

# The Berkeley Post

Strategic Planning Newsletter

July 2017

## Message from the President



“One” is the number of champions, disruptors and change agents. The theme “One Berkeley, Building on a Legacy of Excellence and Achievement” is

central to the Berkeley College Strategic Plan and vision for the future. The number one, just like Berkeley, is in constant evolution.

An internal survey initiative titled “One Berkeley: Every Voice Matters,” launched in June. Many thanks to the more than 1,000 associates who participated in the survey. The input you provided will help guide our decision-making processes to enhance Berkeley’s workplace culture for faculty and staff.

In April, we achieved a major strategic priority when the International Accreditation Council for Business Education (IACBE) granted Berkeley first-time accreditation of our business and management programs offered through the Larry L. Luing School of Business. The IACBE accreditation recognizes Berkeley’s commitment to excellence in business education, alongside 1,500 IACBE-accredited educational institutions worldwide, and evidences Institutional Goals No. 4, Innovation and Competitiveness, and No. 5, Identity and Reputation.

World-class organizations like Amazon can relate to the number one. Amazon’s founder and CEO Jeff Bezos operates on the premise that every day is Day One. For Mr. Bezos, Day Two is stagnation. What comes next is extinction.

We can apply the Day One principle at Berkeley to remind ourselves of the sense of urgency of our mission. Each day is a new day for aligning our ideas, values, voices and actions for the good of our students. Make every day, Day One for you and for our students.

– Michael

## BERKELEY COLLEGE ACADEMIC AFFAIRS OFFICE OF ASSESSMENT Living the Strategic Plan

In the Academic Affairs Office of Assessment, Judith Kornberg, Andie DiMarco, Linda Amerigo and Yingying Na collaborate with the Office of the President and the Office of Institutional Effectiveness to help bring the Strategic Plan to life.

The Academic Affairs Office of Assessment strives to share the mission and institutional goals of Berkeley College in clear and specific ways that enable faculty and student support staff to see exactly how the Strategic Plan drives the departmental and programmatic initiatives of Academic Affairs and Student Services.

“When we talk to people around the College, we find that, even if they can’t list the College’s five goals verbatim, they end up using the specific language of our goals – retention, affordability, employment, reputation – when they talk about their day-to-day work,” said Andie DiMarco, Director, Student Learning Outcomes Assessment.

“It is important to uncover the meaningful connections among the goals of the institution to help harness the strength of Academic Affairs as a unit,” said Linda Amerigo, Director, Assessment of Academic Effectiveness. “We engage Academic Affairs faculty and student support staff in ongoing conversation about how their daily activities contribute to the achievement of the institutional goals.”

Over the past year, a series of Middle States Self-Study conversations with faculty and staff have allowed open discussion in order to



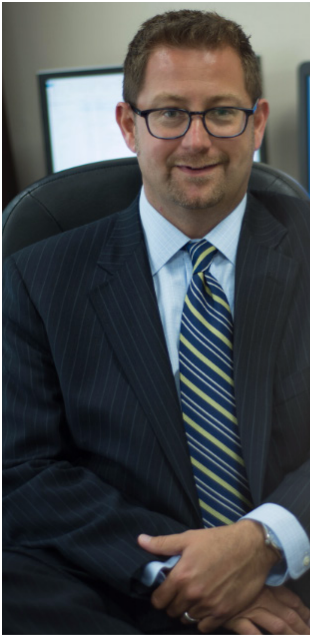
(L to R) Linda Amerigo, Director, Assessment of Academic Effectiveness, and Andie DiMarco, Director, Student Learning Outcomes Assessment.

promote awareness of the Strategic Plan and to share specific strategies and ideas among Berkeley faculty and staff.

Effective strategic planning incorporates ongoing assessment of the College’s goals.

As Beth Castiglia, Ph.D., Provost, said at many of the Middle States Self-Study conversations, “The only bad assessment data is that which we do not use.” Therefore, the Academic Affairs Office of Assessment understands that it is necessary to go beyond the implementation of strategies, to ongoing assessment and review of results for deliberate, data-supported change and continuous improvement.





**Institutional Goal 1:  
Retention and Graduation**

*Berkeley College will offer an environment that supports a student's path from enrollment to graduation.*

“In an effort to keep Goal No. 1 front and center in our minds and processes, an interdepartmental team from the New York City campus spent an entire day ‘Process Mapping’ to identify procedural obstacles that may be standing in the way of retention and graduation.”

– Ted Havelka  
Campus Operating Officer,  
Midtown Manhattan



**Institutional Goal 2:  
Employment Outcomes**

*Berkeley College will prepare and provide students with opportunities for employment and advancement in dynamic careers.*

Amy Soricelli helps Berkeley College achieve its employment outcomes by providing resources to students that enable them to use social media effectively, connecting students to relevant employers, and providing opportunities that encourage success and motivate further learning.

**Living the Strategic Plan**

We asked how associates across Berkeley College live the Strategic Plan every day in their departments and on their campuses. Here are their responses.



**Institutional Goal 3:  
Accessibility and Affordability**

*Berkeley College will be accessible and affordable for a diverse population of students while maintaining sound institutional finances.*

“The Financial Literacy team gives our students access to an affordable education by providing them with free tools such as iGrad, which educates students about financing their degrees and securing their futures.”

– Dipexa Gandhi  
Financial Literacy Advocate,  
Financial Aid, Woodland Park



**Institutional Goal 4:  
Innovation and Competitiveness**

*Berkeley College will create a culture that embraces innovation and fosters the College's competitiveness.*

“The Online Faculty Support Team collaborates with the Office of Student Development and Campus Life on an interactive Student Orientation course, as well as with the Teaching and Learning Commons on new and innovative faculty training programs.”

– Michael Samman, Director,  
Online Faculty Support and Instructional Design  
– Jarrod Cecere, Senior Instructional Designer



**Institutional Goal 5:  
Identity and Reputation**

*Berkeley College will develop a clear brand identity, educate both internal and external audiences on the benefits of a Berkeley experience, and strengthen its reputation.*

Dr. Jose A. Montalvo helps Berkeley College advance its identity and reputation by working with deans, chairs, faculty, staff, and most importantly, students, to showcase Berkeley's quality student professionals by attending health fairs, community health events, and public health meetings in our local communities.

# Campuses Stick to the Strategic Plan with POST IT, LIVE IT

Post-it® notes have a new meaning at Berkeley College under the POST IT, LIVE IT strategic planning campaign. Post-it notes are being used to create art and capture thoughts and ideas centered on the Berkeley College Strategic Plan.

In June 2017, each campus received a mural and collaborated to reveal an image related to the College's mission and institutional goals – graduation, ONE (Berkeley) and technology. Each Campus Operating Officer put his or her own spin on the campaign on social media. In the coming weeks, the murals will remain hanging to collect associate and student comments on how they relate to the institutional goals.

In May 2017, Post-it boards were set up at Grad Salutes – events that give graduates an opportunity to pick up their caps and gowns and celebrate their upcoming accomplishment. The Post-it boards asked the question “How Did I Get Here?”

Fifteen Grad Salutes were held across the nine Berkeley College campuses, with many of the 1,500 participants sharing their comments on how they reached the graduation stage. One board from each campus was displayed on the concourse of Prudential Center during the Commencement ceremony on May 5, 2017.

## How Did I Get Here?

Graduates share how they reached the ultimate goal.

WORKING HARD AND STAYING FOCUSED.

PURSuing THE FEELING OF A LIFELONG DREAM COME TRUE.

I WANTED TO CHANGE MY LIFE FOR MYSELF AND MY FAMILY.

MY DRIVE AND AMBITION TO GRADUATE IS WHAT PUSHED ME THROUGH.

WITH HARD WORK AND DEDICATION. I MADE SURE I STAYED FOCUSED TO ACHIEVE MY DREAM. BACHELOR'S, HERE I COME!

DEDICATION AND DETERMINATION TO MAKE MY PARENTS AND MYSELF HAPPY!



Graduates had an opportunity to post how they got to the graduation stage on POST IT, LIVE IT boards, which were displayed at Prudential Center during the Commencement ceremony on May 5, 2017 (left). On campus, associates and students completed a mural to reveal an image related to the Strategic Plan (below).



## Strategic Planning: A Perspective on the Big Picture



By now, everyone at Berkeley College should be aware that we actively are engaged in an institution-wide strategic planning process. However, while most understand that this is a requirement of Middle States and our

programmatic accreditors, it is important also to recognize that compliance with accreditation standards is just one small part in why we engage in this important practice of strategic planning.

So much of what we do in Academic Affairs (as in other areas of the College) involves day-to-day operational functions. In Academic Affairs, we develop and staff courses, assess student learning, provide grades and student feedback, and spend countless hours ensuring that our

classes are running efficiently and effectively. We spend far less time during the day asking the big questions. Are our programs appropriate for the changing workplace? Are we employing modalities and teaching methods that align with shifting student needs? Are we simply following processes and procedures that have been in place because they have been used in the past, or, rather, because they are the best ways of helping our students graduate and succeed?

Engaging in strategic planning helps shift our focus from everyday activities to the “big picture.” Instead of focusing on today’s to-do list, we take the time to understand how our day-to-day activities do – or do not – help move the College successfully into the future. For instance, through the strategic planning process we have developed tactics such as the expansion of Quality Matters faculty training to help us articulate a holistic vision of teaching at

Berkeley College. Another example of a tactic includes the growth of hybrid course offerings to help optimize the benefits of a multi-campus system.

The process of understanding clearly where we are, where we want to be, and how we plan to get there gives rise to exciting campus conversations and provides all of us with a unique opportunity to see where we personally fit in in making Berkeley College continuously improve in “empowering students to achieve lifelong success in dynamic careers.”

The effort involved in engaging in a strategic planning process is high, but the rewards are higher. With all of us working together, we share our expertise and have the opportunity to participate in developing strategies that will improve our areas far into the future.

– Beth Castiglia, Ph.D.  
Provost

## Every Voice Matters When Measuring Berkeley Culture

*In June 2017, Berkeley associates received the One Berkeley: Every Voice Matters survey, part of an initiative to gather, understand, and act on faculty and staff feedback.*

This initial benchmark will help the College measure key aspects of Berkeley’s workplace culture in an ongoing effort to listen to faculty and staff, inform decision-making, and contribute to a healthy and vibrant organization.

“Every voice is important in identifying workplace issues that matter to our associates,” said Michael J. Smith, President of Berkeley College.

To ensure confidentiality and encourage candid responses, Berkeley has partnered with Culture Amp, an outside company, which deployed the survey and will share the results in aggregate form to safeguard respondents’ identities.

Outreach to encourage responses was conducted on every campus during the month of June. More than 1,000 associates responded to the survey. Results will be shared with the College community over the next few months, and a committee comprised of faculty and staff will make recommendations on next steps pertaining to the results.

[Click here to watch a video about why Every Voice Matters.](#)



### Learn More about the Strategic Plan

[Click here to visit the Strategic Plan website.](#)

Email

[StrategicPlan@BerkeleyCollege.edu](mailto:StrategicPlan@BerkeleyCollege.edu)  
to tell us how your department brings the Strategic Plan to life.

The Middle States Self-Study process allows Berkeley College to evaluate its educational programs, policies and services, and determine how well these programs accomplish its goals, fulfill its mission, and meet Middle States standards.

A draft of the Middle States Self-Study is now available for your review on Berkeley365. Feel free to share any additional details that could further support our Middle States Commission on Higher Education reaccreditation efforts.



Produced by the Office of Communications and External Relations  
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