

- Although coordination of outgoing communication has improved, we have not yet fully accomplished development of an integrated outgoing communication model. However, the Public Relations Office has been designated as the “official” entity that speaks on behalf of Bergen, greatly reducing duplications and misinformation going out to our stakeholders and partners.
- *Establish and train alumni ambassadors to represent the College at different venues throughout the county. (T3.GB.a2)*
  - The Alumni Ambassadors Program has been conceptually drafted but it is being remodeled to meet the present needs of the college and community. A two-pronged “Ambassadors” sequence (BCC Professional Ambassadors/ Mentors and College Transfer Ambassadors) – utilizing both professionals in the workforce and recent BCC alumni who are currently enrolled in 4-year institutions will provide transfer/career pathways information, professional mentoring, and bridges to information about 4-year colleges and universities. The performance of this program will be tracked at the conclusion of the fall and spring semester each year to ensure success at all levels.

#### Strategic Theme 4: Institution Building

- *Establish a student communication advisory council to enact recommendations of Communication Task Force and improve effectiveness (T4.GA.a3)*
  - A review of the College’s communications to the students revealed that some of wording could be clearer and use more direct language to promote understanding.
  - The student communication advisory council recommends: a small group of students to proofread messages to improve readability and clarity; use more bullet-points instead of long paragraphs; if action is required by students make it very clear at the end of the message; regularly conduct inter-departmental review of communication materials to assure information accuracy.
  - The Advisory Council also recommend use of multiple communication channels (i.e., e-mail, letter, text, etc.) whenever possible.
  - As part of the quality control, the student communication advisory council will review outgoing communications to ensure that they meet

- the above criteria. Recommended changes will go to the originator of the communication.
- *Champion innovation and respect in all areas of the College – including classrooms, operational units and professional development opportunities (T4.GB.a2)*
  - The Day of Development in fall 2014 focused on enhancing civility in the workplace and in our classrooms, inviting Dr. L. Hollis, author of “Bullying in the Ivory Tower,” and Ed Cabellon to campus.
  - Established a Staff Senate to foster the spirit of unity and cooperation while addressing the concerns and issues of all staff members. The membership includes all constituency groups at the College; Staff Senate Officers are permanent members of the College Council.
  - For the second year, the BCC Foundation funded the Innovation of the Year Program.
  - The Brown Bag Discussion initiative was launched in spring 2015 to focus internal conversations on external forces (i.e., college rating system, performance-based funding, and pending legislative bills) that impact institutions of higher education.
  - In April 2015, the Bergen Community College Leadership Academy was launched. This is a 10-day leadership program based on the findings from The Center for Exemplary Leadership, the Good to Great research, research on leadership and management from the Gallup Organization, and many others including the VitalSmarts authors. The cohort includes managing directors, deans and other administrative staff.
- *Develop clear fundraising goals to support the complex needs of current and future students (T4.GE.a3)*
  - The Foundation Board enlisted the services of Jerold Panas, Linzy & Partners to assess the feasibility of developing a fundraising campaign in the fall of 2014. A draft report has been received and discussions are underway for implementing suggestions from the report.

*[Achieved one of our Strategic Plan’s audacious goals by receiving acceptance into the Achieving the Dream national community college reform movement]*

Prepared for the Board of Trustees Meeting  
on July 7, 2015

#### 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 TWO IMPLEMENTATION SUMMARY



June 30, 2015

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 2014-15 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

- Develop, implement and sustain a system for students to access academic planning and career planning information [T1.GA.a2]
  - New student orientation has been revamped and a tracking system has been put into place. Preliminary data indicates the students who attended the orientation are retained at a higher rate. Currently, working to develop an online version of the campus-based new student orientation.
  - Based on the best practices, a "Parent" page was developed and launched on the College website to actively engage them to become informed partners in promoting success of their college students.
  - Launched a career development week and an academic fair to increase students' awareness of the many options available to them and to create an alternate advising opportunity for the students; completed establishing a career center.
  - A flexible academic planning worksheet was developed to encourage exploration of many subjects and help facilitate students to find academic and career focus.
  - Launched a comprehensive business process review to rollout web-based student planning software designed to integrate the academic catalog, degree planning and degree audit, scheduling, advising and registration. This will help our students and advisors to continuously monitor progress.
- Publicize and expand all academic and student support services; orient students to ensure access to these services [T1.GA.a3]
  - The new student questionnaire and the academic standing survey were developed and administered to assess the needs of new and "at risk" students and to address a perceived lack of awareness regarding available services. Data from these two surveys are being analyzed.

- Launched the use of electronic monitors on campus to promote timely information on college-wide events and activities.
- The "Bergen Daily," an e-newsletter sent to students and college personnel provides updated event information. This e-newsletter was originally introduced late in the year one cycle by Public Relations eliminated the e-blasts being sent throughout the day and provides a daily "snapshot" of campus functions and updates.
- Expand program-to-program and institution-to-institution articulations with four-year schools to assure seamless and successful transitions [T1.GB.a5]
  - Bergen students can now access accurate and current transfer information including information on transfer scholarships on the website. Now, transfer counselors can invest more of their expertise in organizing workshops, transfer fairs and the education of our students and faculty rather than repeatedly dispersing basic transfer information.
  - The use of social media to inform the college community of signing of new articulation agreements and announcing transfer fairs significantly increased the college community's interest in articulations and their attendance.
  - Recently, the information technology program articulated with Kean University for medical informatics; nursing program added Ramapo, Drexel and Walden to their articulation roster; exercise sciences articulated with East Stroudsburg University of Pennsylvania and University of Scranton. Bergen is in the process of negotiating program articulations with NJIT and William Patterson.
- Provide a summer academic enrichment experience for minority students enrolling for the first time [T1.GC.a2]
  - The Summer Intensive Program ran for a second year. With the infusion of a student success grant from the NJCCC during summer 2014, the program served 58 students from seven nearby high schools and was able to offer the Student Success (IST 101) course for college credits – giving a head start on earning college credits. Approximately 55 percent of the Summer Intensive Program students received free or reduced lunch. The curriculum is focused on the Accuplacer review in arithmetic, algebra and English; as well as non-academic behavior interventions, such as time management, development of personal mission, and learning about an academic structure so that they can successfully navigate a college campus.

- In July 2014, a newly created Office of Multicultural Affairs launched the Progressive Male Initiative, targeting men of color. Through this program, students attend lectures, seminars, and field trips. Students engaged in one-on-one mentoring sessions conducted by a member of the Bergen/Community Coalition for Student Success. As part of the Progressive Male Initiative Program, 10 students attended the Black/Brown College Bound National Conference held in Tampa, Florida. The students met many national trailblazers in the field. Their travel costs were fully covered by the College.

### Strategic Theme 2: Faculty and Staff Success and Excellence

- Provide a continuous and consistent employee orientation for all hires; monitor the effectiveness of the orientation program [T2.GB.a1]
  - After an extensive review of existing staff orientation, Human Resources expanded the program to include receipt of pertinent information prior to the new hire's first day of work, allowing faster uptime for his or her computer and phone system. Additionally, each new employee meets with a member of HR and are provided with an orientation packet including general college and payroll information, as well as benefits information and forms. HR members rotate these responsibilities.
  - A survey of all new employees hired between July 2014 and April 2015 indicated 71 percent had a high level of satisfaction with each of the components of the orientation program. The majority of the respondents were "extremely satisfied" with the orientation program and found it to be "very helpful" to "extremely helpful." HR is collaborating with other departments to continuously improve the orientation program.
- Create an easily accessible and continuously updated electronic archive for College policies and procedures [T2.GB.a2]
  - Conducting research to identify best practices for developing and maintaining an electronic archive of policies and procedures. Once this step is completed, reviewed and approved policies will be uploaded to an online application which will be available via the website.
  - The executive team reviewed appropriate sections of the College's policy manual; currently the College Council and legal counsel are reviewing relevant sections of the policy manual.

- The College still needs to develop an effective process/system to continuously update, identify gaps and propose new policies.

### Strategic Theme 3: Commitment to Bergen County

- 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]
  - Established the Bergen/Community Coalition for Student Success. Twenty-five individuals from local K-12 school administrations, police officers, business owners, attorneys at law, former professional athletes, and board of education members are serving on the coalition. The major goal is to bring the community "voices" into the College's student success initiatives. The coalition members provide one-on-one mentoring to the students participating in the Progressive Male Initiative Program. The coalition is currently involved with Englewood School district in development of three stackable career/technical programs to serve Englewood high school students.
  - The coalition assisted with the effort to bring Bergen classes at the Dwight Morrow High School campus in Englewood in March 2015, lowering barriers to accessing the college's educational programs.
  - The College recently launched an advanced manufacturing program with the Bergen County Technical High School. The high school students will be on the Paramus campus of Bergen while working and learning alongside Bergen students in the manufacturing programs.
- Develop a coordinated plan and processes to manage outgoing communication to stakeholders and partners [T3.GB.a2]
  - The Public Relations Office has been visible and taking advantage of new media, i.e. Facebook, Twitter and Instagram, as well as the output of information through The Bergen Daily, "Inside Bergen," The Buzz About Bergen and Studio Bergen.
  - A comprehensive and up-to-date calendar of events is available from the college's website with one click. The Events Planning Office is charged with the continuous update and maintenance of the electronic event calendar.