Dear Colleagues:

I write to you filled with hope and enthusiasm for this New Year. The Strategic Plan is taking shape and nearing completion. Several task forces are researching and analyzing specific areas and will make their recommendations to the Strategic Planning Committee. The Sub-committees continue to meet and are creating implementation plans for the recommended strategic goals.

We proceed with care and caution, cognizant of the fact that the road to success is seldom paved smoothly and is often times under construction. Potholes and barricades abound. But we also know that at every bend in the journey, our vision and our commitment must peer around obstacles and formidable walls to foresee a positive future.

Perspective on the challenges rather than the issues themselves, determines success or failure of any enterprise. We see problems not as they are, but as we are. The committees and task forces at work are focused on objectives and not obstacles and are engaged in finding solutions. I am heartened at the positive energy flowing from all the associates involved in the process. Their commitment and work are evidence enough that the size of our ideals and goals far supersedes the size of the challenges we face.

I appreciate the leadership and the contribution of everyone engaged in conceptualizing and finalizing our strategic plan that will place Berkeley into a new and exciting trajectory for 2015 and beyond. I strongly urge you to review the plan and discuss it at your departmental or executive meetings. An engaged and informed associate will add value to our institution. Thank you.

Dario A. Cortes, PhD
President

What we see depends mainly on what we look for.
– John Lubbock

Strategic Planning Process Timeline 2010-2015

<table>
<thead>
<tr>
<th>DATE</th>
<th>DESCRIPTION</th>
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<tr>
<td>July - August</td>
<td>President’s meetings on each campus and with various stakeholders</td>
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<tr>
<td>September 5</td>
<td>First SPC meeting – Charges presented</td>
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<td>September 19</td>
<td>All Associates Day – Berkeley in 2015 and Beyond</td>
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<td>October 31</td>
<td>SPC meeting</td>
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<td>November 21</td>
<td>SPC meeting</td>
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<td>December 12</td>
<td>SPC meeting</td>
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<tr>
<td>January 23</td>
<td>SPC meeting</td>
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<tr>
<td>February 2</td>
<td>Draft Strategic Plan completed for internal review</td>
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<tr>
<td>February 9</td>
<td>Draft Strategic Plan available for comment</td>
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<tr>
<td>February 18</td>
<td>Comment period closes</td>
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<tr>
<td>February 27</td>
<td>SPC meeting to consider and adopt changes or revisions. SPC continues or concludes development of the Implementation Plan.</td>
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<tr>
<td>March 1</td>
<td>Draft Strategic Plan completed</td>
</tr>
<tr>
<td>March 19</td>
<td>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.</td>
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<tr>
<td>March 20</td>
<td>SPC finalizes Implementation Plan, Strategic Plan with Strategic Directions is subject to Board Approval.</td>
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<tr>
<td>April 17</td>
<td>2010-2015 Strategic Plan including Institutional Goals and Strategic Directions is presented to the Board of Trustees for approval.</td>
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<tr>
<td>June 5</td>
<td>Formal launching of the Strategic Plan</td>
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After months of study and hard work by our Associates who met during campus planning meetings and at All Associates Day, and by the Strategic Planning Committee as well as the members of the Strategic Planning Subcommittees, the general framework of the 2010-2015 Strategic Plan has been finalized. The Strategic Planning Committee has agreed in principle to the overall organization of the plan and the specific language to be used in the strategic directions and strategic goals. Below is the latest draft of the Strategic Plan.

The bulleted items under each Strategic Goal are not in priority order.

Berkeley College Strategic Plan
2010-2015
Institutional Goals, Strategic Directions, and Strategic Goals

Institutional Goal: Develop, support, and deliver curricula, programs, and services designed to build analytical and critical thinking skills.

Strategic Direction 1.0: Expand and enhance academic programs, including undergraduate and graduate programs, Articulation Agreements with other institutions and faculty development.

Strategic Goals

- Consider new undergraduate programs (Potential Undergraduate Areas – related to current successful programs. All programs to be offered online and onsite).
  - Emergency Management
  - Geriatric Care Management
  - Life Care Management Planning
  - Marketing/Corporate Communications or Advertising and Marketing Communications
  - Homeland Security
  - Specializations related to Criminal Justice
  - Interior Design at the Bachelor’s level, perhaps CIDA accredited
  - Expansion of foreign language courses – Include in General Education discussion
  - 2 + 2 articulation agreements with 2-year colleges

- Consider new graduate programs (Potential Graduate Areas – related to current successful undergraduate programs. All programs to be offered online and onsite).
  - MBA
  - MPS
  - MBA or MPS specializations/options (e.g. Environmental Management, Risk Management)
  - MPA (Public Administration)
  - Executive MPA (e.g. Advanced Management & Finance)
  - Graduate programs leading from an undergraduate degree in Criminal Justice, perhaps MS (e.g. Homeland Security, Emergency Management)
  - Additional 45+ Accounting graduate credits to qualify for the CPA exam

- Consider new certificate programs – related to current successful undergraduate programs. (All programs to be offered onsite and online).
  - Post-baccalaureate certificates as a stepping stone toward a graduate program; can be 3-6 months in length; possibly not for credit and then can be converted into credits – students would then pay differential. This could be a major step toward students entering a graduate program.

- New Program Areas to Consider (All programs to be offered onsite and online).
  - MAT (Masters in Teaching) – perhaps partner with Montclair, Ramapo – 42% (NJ) and 23% (NYC) projected increase in need by 2014
  - Partner with School Districts and other educational institutions in training current teachers
  - Partner with Corporations in training staff
  - Honors Program (possibly tied in with an Interdisciplinary/International Studies Program)
  - Interdisciplinary/International Studies Program
  - Architecture – Associate’s and Bachelor’s – perhaps create a design oriented campus along with Interior Design (BGN, WST)

(continued on page 3)
Institutional Goal: Attract, develop, and retain a diverse student population and promote its success.

**Strategic Direction 2.0:** Assess current and needed student services and campus life activities to support the recruitment and retention of students.

**Strategic Goals**
- Review and improve student services
- Review and improve first-year experience
- Simplify Financial Aid
- Re-evaluate tuition and institutional aid
- Re-structure SDCL to meet expanding needs of campuses
- Increase participation in extra-curricular, in-service, and co-curricular activities
- Promote recognition and rewarding of outstanding faculty, staff, and students
- Promote bridge programs over the summer
- Augment student advising with faculty participation
- Improve student knowledge of student services
- Research/benchmark electronic assessment tools in student services
- Examine effective use of technological tools for dissemination of information
- Review and improve Career Services
- Review and improve Academic Support Center
- Conduct cross-departmental and inter-departmental training to address customer service concerns
- Promote Athletic Programs and develop a long term Athletic plan

Institutional Goal: Attract, develop, and retain highly qualified, diverse faculty and staff who are committed to our mission.

**Strategic Direction 3.0:** Hire, develop, retain and prepare new associates to be the next generation of leaders; provide world class customer service.

**Strategic Goals**
- Hire/retain OL faculty
- Research root causes of staff turnover
- Develop staff recruitment and retention programs
- Establish formal Faculty development programs and Center for Teaching Excellence
- Promote diversity to reflect student populations
- Develop study to assure that the College can meet the needs of the growing faculty and staff
- Conduct a study to assess the competitiveness of Compensation and Benefits package
- Determine appropriate Faculty-student ratio, also pt/ft faculty.

Institutional Goal: Ensure our programs, facilities, and services are continually relevant to the markets we serve.

**Strategic Direction 4.1:** Continue the Master Plan process, including review of current facilities and identification of new campus sites.

**Strategic Goals**
- Construction projects
- Parking lots

(continued on page 4)
Strategic Plan Update

(continued from page 3)

Strategic Direction 4.1: Continued... Strategic Goals

- Recreational facilities
- Planning and development for future projects
- Analysis of classroom and staff office needs
- Student housing

Strategic Direction 4.2: Establish the College as a leader in sustainability initiatives.
Strategic Goals

- Expand the Project GreenPath initiative
- Fulfill the Mayoral Challenge
- Follow LEED guidelines
- Support and assess the integration of sustainability in the curriculum

Strategic Direction 4.3: Leverage our current technology; integrate technology into the curriculum and teaching; and review administrative and internal corporate needs.
Strategic Goals

- Research/benchmark electronic assessment tools
- Use of multiple communication tools with staff, faculty, students
- Ensure that the College can provide multiple program delivery methods, including synchronous teaching modules
- Evaluate technology platforms — Lotus notes, Peoplesoft
- Develop technology plan
- Support and assess the integration of Technology in teaching and learning

Strategic Direction 4.4: Improve organizational structures by 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.
Strategic Goals

- Provide team-building among the functional leadership
- Consider realignment of functions across the College and campuses
- Review and create, where necessary, new policies and procedures

Institutional Goal: Pro-actively position our College to anticipate and respond to the educational needs of our many constituencies.

Strategic Direction 5.1: In conjunction with Academic Affairs and Student Affairs, establish an institutional Enrollment Management Plan to provide a foundation for Recruitment, Admissions, and Marketing.
Strategic Goals

- Evaluate the following elements of current and potential programs
  - Type of program
  - Campus specific programs
  - Programs for Traditional and Non-traditional students
  - Weekend, Evening and International programs
- Using recommendations provided by the Graduate Education Task Force, develop recruitment, admissions and marketing plans for graduate education

(continued on page 5)
Strategic Plan Update

(continued from page 4)

**Strategic Direction 5.2:** Continue to improve outreach, marketing, and communications through the development of a comprehensive marketing and communications plan.

**Strategic Goals**

- Establish a Marketing Advisory Committee to:
  - Develop and continuously update a matrix of peer and aspirational institutions
  - Coordinate with the Provost to integrate information on new and existing programs for marketing campaigns
  - Research and review potential new programs and services including:
    - site locations
    - student recruiting strategies
    - review College’s program array and services with attention to identifying and developing niche markets
  - Alumni Relations initiative engaging alumni in the events and activities of Berkeley College
    - Develop an Alumni Portal
    - Develop initiatives to increase social networking
    - Identify and develop additional channels of communication with alumni
    - Develop procedures for increasing use of alums as guest lecturers, mentoring, and career advising
  - Review and upgrade the Berkeley College website
    - Assess the webpage to be interactive and user friendly.
    - Develop the content in different languages to cater to international markets
  - Establish a procedure for supporting Community Engagement that includes economic impact analysis on the community and surrounding areas
    - Develop the content in different languages to cater to international markets
  - Develop a comprehensive Communications Plan, including policies and procedures to manage Media Relations

**Strategic Direction 5.3:** Enhance relationships with the corporate sector to expand employment and internship opportunities.

**Strategic Goals**

- Increase the number of active business and professional associations and corporate relationships
- Continue to develop corporate relationships through academic program advisory committee membership
- Expand employment opportunities for Berkeley graduates through relationships with corporate partners
- Use corporate relationships to expand and improve internship opportunities for Berkeley students

**Institutional Goal: Ensure a sound fiscal environment for our College and our students.**

**Strategic Direction 6.0:** Enhance financial capacity through identified new sources of revenues and financial efficiencies within the organization.

**Strategic Goals**

- Align the resource allocation process to best achieve the institution’s strategic goals
- Ensure that the institution’s policies and procedures, systems, and organizational structure optimally match and support the dynamic scale of the organization
- Increase efficiency of operations and ensure optimal use of resources
- Identify, understand, and assess risks to the institution and be proactive in addressing associated issues
Do you have ideas you want to share with the sub-committees?

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

Currently the Strategic Planning subcommittees are developing the Implementation Plan for their specific strategic goals. Their first drafts will be submitted prior to the next Strategic Planning Committee’s meeting on February 27, 2009. At that meeting the full committee will review the drafts and make suggestions for improvements so that the subcommittees can continue refining their work. The Implementation Plan provides a greater level of detail of how the various Strategic Goals will be achieved. The Implementation Plan, which provides the what, who, when, how, and why for each of the strategic goals, will be monitored and reviewed by the Strategic Planning Committee at least twice a year after the Strategic Plan is formally adopted by the Board of Trustees. The Implementation Plan is a living document that builds accountability into the planning process and ensures that the various strategic goals are being implemented.

Examples of completed Implementation Plans were presented by members of the subcommittees at the January 23, 2009 Strategic Planning Committee meeting.

To get a sense of what the details are in the Implementation Plan, here are some of the guidelines that were provided to the committee members:

For each strategic goal, identify the various action steps that will be necessary to achieve the strategic goal and provide the additional information regarding responsibility, timeline, resources, and the outcome assessment. Descriptions of each item are as follows:

**Action Step:**
For each strategic goal, develop a list of separate tasks or actions that need to be accomplished to achieve the strategic goal.

**Assigned to:**
Identify the departments or individual positions who will need to collaborate to complete this action step. A primary leader or accountable individual must be clearly identified.

**Due Date:**
This is the expected completion date, which is typically specified by the end of a quarter or other specific time frame.

**Resources:**
Identify necessary resources such as capital or operating expenditures or major expenditures that should be planned for in the annual budget including personnel and facilities.

(continued on page 7)
The Implementation Plan...
(continued from page 6)

Outcome:
Specify the desired outcome from the action that can be assessed to determine whether the action achieved the desired effect. Consider using existing metrics to assess the outcome. If existing measurement tools will not support the assessment of the outcome, specify what assessment should be developed or employed to determine whether the desired outcome was achieved.

Do you have ideas you want to share with the task forces?

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<thead>
<tr>
<th>Task Force</th>
<th>Co-chairs</th>
<th>Information</th>
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<tbody>
<tr>
<td>ACADEMIC CALENDAR</td>
<td>T. Porter Brannon</td>
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<td>Marianne Vakalis</td>
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<td>GLOBALIZATION</td>
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<td>GRADUATE EDUCATION</td>
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<tr>
<td>ORGANIZATIONAL STRUCTURE</td>
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<td>RISK MANAGEMENT AND BUSINESS</td>
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<td>CONTINUITY</td>
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<td>TECHNOLOGY</td>
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<td></td>
<td>Stephanie Fells</td>
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The task forces are currently engaged in studying and researching various topics and ideas and will be making their recommendations to the Strategic Planning Committee. They will seek the expertise of various stakeholders and consultants – both internal and external.

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.