Reimagine Bergen
[Strategic Plan: 2018 – 2023]

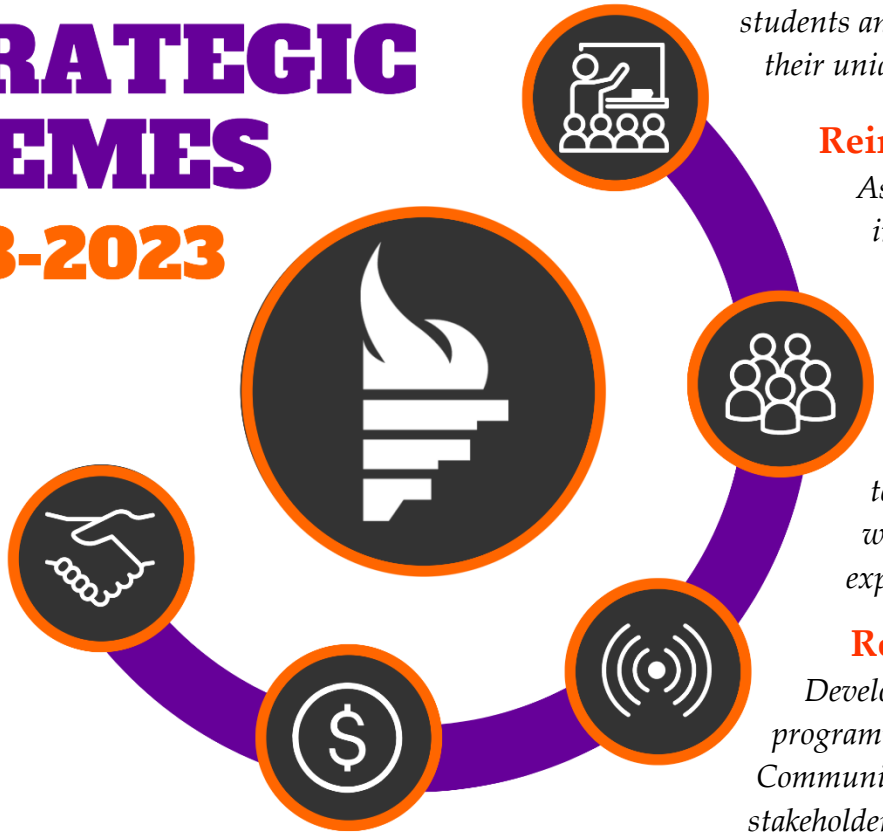
This time last year, 33 faculty and staff volunteered to serve on the strategic planning working group, launching a new planning process that would shape our institution's vision for the future. In Phase I, faculty and staff shared their aspirations for a 21st century ready Bergen during seven campus-wide town hall planning sessions.

In Phase II, the working group met regularly to distill, analyze and synthesize these findings before 11 members of the working team completed a draft over the summer. This work carefully melded the combined voices of the Bergen community to create a five-year blueprint for the success of our students, faculty, staff and institution as a whole.

The process has now reached the third phase - a comprehensive review of the plan by the board of trustees, faculty, staff, students and key community partners.

With that in mind, the planning group invites your thoughtful insight and contributions to this draft. Please e-mail your comments to splanning@bergen.edu.

STRATEGIC THEMES 2018-2023



Reimagine the Student Experience

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

As its most valuable resource, Bergen Community College will invest in its employees through enhanced professional engagement and development opportunities, employees will be better positioned to carry out the College's vision, mission, and values.

Reimagine Technology

Bergen Community College will invest in and support state-of-the-art technology that is secure and reliable. Information technology system will enhance efficiency and access while ensuring a user-friendly experience.

Reimagine Financial Resources

Developing and delivering excellent academic and co-curricular programming requires deep and sustainable financial resources. Bergen Community College will foster a culture of transparent practices where all stakeholders are responsible for the financial viability of the College.

Reimagine Relationships/Partnerships

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

[STRATEGIC PLAN: 2018 – 2023]

Reimagine the Student Experience

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.

Goals and Initiatives

1. **Expand innovative and relevant curriculum to promote deep learning, student engagement, and preparedness for future employment and further education.**
    a. Support faculty in the development of high impact instructional practices such as the paired courses, accelerated remedial tracks, and computer assisted learning modules.
    b. Integrate general education, co-curricular activities and program requirements more fully.
    c. Critically examine and cluster related academic programs to enhance integrative learning and to eliminate duplications.

2. **Promote practices and eliminate barriers that cause students difficulties in completing their educational goals.**
    a. Revamp onboarding processes (including new student orientation, testing, financial aid, and registration) and academic advising to significantly improve matriculation and persistence of new students.
    b. Reexamine course scheduling to improve alignment between students' personal obligations and pursuing their educational goals.
    c. Foster greater engagement of faculty and staff in our students' educational journeys by increasing involvement in initiatives such as the Ambassador Program.
    d. Continue to increase course completion, retention, transfer and graduation rates.

3. **Enable students to take ownership of their learning.**
    a. Assist students in developing their own educational plan by using the Student Planning module.
    b. Increase the number of program-level articulation agreements with four-year universities to facilitate smooth transitions.
    c. Enable students to evaluate their career readiness as they progress through academic programs.

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Reimagine Human Talent and Internal Culture

As its most valuable resource, Bergen Community College will invest in its employees through enhanced professional engagement and development opportunities, employees will be better positioned to carry out the College's vision, mission, and values.

Goals and Initiatives

1. **Foster a collaborative culture that values and respects all Bergen members.**
    a. Utilize the communication plan to share relevant information consistently and openly.
    b. Provide cross-training/pollination opportunities for faculty and staff.
    c. Reexamine the organizational structure to ensure maximum cross campus communication and effectiveness.

2. **Develop internal talent for leadership roles and service to the college community.**
    a. Create and promote pathways for faculty and staff to assume leadership roles.
    b. Establish an infrastructure for ongoing professional development that is responsive to challenges and innovations.
    c. Implement a program that recognizes contributions by faculty and staff to the realization of the College's goals.
    d. Increase training for all faculty and staff to serve our students and each other better.

3. **Update policies and procedures to enhance faculty and staff engagement and success.**
    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.

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Reimagine Technology

Bergen Community College will invest in and support state-of-the-art technology that is secure and reliable. Information technology system will enhance efficiency and access while ensuring a user-friendly experience.

Goals and Initiatives

1. **Anticipate, plan and support longer-term changes in information technology.**
    a. Invest in technology solutions that enhance student and employee success.
    b. Create a technology council to perform periodic audits of the information system for its effectiveness.
    c. Strengthen the IT infrastructure to support technological advances for the engagement of all members of the college community.

2. **Enhance information technology to support student learning and their educational experience at Bergen.**
    a. Expand student access to current technological tools.
    b. Make the IT system mobile, user friendly, and relevant.
    c. Utilize the Student Portal as a true communication and learning management gateways.

3. **Enhance the efficiency of business processes through fully integrated information technology.**
    a. Conduct a comprehensive IT audit to assure that applications are meaningful, working properly, and end user-friendly.
    b. Provide ongoing training for faculty, staff, and students.
    c. Identify parties responsible for assuring the integrity of the College's Technology Plan and accountable for implementation.
    d. Establish data standards council to develop data governance policies to ensure data integrity.

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Reimagine Financial Resources

Developing and delivering excellent academic and co-curricular programming requires deep and sustainable financial resources. Bergen Community College will foster a culture of transparent practices where all stakeholders are responsible for the financial viability of the College.

Goals and Initiatives

1. **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 an annual assessment of budget expenditures and allocations in order to adequately support core department roles and scope.
    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. Regularly conduct trend analyses and financial forecasts to anticipate shifting financial landscape.

2. **Develop a cohesive alternative revenue stream to supplement the existing funding structure.**
    a. Enhance and continue to support robust grant development initiatives.
    b. Pursue funding opportunities from non-governmental and private agencies.
    c. Create targeted giving opportunities for the faculty, staff and key community stakeholders.

3. **Support student success initiatives and the completion agenda.**
    a. Streamline the financial aid process.
    b. Explore flat tuition and other value-added tuition structures.
    c. Provide workshops on financial literacy and other topics related to higher education finances.

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Reimagine Relationships/Partnerships

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

Goals and Initiatives

1. **Solidify relationships with the PreK-12 schools and four-year institutions.**
    a. Develop additional interactions with PreK-12 across the County.
    b. Increase dual enrollment opportunities for all County high school students.
    c. Investigate the feasibility of automatic college admission to all Bergen County high school graduates immediately upon their high school graduation.
    d. Explore value-added partnerships, such as *dual admission*, with four-year colleges around the region.

2. **Strengthen connections with regional industries.**
    a. Invite industry to advise the development and maintenance of academic and co-curricular opportunities/programs.
    b. Utilize industry partners to connect students with paid internships and co-ops for students.
    c. Increase educational and workforce training at the Hackensack and Meadowlands campus, reflecting the unique nature of each neighborhood.

3. **Engage community leaders and alumni to advocate for the college.**
    a. Partner 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.

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