

Berkeley College: 2010-2015

For the Berkeley College Community

Dear Colleagues:

“How much longer? Are we there yet?” Sound familiar? As we ring out the old year, 2008, and ring in the New Year, 2009, those childhood words echo in my mind and into my ears. Those childhood memories are about anticipation, excitement, and seeing the light at the end of the tunnel. We are almost there. The Strategic Plan including strategic directions and strategic goals will be completed on time and will be presented to the Board of Trustees for approval at its April 2009 meeting.

In this issue, you will see the thumbnail sketch of what we have accomplished. The Berkeley edifice is taking shape. The framework of our engineering efforts is now visible. In the next few months the sub-committees will be working on drafting implementation plans, and task forces will research and analyze specific and targeted issues.

To have made so much progress in such a short time on these many fronts is truly remarkable. This is a result of hard work, innovative thinking, and a commitment to excellence.

I thank and applaud the efforts and dedication of everyone on the strategic planning committee, the sub-committees, task forces, and the entire Berkeley community. I wish you and your family pleasant holidays and a bright, prosperous, and healthy New Year.


Dario A. Cortes, PhD
President



*Don't judge each day by the harvest you reap,
but by the seeds you plant.*

– Robert Louis Stevenson

SPC Adopts a Formal Structure for Strategic Plan 2010-2015

The Current Strategic Planning Process

Following successful completion of the College's first Strategic Plan, Berkeley College is now engaged in its second strategic planning process. This second planning process, led by President Cortes, has an aggressive timetable and a distinct focus on transparency and inclusiveness. President Cortes began the process immediately upon his appointment, using a series of campus meetings to engage faculty and staff in envisioning Berkeley in the year 2015 and beyond. The ideas and themes from these meetings were used as a springboard

for activities scheduled for All Associates Day on September 19, 2008. During these activities, all faculty and staff participated in discussions about the future of Berkeley College.

President Cortes also appointed an institutional Strategic Planning Committee (SPC), which held its first meeting on September 5, 2008. The Committee's membership comprised the various constituencies of the Berkeley community, including students, faculty, staff, and system administration. During the first meeting, each member of the SPC was asked to co-chair one of six sub-committees organized around the College's six Institutional Goals. These sub-committees were charged to enlist the aid

of members of the Berkeley community to provide insight into the College's current and future needs.

The sub-committees reported to the full SPC from September through December, providing guidance and specific recommendations for future initiatives. The specific recommendations were analyzed for their implications across the institution, and were supplemented with the information from the President's campus visits and the All Associates Day activities. There were distinct thematic links among the recommendations, and it became clear that there were at least eleven Strategic Directions the College would need to take to prepare for the future.

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WE WISH YOU HAPPY HOLIDAYS AND A PROSPEROUS NEW YEAR!



SPC Adopts a Formal Structure...

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Institutional Considerations

The Institutional Goals provided the organizational foundation for the enormous amount of information provided by the Berkeley community. However, there are a number of significant elements of Berkeley culture and values that also guide the new Strategic Plan. Among these elements are: retaining students, meeting financial targets, and celebrating diversity. These

elements are critical to all operations at Berkeley, and for this reason are assumed to be included in all phases of the Strategic Plan.

The Strategic Plan

The following section of this document shows the links among:

- **Institutional Goals** (part of the Berkeley Mission Statement)
- **Strategic Directions** (developed from the information provided by the Berkeley community)
- **Strategic Goals** (specific recommendations developed by the sub-committees)

Once finalized, this document will become the basis of the College's new Strategic Plan. From the new Strategic Plan, the SPC will develop an Implementation Plan that will coordinate the schedule, assignment, completion, and assessment of the Strategic Goals.

While the Strategic Directions and Strategic Goals presented in this draft cover an ambitious array of change and improvement, it should be noted that the Berkeley planning process is dynamic. Strategic Directions and Strategic Goals will be reviewed semi-annually to ensure that the Strategic Plan reflects institutional priorities, and changes will be made as necessary.

Berkeley College's Strategic Plan 2010-2015

Institutional Goals, Strategic Directions, and Strategic Goals

INSTITUTIONAL GOALS:

1. Develop, support, and deliver curricula, programs, and services designed to build analytical and critical thinking skills.
2. Attract, develop, and retain a diverse student population and promote its success.
3. Attract, develop, and retain highly qualified, diverse faculty and staff who are committed to our mission.
4. Ensure our programs, facilities, and services are continually relevant to the markets we serve.
5. Pro-actively position our College to anticipate and respond to the educational needs of our many constituencies.
6. Ensure a sound fiscal environment for our college and our students.

STRATEGIC DIRECTIONS:

- Expand and enhance academic programs, including undergraduate and graduate programs, articulation agreements with other institutions and faculty development.
- Assess current and needed student services and campus life activities to support the recruitment and retention of students.
- Hire, develop, retain, and prepare new associates to be the next generation of leaders; provide world class customer services.
- Continue the Master Plan process, including review of current facilities and identification of new campus sites.
- Establish the College as a leader in sustainability initiatives.
- Leverage our current technology; integrate technology into the curriculum and teaching, and review administrative and internal corporate needs.
- Improve organizational structures, including team building among the functional leadership and considering the realignment of functions across the college and campuses as well as reviewing and creating, where necessary, new policies and procedures.
- In conjunction with Academic Affairs and Student Affairs, establish an institutional Enrollment Management Plan to provide a foundation for Recruitment, Admissions, and Marketing areas.
- Continue to improve outreach, marketing, and communications through the development of a comprehensive marketing and communications plan.
- Enhance relationships with corporate sector to expand employment and internship opportunities.
- Enhance financial capacity through identified new sources of revenues and financial efficiencies within the organization.

STRATEGIC GOALS:

Each strategic direction is embodied with specific recommendations.

Strategic Planning Process Timeline 2010-2015

DATE	DESCRIPTION
July - August	President's meetings on each campus and with various stakeholders
September 5	First SPC meeting – Charges presented
September 19	All Associates Day – Berkeley in 2015 and Beyond
October 31	SPC meeting
November 21	SPC meeting
December 12	SPC meeting
January 23	SPC meeting
February 2	Draft Plan completed for internal review
February 9	Draft Plan available for comment
February 18	Comment period closes
February 27	SPC meeting to consider and adopt changes or revisions. SPC continues or concludes development of the Implementation Plan
March 1	Draft Strategic Plan completed
March 19	Strategic Plan is presented to the Long Range Planning Committee of BOT. A general update on the process and the major issues that have emerged from the planning process so far
March 20	SPC finalizes Implementation Plan Strategic Plan with Strategic Directions and Strategic Goals are subject to Board approval
April 17	2010-2015 Strategic Plan including Strategic Directions and Strategic Goals is presented to the Board of Trustees for approval

President Cortes Appoints Task Forces

As reported in the November issue of the Newsletter, President Cortes created task forces to bridge the gap between the work of the sub-committees and the information necessary to develop an Implementation Plan. The task forces will work as study groups to review and analyze information related to specific Strategic Directions and the Strategic Goals. The information they provide will allow the Strategic Planning Committee to develop an Implementation Plan that is effective and reflects Berkeley College's vision for the future.

Please note that the composition of these task forces is not set in stone. It can and is expected to change over time as the task forces delve deeper into issues. The President also will exercise his discretion to appoint additional task forces and new members based on issues and emerging needs.

GLOBALIZATION:

Rahul Bedi
Leslin Charles
William Cipolla
Manny Correa
(Co-Chair)
Beth Coyle
(Co-Chair)
Luisa Ferreira
Cindy Marchese
Dorothy
Minkus-McKenna
Hugo Walter

TECHNOLOGY:

Len DeBotton
(Co-Chair)
Marlene Doty
Rebecca Drennen
Todd Eglow
Mary Farlie
Stephanie Fells
(Co-Chair)
Galina Karpitanker
Marilyn Kulik
Greg Lincoln
Eric Silvani
Barbara Sylvester

GRADUATE EDUCATION:

Marisol Abuin
Vinita Itoop
Richard Malicki
Susan Mandra
Andrew Raleigh
John Rapanos
(Co-Chair)
Marjorie Silverman
Arnie Weinstein
Al Widman
Glen Zeitzer
(Co-Chair)

ORGANIZATIONAL STRUCTURE:

Michael Baston
(Co-Chair)
Sharon Goldstein
Gail Okun
Diane Recinos
Christine Richard
Michael J. Smith
(Co-Chair)
Christopher Vinger
Kristen Rowe

RISK MANAGEMENT AND BUSINESS CONTINUITY:

Tom Alessandrello
Frank Baeli
Peter Blankman
Traci Campbell
Paul Murphy
Max Perez
Richard Robitaille
(Co-Chair)
Steve Rutkowski
(Co-Chair)
Ron Slagle

ASSOCIATE RETENTION:

Eileen Loftus-Berlin
Karen Carpentieri
(Co-Chair)
Carrie Ginetto
Loren Kleinman
Michelle Lange
Robert Oddo
Linda Pinsky
(Co-Chair)
Michael Soehnlein
Roseann Torsiello

ACADEMIC CALENDAR:

Guy Adamo
T. Porter Brennan
(Co-Chair)
Carol Covino
Marilyn Faller
Michael Frew
Michael Jacobs
Ross London
Cindy Rubino
Marianne Vakalis
(Co-Chair)

Excerpts from the Narratives

President Dario A. Cortes asked each sub-committee to write a narrative or a story depicting Berkeley College in 2015 and beyond by integrating the group's perspectives on how the institutional goals, strategic directions, and the strategic goals.

A complete narrative is being prepared using the suggestions and ideas from the submissions to the Strategic Planning Committee.

Here are some excerpts from the several narratives that were submitted by the various individuals and groups:

"We will have successful on-site and online graduate programs that include a Masters in Business Administration (M.B.A.); a Master's in Professional Studies (M.P.S.); and a Masters in Public Administration (M.P.A.). We will have a Master's of Science (M.S.) program in Criminal Justice leading from our successful undergraduate degree in this discipline, and that Berkeley College will also offer accounting graduate credits for our students to qualify and pass the C.P.A. exam. We will also offer a Master's of Science (M.S.) in Commerce with possible concentrations in Financial Services, Marketing, or Management."

Sub-committee #1

"The strategic planning sub-committee on students highlighted as important, among other things, the need to review and improve student services, to augment student advising with faculty participation, to improve student knowledge of student services, to review and improve career services, to review and improve the academic support center, to conduct cross departmental and inter-departmental training to address customer service concerns, and the need to promote athletic programs and develop a long term athletic plan."

Sub-committee #2

"It is a snowy winter morning in early March as President Cortes walks about the Garret Mountain Campus and reflects on the great strides that Berkeley College has achieved over the past seven years since the last Strategic Plan was developed. Thinking about his 7th graduation ceremony that he soon will attend as

Berkeley College President, he reflects on all the changes that have occurred over the past seven years.

While walking down the path to the new student athletic center, he is interrupted in his thoughts by Kevin Luing. Kevin asked him if he was prepared to defend his budget line items at the upcoming Board meeting in April. As both men walked, they talked about all that has happened over the past seven years. "Isn't it something that from a small secretarial school established in 1931 we now have over 10,000 students getting both undergraduate and graduate degrees," Kevin said. Dario was thinking of how exciting it was not only reaching this milestone, but the growing diversity of the student body both at the undergraduate and graduate levels. As they walked down the path, Dario looked at the new athletic building and thought of the tremendous strides the college made in its athletic programs. The school now had intercollegiate teams for both men and women in various sports programs. Dario was especially proud of the men's soccer team which won the Hudson Valley Athletic Conference for the first time in the school's history."

Sub-Committee #3

"Since the interest of housing or living away from home has been the trend, students are taking advantage of living in the high tech residence facilities at some of the campuses. The off campus housing agreements that were developed to accommodate students at the other locations allows students to enjoy the independence of living away from home. All campuses established "living/learning communities" which has increased student participation in their residence experience. The enhanced housing orientation has given the college the opportunity to really drive home the policies and procedures of on campus living and also how to be actively involved in the community. Students without transportation are enjoying Berkeley's shuttle service to get them to and from the grocery store and other planned events (movie night, mall, etc.)."

Sub-Committee #4

"Globalization is "in the here and now," and very present in our competitors "tool-

box." Therefore, the strategic plan must embrace a market place that spans the globe while emphasizing the importance of 'right sizing' the college locally and nationally as a first priority."

Sub-committee #5

"Our sub-committee determined that our goal to ensure a sound fiscal environment for our College and our students required 2 levels of initiatives. The first was to determine the financial impacts of the initiatives developed by the other committees. The second was to create financial and operational initiatives to enhance the college's future financial outlook and address the risks that we will be facing going forward."

Sub-Committee #6

"I hope all of you had an enjoyable Thanksgiving. I am writing to you from the Berkeley-London campus, our first international location, which I am visiting this term to oversee the international English and Liberal Arts onsite courses. I am glad to see that the Berkeley-London campus has been growing steadily during the past couple of years and now has several hundred students. This growth is consistent with the expansion of the entire Berkeley system. That we now have 10 locations (five in New Jersey, four in New York, and one in England) with over 12,000 students is truly an indication of our continued success."

Hugo Walter

"If I were to envision Berkeley College in the year 2015, it would certainly include a college that has expanded its recognition beyond New York City to include other states and international countries. Berkeley College in 2015 would see a larger student population and the population would include an increase in students online and students abroad, taking classes at one or two newly established Berkeley Colleges satellite international campuses. I would also see a larger percentage of our student population include international students and out-of-state students."

Marisol Abuin

"Globalization is another theme that we have integrated throughout the College. Globalization is a critical component within

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Excerpts from...

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all of our academic programs. Our International Business and International Studies programs are flourishing. Faculty members are encouraged to engage in

international learning through participation in teaching exchange programs and international conference attendance. While our student base is still predominantly from the United States, the number of international students has grown tremendously. We have developed partnerships with various colleges and universities outside of the United States. These relationships have

allowed for both student and faculty exchanges that have benefitted Berkeley College tremendously. International students are well integrated throughout our learning community, both on-site and online."

Marjorie Silverman

Do you have ideas that you want to share with the sub-committees?

Committee #	Institutional Goal	Co-Chairs	Information
#1	Develop, support, and deliver curricula, programs, and services designed to build analytical and critical thinking skills	Guy Adamo Marianne Vakalis	ga@berkeleycollege.edu mpv@berkeleycollege.edu
#2	Attract, develop, and retain a diverse student population and promote its success	Michael Baston Max Perez	mba@berkeleycollege.edu max.perez@comcast.net
#3	Attract, develop, retain highly qualified, diverse faculty and staff who are committed to our mission	John Rapanos Karen Carpentieri	jmr@berkeleycollege.edu kjc@berkeleycollege.edu
#4	Ensure our programs, facilities, and services are continually relevant to the markets we serve	Diane Recinos Eileen Loftus	dr@berkeleycollege.edu eml@berkeleycollege.edu
#5	Proactively position our College to anticipate and respond to the educational needs of our many constituencies	Ed Imperiosi Donald Challis	edi@berkeleycollege.edu edc@berkeleycollege.edu
#6	Ensure a sound fiscal environment for our College and our students	Lee Miara Michael J. Smith	lsm@berkeleycollege.edu mj@berkeleycollege.edu

Berkeley College is Ranked Eighth for International Students

A Milestone for Berkeley!

Open Doors 2008, a resource publication of the **Institute of International Education** ranks Berkeley College 8th in terms of International Students for Specialized Institutions. See right for our ranking in this category.

Rank	Institution	City	State	Total Int'l Students	Total Enrollment
1	Academy of Art University	San Francisco	CA	2,400	10,270
2	Pratt Institute	Brooklyn	NY	942	4,850
3	Berklee College of Music	Boston	MA	912	4,090
4	Savannah College of Art and Design	Savannah	GA	874	8,966
5	Babson College	Babson Park	MA	773	3,467
6	School of Visual Arts	New York	NY	762	3,747
7	School of the Art Institute of Chicago	Chicago	IL	683	2,900
8	Berkeley College - New York	New York	NY	647	3,332
9	Southwestern Baptist Theological Seminary	Fort Worth	TX	455	2,815
10	University of Texas Health Science Center - Houston	Houston	TX	446	3,775
11	Loma Linda University	Loma Linda	CA	401	4,093
12	Art Institute of Fort Lauderdale	Fort Lauderdale	FL	293	3,136
13	Art Center College of Design	Pasadena	CA	284	1,570
13	Lincoln University	Oakland	CA	284	319
15	Northwood University - Michigan Campus	Midland	MI	283	1,987
16	Franklin University	Columbus	OH	260	7,559
17	University of Maryland - Baltimore	Baltimore	MD	248	5,920
		Baltimore	MD	213	1,756
		Boston	MA	211	1,398
		Houston	TX	210	1,853
		Houston	TX	207	384

Open Doors is a comprehensive information resource on the more than half million international students in the United States and on the over 200,000 U.S. students who sojourn abroad as part of their academic experience. The data presented in the annual **Open Doors** report are obtained each year through surveys sent to over 2,800 accredited U.S. institutions, who report on the international students enrolled at their colleges and universities.

An international student is defined as anyone who is enrolled at an institution of higher education in the United States who is not a U.S. citizen, an immigrant (permanent resident) or a refugee. These may include holders of F (student) visas, J (exchange visitor) visas, and M (vocational training) visas. The international student statistics include only those students enrolled at U.S. colleges or universities.

Progress Continues

As was reported in the last issue, **The Presidential Forum on Retention of Berkeley Associates was held on November 20, 2008 at Teaneck Marriott at Glenpointe in Teaneck, NJ. Ms. Joyce L. Gioia of The Herman Group was the expert facilitator.**

The Associates that participated in the forum met in groups. The brain-storming sessions generated great ideas that if implemented will lead to happy Berkeley Associates over the long term. Below are the highlights from the 12 groups. Berkeley College Associates include every employee of the College –

administrators, faculty, and staff – both full-time and part-time.

President Cortes has charged these groups to meet again and develop specific plans of action within their topical areas. Some of the groups are being combined and full details will be provided in the next newsletter. The recommendations will then be sent to the Strategic Planning Task Force on Retention of Associates.

The task force will review the recommendations and make a final submission to the Strategic Planning

Committee. The Strategic Planning Committee will decide on choosing the appropriate recommendations for inclusion in the Strategic Plan.



Presidential Forum on Retention of Berkeley Associates (November 20, 2008)

1. ASSOCIATE EMPOWERMENT

- Who, What, Where, and How
- Start at department level with department leaders
- Meeting with a topic to address new strategies and developmental plans
- Create a project: team leader for a departmental goal to discover new approach
- How to develop better middle managers to problem-solve
- Frontline staff has authority to solve customer's problem without repercussions
- Look for teachable moments: at departmental level guide staff to their own decisions or solutions; offer problem-solving course to all level managers; conduct regularly scheduled meetings with themes and ask staff to prepare and contribute.

2. DEVELOPMENT AND TRAINING OF EMPLOYEES (AFTER 1 YEAR OF EMPLOYMENT) AND NEW ASSOCIATE ORIENTATION

- Make professional development mandatory
- Introduce mentoring and shadowing
- Create a cross training area of expertise
- Create modules for small group interactions and soft skills training
- Create New Ideas committee

- Institute open forums for Senior Management
- Introduce Career pathing and Self assessment modules
- Create training for each campus
- Create training cohorts that travel to all campuses for department-specific new hire training
- Introduce occasional guest speakers
- Familiarize new hires with PeopleSoft prior to start date-perhaps creating virtual modules
- Develop training manuals, video sessions, unwritten rules, pod casts that contains history of Berkeley and each department, what expectations are etc. Rotate hands-on training from campus to campus
- Create certification process to determine that training modules have been completed
- Provide appropriate funding for necessary resources
- Quarterly follow-up for new hires, review of procedures, etc.

3. JOB VERSUS CAREER

- Change attitudes of individuals or perceptions of job versus a career
- Set long-term and short-term goals for education, professional development, exposure in organization; add fun
- Create a sense of purpose
- Ask what they want

- Create managerial Training for summer 09.

4. FLEXIBLE WORK ARRANGEMENTS

- Allow departments flexible scheduling, job sharing, work environment
- Create system-wide implementation in some form
- Train managers to recognize opportunity and implement flexibility
- Flexibility can assume: 4-day week, job sharing, telecommuting (for PT & FT); could be long-term as well as short-term; allow make-up hours during work week; can create time-shifts; ask employees what works for them; forwarding phone lines for a few hours per day; making up the hours every other week.

5. ON-BOARDING

- Provide all documentation to be done for HR online and prior to start of first day
- Arrange lunch with leaderships (HR, President, Functional VPs)
- Mentorship program
- Create New Associate Club
- Develop monthly leadership attendance at new associate event
- Develop a 6-12 month program
- Create a New Employee Award or video

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Presidential Forum

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- On-boarding cannot be done when the train is moving so fast...

6. TRANSPARENCY

- Develop an annual report and annual forum on the current state of finances related concerns for all associates
- Keep the process open and conversations accessible to all areas of consideration are Accounting, HR, Vice Presidents
- Transparency on personal recognition criteria.

7. ANTI-STRESS ROOM

- Create an anti-stress room for faculty and staff at each campus
- Include nap pods, video-games, massage chairs, healthy snacks, Wii, pinball, TV, music, etc...
- Could also hold book-club meetings, lunchtime videos.

8. COMMUNICATION

- Develop interdepartmental training, including college and corporate branches
- Discourage "Silo Effect"
- Multi-generational communication training
- Train how to walk in co-workers' shoes (sensitivity)
- Build trust at all levels
- Clearly define expectations for

- Associates and departments
- Provide training for continuous but effective communication with students
- Active listening skills
- Training in future of communications through multimedia
- Relate tasks of the organization to what we do day-to-day.

9. POSITIVE IMPACT ON STUDENT RETENTION

- Happy employees will mean happy students and more students
- Better relationships with students
- Higher probability of students staying (student retention)
- Campus climate improvement
- High campus morale and campus energy
- Better cooperation among and between departments and personnel
- Increased student opportunities.

10. RECOGNITION AND APPRECIATION OF ASSOCIATES

- Develop pride and ownership in organization and department
- Determine awards for associates
- Give incentives
- Better compensation and benefits package
- Provide fun activities during the day
- Motivational quote for the day
- Congratulate and wish on achievements (oral and written)
- Set benchmark for associate retention in line with student retention annual benchmarks
- Continue to evaluate our current strategies to insure we are getting



the results we want

- Create an Associate Achievement newsletter
- More generous leave/PTO policies to support work/life balance.

11. INCREASE SATISFACTION OF HISPANIC AND AFRICAN-AMERICAN ASSOCIATES

- Establish a focus group to conduct research
- Study the low satisfaction numbers presented in today's data
- Identify causes, real and perceptual
- Examine roles Associates serve the institution for possible mismatch
- Set a clear goal in terms of % satisfaction in this population through 2010.

12. DUAL LEADERSHIP

- Develop trust among levels of management
- Facilitate 360 degree input from Associate reporting to any manager
- Create opportunities for feedback from bottom up
- Promote accountability
- Non-direct manager has to have respect for direct responsibility
- People have to feel they have a voice.

HOW ARE WE DOING? CAN YOU HELP?

The 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.

