • Present a new strategic plan 2018-2023 to the Board	– President – VP of Institutional Effectiveness

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