



2010-2013 Strategic Plan:

Achieving Our College

[DRAFT]

Bergen Community College is widely acknowledged as a place of rich potential. With a distinguished faculty, an energetic and dedicated staff, and outstanding learning facilities and resources, the College has now provided generations of students with a high quality educational experience. We believe that the College is capable of even greater heights—that it is a good college, but that it has the potential to be a *great* college. The following strategic plan is based on collaborative research and visioning performed by many members of our faculty, staff, and student body along with contributions from local civic and business leaders. It is grounded on the view that a *college* is an ideal that should guide our all of our efforts to cultivate campus culture, the student experience, and faculty life.

Major Plan Elements

Success Factors, Strategic Goals, and Tactical Objectives

This plan is comprehensive in scope and organized around five “Success Factors” which are goal and process categories that are essential to our excellence. There is one main strategic goal for each success factor, and the five strategic goals reflect the planning session participants’ views about what the College must achieve in each of these key areas in order to fully realize its mission and vision in light of current advantages and challenges. Each of these strategic goals is supported by multiple tactical objectives. The tactical objectives are specific actions—primarily college-wide in scope— that we must take if we are to achieve these five strategic goals in the next three years. Some of the tactical objectives are listed as “Year 1”—these are steps that will be taken in the 2010-2011 academic year, and whose completion will generate additional tactical objectives for the remaining two years of the plan.

Success Factor 1: STUDENTS

Goal: 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.

Tactical Objectives:

- 1.1 Increase use and/or support of active and collaborative learning techniques and classroom innovation through an institutional commitment to teaching and learning
- 1.2 Complete implementation of the Advisement Redesign
- 1.3 Assess and identify additional methods to increase student success (Year 1)

Success Factor 2: FACULTY and STAFF

Goal: A fully engaged and empowered faculty and staff 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 and more systematically provide support for professional development.

Tactical Objectives:

- 2.1 Develop a process to analyze results of PACE (Personal Assessment of the College Environment) survey and recommend actions to take (Year 1)
- 2.2 Design and establish centralized appropriate professional development learning programs and resources for all leaders, faculty, and staff
- 2.3 Develop a college-wide diversity plan to realize the College's mission to respond to changing campus and county demographics (Year 1)

Success Factor 3: PROGRAMS and PROCESSES

Goal: 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.

Tactical Objectives:

- 3.1 Implement customer service training for all Administrative and Educational Support (AES) departments
- 3.2 Implement AES and Academic departmental assessment and review processes
- 3.3 Create a Process Improvement Office to increase operational efficiency and implement data collection, analysis, management, and use in decision-making
- 3.4 Assess and improve college processes that impact decisions to add classes and sections
- 3.5 Expand distance learning course offerings and programs

Success Factor 4: COMMUNITY

Goal: Enhanced community enrichment 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.

Tactical Objectives:

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 - 4.1 Expand programs and relationships with county high schools
 - 4.2 Develop new credit and noncredit programs and classes to meet career and workforce needs and the demands of the new economy
 - 4.3 Increase community involvement to focus academic programs, and expand the service learning program, cooperative education, and student volunteerism
 - 4.4 Refine marketing program to (1) develop brand to focus on the quality of faculty and programs (2) support Meadowlands development
 - 4.5 Expand South Bergen access to education through completion of BCC at the Meadowlands
 - 4.6 Expand campus sustainability initiatives to reduce use of resources and make Bergen a model “green school.”

Success Factor 5: FINANCIAL

Goal: Financial integrity through sound financial management and expanded and diversified revenue sources

The economy’s strain on state and county fiscal resources demands that we innovate and seek new sources of revenue in order to maintain the quality of our educational programs and facilities.

Tactical Objectives:

- 5.1 Increase private giving
- 5.2 Increase entrepreneurial activity

Plan Implementation

Academic departments and Administrative and Educational Support (AES) departments will align their annual planning processes for 2010-2011 with the strategic plan and create Departmental Operational Goals that support the plan’s tactical objectives. In addition, some tactical objectives will be addressed by cross-divisional teams created for this purpose. Resource allocation for 2010-2011 will be directly tied to the annual departmental planning process and the larger strategic plan. Key Performance Indicators related to each of the strategic goals will be collected on a college-wide “dashboard” that will allow us to measure the impact of the tactical objectives in achieving the goals and modify the plan as needed.