

Berkeley College: 2010-2015

For the Berkeley College Community

Dear Colleagues:

As you know, Berkeley College is currently engaged in the Strategic Planning process. Using analogies from the construction and engineering industries, the Strategic Planning Committee is drafting a new Berkeley “edifice.” With the adoption of Strategic Directions, the steel structures and beams have been erected on the foundation, and the edifice is taking shape. Since my last communication with you, I am glad to report that we have made significant progress. There is excitement all around.

As I chair the Strategic Planning Process, I consider my role as a facilitator, assisting the Berkeley team in determining where we are headed and how we are going to get there. I help create and sustain a participatory environment, evoke group creativity, guide the group to appropriate and useful outcomes.

This newsletter will give you a good idea about the great work taking place in our Strategic Planning process. When all is said and done, I am confident that Berkeley will be able to face the future with confidence and pride.



Dario A. Cortes, PhD
President



Planning is not masterminding the future. Any attempt to do so is foolish: the future is unpredictable.

– Peter Drucker

Strategic Planning Committee Approves Strategic Directions

The subcommittees formed to assist the College’s Strategic Planning Committee are continuing to collect and analyze information about the issues facing Berkeley as it moves into the future. Each sub-committee was charged with examining the issues associated with one of the institution’s six goals. Subcommittee members have been encouraged to develop a list of those issues pertaining to their assigned goal and to generate possible recommendations.

The information being reviewed by the subcommittees includes ideas discussed during President Cortes’ campus visits and during All Associates Day activities.

In addition, the subcommittees have been encouraged to use “best practices” information and benchmarking data to support their recommendations.

At the Strategic Planning Committee meeting held on October 31, 2008, co-chairs for each sub-committee reported their preliminary findings. The Committee then analyzed each report to determine where additional information was necessary or where there were gaps in the issues. Subcommittees finalized and presented their reports at the next Strategic Planning Committee meeting, convened on November 21, 2008.

It is clear from the interim reports presented by the six subcommittees that a number of strategic themes have already been identified as critical to the development of the College’s strategic plan. These themes are:

- **Future academic programs** – Which new programs will best serve the Berkeley community and future students? How will Berkeley develop new academic programs and improve the popular online component? How can Berkeley improve programming for international students? How will Berkeley continue to develop enrollment management and marketing?

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Strategic Planning...

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- **Student Services and Support Functions –**
How will Berkeley improve service for its students? What is the best way to increase relationships and linkages among students, alumni, and corporate partners? What types of services need to be standardized for each campus?
- **Personnel –**
How can Berkeley's faculty and staff be encouraged to become very involved in extra-curricular activities? What incentives need to be developed to ensure that Berkeley has the right numbers and types of faculty and staff, and what can be done to retain them?
- **Non-personnel Resources –**
How does Berkeley ensure that it has facilities, IT, library, bookstore, and security appropriate to the needs of the College and its students and faculty? What can be done administratively to ensure that Berkeley is financially and organizationally sound, and provides the most supportive learning environment possible for its students?



At the meeting on November 21, 2008, the Strategic Planning Committee approved *Strategic Directions* which will form the springboard for developing the overall strategic plan for 2010-2015.

Strategic Directions

- ACADEMICS –** Undergraduate and graduate programs, articulation agreements with other institutions and faculty development
- DIVERSITY –** Focus on diversity within all sectors of the college
- ENHANCING FINANCIAL CAPACITY –** Identification of new sources of revenues and financial efficiencies within the organization
- GLOBALIZATION –** Development of a master plan that will allow deeper penetration into international markets in the United States and abroad
- GREEN INITIATIVES –** Continuing the Project GreenPath initiative, the Mayoral Challenge and following LEED initiatives
- MASTER PLAN –** Review of current facilities and identification of new campus sites
- ORGANIZATIONAL STRUCTURES –** Team-building among the functional leadership and consideration of the realignment of functions across the college and campuses as well as reviewing and creating, where necessary, new policies and procedures
- OUTREACH/MARKETING AND COMMUNICATIONS –** Development of a comprehensive marketing and communications plan
- RELATIONSHIPS WITH THE CORPORATE SECTOR –** As it relates to employment and internship opportunities
- RETENTION OF ASSOCIATES –** Hiring, development, retention and preparation of new associates to be the next generation of leaders; world-class customer service
- STUDENTS –** Assessment of current and needed student services, and campus life activities to support recruitment and retention of students
- TECHNOLOGY –** Leverage current technology; integration of technology into curriculum and teaching; review administrative and internal corporate needs

First Presidential Forum on Associate Retention

President Dario A. Cortes in his short tenure at Berkeley has met with associates individually and in group settings. He has listened to our concerns and our ideas.

To move these conversations further and to assist in making our organization more effective, President Cortes intends to hold "Presidential Forums" on a regular basis with a view to the purpose of institutional importance.

The first Presidential Forum was held on November 20, 2008 from 8:30am to 4pm at Teaneck Marriott at Glenpointe in Teaneck, NJ. The topic for this forum was "*Retention of Berkeley Associates.*" Joyce L. Gioia of The Herman Group was the expert facilitator.



Watch for details in the next newsletter.

President Cortes and Chairman of the Board, Kevin Luing with Joyce Gioia

Strategic Planning Committee Adopts a Collaborative Model

Like fingerprints, Berkeley's identity is unique. Through their meetings and reports the various subcommittees have developed an Identity Road Map. In order to remain relevant to our stakeholders, our identity must evolve with time. Despite the changing tides and times, we make sure that our identity continues to be authentic, original, and consistent.

The Strategic Planning Committee and the six subcommittees have used a collaborative model to both develop goals and to accomplish them. The main elements of the model are summarized in the following graphic:



Strategic Planning Committee is smart about S.M.A.R.T.

"The best future is the one you create." - Karen Hosey

How goals and strategies are stated can help determine what to measure. A commonly known acronym for developing goals and plans, S.M.A.R.T., identifies five characteristics of an effective goal:

- S – SPECIFIC
- M – MEASURABLE
- A – ACHIEVABLE
- R – RELEVANT
- T – TIME-BASED

First, the goal should be something that can be reached, be achievable. It should also be relevant, worth the resources the accomplishment of the goal will consume. The terms realistic, results-oriented, or resource-based are also paired with the "R" in the acronym.

The three remaining components of S.M.A.R.T. all relate to measurement. The specificity and time-based aspects incorporate data related to the accomplishment.

Performance measures and indicators are tools for organizational learning, communication, strategic change, and improvement. It takes time to identify possible measures and then evaluate them. This time and effort should be viewed as an investment which will yield a significant return in the future.

(Source: Pennsylvania State University. "Strategic Indicators: Measuring and Improving University Performance")



President Cortes Promotes “Thought Leadership”

Ideas - Vehicles from Present to Future

"The best way to have a good idea is to have lots of ideas." - Linus Pauling

Ideas are vehicles that transport us from what is to what could be; leaders are drivers who seek out the best ideas and pilot them into the future. Of course, the salvation of ideas depends upon more than finding them. Only when we shape, stretch, and apply ideas to our lives do they bring us benefit. However, before an idea is implemented, it must be discovered.

President Cortes has utilized three simple avenues to encourage transformative ideas.



1) Spend Time in Reflective Thought

Right from the start, President Cortes provided a list of reading material to all associates. While experiencing the emotions of a tense meeting or the motion of a fast-paced day, it can be difficult to think clearly. It helps to withdraw to reconsider events after they transpire. By doing so, we can discover ideas and insights that would otherwise go undetected. In addition, reflective thinking enables everyone to rise above the details of the day and connect ideas to the big picture. When surrounded by a chirping Blackberry, a buzzing landline, and a bustling office, reflective thinking is a near impossibility. The search for ideas requires that we sequester ourselves from time to time in order to think without distraction.



2) Tap into Your Social Network

President Cortes held campus meetings and an All Associates Day to open dialogue and elicit ideas. Reflective thinking has merit, but not all ideas are generated in isolation. Important as quiet reflection may be, we benefit equally from strolling through the office to solicit the thoughts of colleagues and co-workers, and by asking penetrating questions. In doing so, we draw wisdom out of the repositories of experience and expertise around them.

Often we exchange ideas with peers and accumulate a wealth of knowledge. Whatever the case, thought leaders initiate conversations with those in their networks to unearth new ideas.



3) Write Narratives

President Cortes has asked everyone on the Strategic Planning Committee to write their own narratives about their vision for Berkeley as we launch into the future.

If you doubt the power of a written idea, consider this intellectual progression: Ralph Waldo Emerson's philosophical writings on self-reliance informed and inspired a young man named Henry David Thoreau. Thoreau's application of self-reliance to social injustice prompted him to pen an essay entitled "Resistance to Civil Government." Halfway around the world, Mahatma Gandhi read Thoreau's essay, and it motivated him to organize India's peaceful protest of Britain's imperial rule. Decades later, Martin Luther King, Jr. would draw encouragement and strength from the writings of Gandhi as he coordinated non-violent resistance to the oppressive systems of racism in America.



In short

By putting his ideas on paper, Ralph Waldo Emerson initiated a chain reaction that sparked social revolutions on two separate continents! Ideas matter. Unfortunately, they don't fall into our laps. They must be extracted from our relationships and environments through intentionality of thought, interaction, and habit.

In the words of author Bill Taylor, "The only sustainable form of business leadership is thought leadership." Products have limited shelf life, competitive advantages can be copied, and the technology of today will be obsolete tomorrow. Ideas, on the other hand, will always be in demand.

President Cortes Creates Task Forces

To bridge the gap between the work of the subcommittees and the information necessary to develop an Implementation Plan, the President has created a number of task forces to review, study, and analyze information related to specific Strategic Directions and Strategic Goals. The information they provide will allow the SPC to develop an Implementation Plan that is effective and reflects Berkeley College's vision for the future.

The following are the task forces and their charges:

GLOBALIZATION

The general objectives and duties of the task force are to provide advice and recommendations to the Strategic Planning Committee and to undertake a full study of the current activities of the international student population including the development of a master plan that will allow deeper penetration into international markets in the United States and abroad. The task force should focus on new ways to open the windows and doors of Berkeley College to expand our students' understanding of the world and to enable them to become global citizens. The types of issues the task force should consider include:

- review and recommend the development of student activities that will encourage international students to apply to and enroll at Berkeley and entice them to remain;
- review the development of the Model UN program and recommend how it might be incorporated into the Berkeley community;
- review and recommend examples of engagement in international exchange agreements;
- review potential sites for campuses overseas and opportunities for study abroad;
- explore how to use NYC and its cultural resources as an extended classroom; and,
- review and recommend incorporation of international/global perspectives in the curricula and support foreign language programs.

TECHNOLOGY

The members of the technology task force

will be comprised of members of both the Administrative Technology Committee and the Classroom Technology Committee to come together and provide advice and recommendations to the Strategic Planning Committee. The types of issues the task force should consider include:

- review the current infrastructure as well as the current technology used for academic computing and administrative computing, including hardware and software; and,
- review and update the master technology plan to integrate all facets of technology serving our students and associates on campus, online, and throughout the world.

To support current and future learning the task force should:

- review and recommend solutions on the extended use of videoconferencing;
- explore innovative educational tools and methodologies that help us to respond and make sense of the changing world around us; and,
- explore how new technologies change the way students reason, interact, make ethical judgments, and acquire knowledge and analytical skills.

GRADUATE EDUCATION

The objectives and duties of the task force are to provide advice and recommendations to the Strategic Planning Committee including the development of a feasibility study that would provide Berkeley with a school of graduate studies. The curricula should reflect the best information and pedagogical approaches available in post-baccalaureate education and relevant topics that connect to real life, and employ perhaps project-based and interdisciplinary teaching. The feasibility study should include:

- all of the components of a school including curricula, faculty, library, student services, admissions, financial aid, and facilities;
- an examination of New York and New Jersey state requirements for graduate studies; and,
- a review of the requirements of Middle/Higher Education Standards for Excellence.

ORGANIZATIONAL STRUCTURES

The objectives and duties of the task

force are to provide advice and recommendations to the Strategic Planning Committee and assess the need for team-building through both structured and ad-hoc events. The types of issues the task force should consider include:

- review and assess the alignment of functions, including centralization and decentralization within the organization, and recommend realignment where appropriate; and,
- review inventory of policies and procedures to determine effective use and potential consolidation.

RISK MANAGEMENT AND DISASTER RECOVERY

The objectives and duties of the task force are to provide advice and recommendations to the Strategic Planning Committee and to develop a comprehensive written report of policy guidelines. These guidelines will assist in implementing the College's focus on providing a secure environment where students, faculty, and associates can be educated and work.

These guidelines should include a continuation plan in the event of a natural or manmade disaster. The task force shall advise and recommend on all aspects of the envisioned initiative including:

- policy findings, regulations, program delivery and monitoring.

RETENTION

The objectives and duties of the task force are to provide advice and recommendations to the Strategic Planning Committee that will address associate retention. The task force should review the *Leadership Berkeley* report and the *Presidential Forum on Retention of Berkeley Associates* report to:

- assess the reasons for attrition of associates; and,
- recommend initiatives for retention.

ACADEMIC CALENDAR

The objectives and duties of the task force are to provide advice and recommendations to the Strategic Planning Committee that will address the academic calendar. The task force should:

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President Cortes Creates...

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- review academic calendars of proprietary, public and private institutions to determine if Berkeley should adopt a semester or trimester calendar, either as a replacement or addition to the current quarter system.

If the committee recommends a new calendar system, all issues associated with the adoption of a new calendar must be addressed including:

- faculty and associate employment,

- marketing,
- curricular revisions,
- financial aid eligibility; and,
- fiscal/financial implications to the institution.

The Changing Face of High School Graduates

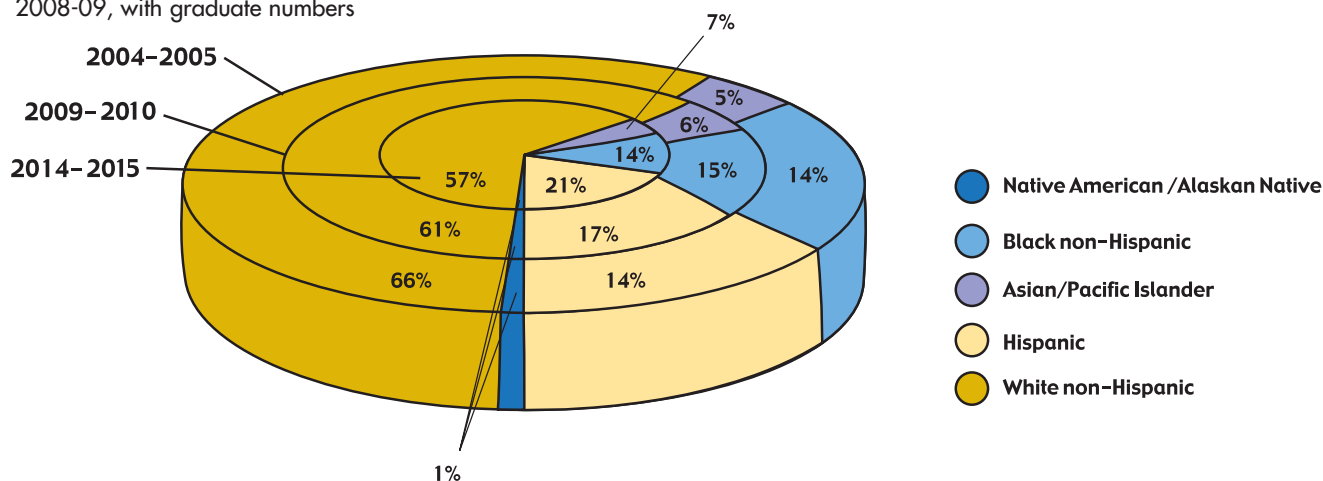
Findings from the seventh edition of *Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity, 1992 to 2022*, produced by the Western Interstate Commission for Higher Education (WICHE), include:

- After 14 straight years of rapid growth in US high school graduate numbers, projections point to a gradual downward trajectory for the nation beginning in 2008-09, with graduate numbers

falling to their lowest point around 2013-14 and then slowly rising.

- Regions will see highly variable change. The report projects that between 2007-08 and 2021-22, the Northeast's high school graduate numbers will sink by 13 percent, the Midwest's numbers will drop by 7 percent, the West will see growth of 5 percent, and the South will see twice that growth.

- All four regions will see increasing student diversity, driven by declines in the share of white non-Hispanic graduates, and increases in Hispanics and Asians/Pacific Islanders. For example, the report projects that the class of 2010 will be the first "majority minority" class (with less than 50 percent of graduates being white non-Hispanic). The South will see its first majority minority graduating class in 2017.



HOW ARE WE DOING? CAN YOU HELP?

Strategic Planning newsletter is intended to provide Berkeley associates with current and updated information regarding the ongoing strategic planning process.

Your ideas and suggestions can help us serve you better. We would appreciate if you could answer any or all of these questions.

- Have the newsletters on the Strategic Planning Process been informative enough?
- Do you find them useful?
- Is there anything else you would like to know?
- Do you have any ideas or comments?
- What is your overall impression of the Newsletter?
Very Good, Good, Satisfactory, Poor.

Please submit your suggestions to: ojd@berkeleycollege.edu. We appreciate your feedback. Thank you.

