



# BRONX COMMUNITY COLLEGE

***Prepare, Inspire, Empower***

**Strategic Plan  
2020-2025**







## **MISSION:**

BCC prepares, inspires and empowers our richly diverse student body with a quality educational experience that facilitates social mobility, lifelong learning and engaged citizenship.

## **GUIDING PRINCIPLES:**

*Accountability, Communication, Empowerment, Equity, Integrity, Respect.*

## COLLEGE ADMINISTRATION

**Dr. Thomas A. Isekenegebe**

*President of Bronx Community College*

**Dr. Lester Sanders Rapalo**

*Provost and Vice President for Academic Affairs*

**Ms. Kay W. Ellis, MBA**

*Vice President for Administration and Finance*

**Dr. Eddy Bayardelle**

*Vice President for Advancement,  
Communications and External Relations*

**Dr. Irene R. Delgado**

*Vice President for Student Success*

**Dr. Nancy K. Ritze**

*Dean for Research, Planning and Assessment*

**Ms. Karla R. Williams, Esq.**

*Dean for Workforce and Economic Development*

**Ms. Susan G. Fiore, Esq.**

*Executive Legal Counsel and Deputy to the President*

## BCC STRATEGIC PLANNING COMMITTEE

**Amber Lake**

*BCC Student*

**Kenneth Adams**

*Dean, Workforce Development*

**Laura Broughton**

*Associate Professor, Department  
of Biological Sciences*

**Minkung Choi**

*Assistant Professor, Education  
and Academic Literacy Department*

**Howard A. Clampman**

*Professor and Chairperson, Business  
and Information Systems*

**Judith Eisenberg**

*Grants Director*

**Tica Frazer**

*Associate Director, First Year Program*

**Jordi Getman-Eraso**

*Professor, History Department*

**Octavio Gomez**

*Assistant Director, Campus and Facilities Planning*

**Francisco Javier Legasa**

*Assistant Dean for Academic Affairs*

**Michael J. Miller**

*Chief Librarian and Chairperson  
Library Department*

**Sahidha Odige**

*Academic Affairs Director*

**Alexander Ott**

*Associate Dean for Curriculum Matters  
and Academic Programs*

**Patricia Ramos**

*Director of Admissions and Enrollment*

**Nancy Ritze**

*Dean for Research, Planning and Assessment*

## DEPARTMENT CHAIRS

**Roni Ben-Nun**

*Art & Music*

**Chris Robinson**

*Biological Sciences*

**Howard Clampman**

*Business & Information Systems*

**Neal Phillip**

*Chemistry, Earth Sciences &  
Environmental Sciences*

**Sara Brady**

*Communication Arts & Sciences*

**George Sanchez**

*Education & Academic Literacy*

**Jalil Moghaddasi**

*Engineering, Physics & Technology*

**Kathleen Urda**

*English*

**Shazia Kahn**

*Health, Physical Education & Recreation*

**Tamar Rothenberg**

*History*

**Michael Miller**

*Library*

**Anthony Weaver**

*Mathematics & Computer Science*

**Gilbert Marzan**

*Social Sciences*

**Alexander Lamazares**

*World Languages & Cultures*

# A MESSAGE FROM THE PRESIDENT

*Strategic Plan 2020-2025: Prepare, Inspire, Empower* is the document that will guide Bronx Community College for the next five years. Fittingly, it is the product of input from our entire campus. Through meetings, surveys and townhalls for different members of the College community, every effort was made to include a broad and diverse range of voices. The borough we serve also contributed its point of view in discussions with the local community board. Much of the Strategic Plan was based on the comprehensive self-study BCC prepared as part of the process of renewing and reaffirming our accreditation by the Middle States Commission for Higher Education.

The Strategic Plan rests on three fundamental goals: to foster student success by encouraging engagement with the College and teaching the behaviors that lead to success; to advance academic excellence by updating the college curriculum and promoting professional development; and to strengthen institutional effectiveness by increasing enrollment and retention and fostering a campus climate that emphasizes social justice and equity.

The students of BCC helped to shape this Strategic Plan, from their participation in the self-study and strategic planning committees to the notes they left on a message board in the Roscoe Brown Student Center cafeteria that asked “Has BCC added value to your life?” Typical of the heartfelt responses were the words of the student who wrote “BCC has given me opportunities I would have never been exposed to if I didn’t decide to come here. I can, I will, I am.”

When our Strategic Plan fulfills its goals, students in 2025 will look back on their BCC experience just as passionately. It is our hope that five years from now, we will have significantly increased the number and percent of students who are enrolled, retained and graduated and there will be documented evidence of improvements in institutional effectiveness and campus climate, including strong social justice programming.

Here then is *Strategic Plan 2020-2025: Prepare, Inspire, Empower*, the latest endeavor in our continuing mission of building a community of excellence at Bronx Community College.



**Thomas A. Isekenege**  
President, Bronx Community College



# GOAL 1: FOSTER STUDENT SUCCESS

## **Objective 1.1:** **Promote Student Engagement and Success Behaviors**

- a.** Restructure, consolidate, improve and integrate student services to support, track and develop student engagement and success behaviors.
- b.** Develop clear, consistent Growth Mindset and Intelligent Practice messaging, programming and assessment across the campus.
- c.** Improve and coordinate all communications with and about students (including communication of policies, regulations, protocols and procedures) in transparent and user-friendly formats.
- d.** Promote and reinforce both active teaching and learning for application.

## **Objective 1.2:** **Support Holistic Needs of All Students**

- a.** Expand and improve efforts to provide financial supports and financial literacy training for students.
- b.** Support the physical, emotional and mental well-being of students.
- c.** Develop expanded and integrated programming for specific populations (adults, online, Honors, atrisk and international students) using best practices from what we have done and learned.

## **Objective 1.3:** **Facilitate Improvement through Assessment**

- a.** Develop and maximize the utilization and impact of e-tools to support systematic tracking, reporting and analysis of feedback, self-reflection, student actions and outcomes.
- b.** Further develop the assessment program, including the use of formative assessment to inform improvements; the use of summative assessment to demonstrate learning/success outcomes; and the development of mechanisms to support, collect and organize assessment results.



# **GOAL 2: ADVANCE ACADEMIC EXCELLENCE**



## **Objective 2.1:** **Strengthen the Effectiveness of Curricula and Programs**

- a.** Consistent with the Academic Master Plan (AMP), develop, implement and accelerate efforts to support curricular and programmatic improvement in alignment with educational and employment trends and student needs.
- b.** Develop and implement an Integration Plan for basic and higher-order thinking (critical thinking, quantitative literacy, information literacy, visual literacy) skills across the curriculum.
- c.** Increase efforts to promote students' job readiness and career success.
- d.** Expand partnerships with industry, senior colleges, and international institutions.

## **Objective 2.2:** **Support Excellent Teaching, Scholarship of Teaching/Learning, and Faculty Diversity**

- a.** Develop roadmaps of professional development and mentorship for all faculty built around student learning-centered pedagogies and assessment.
- b.** Increase faculty diversity and mentorship/retention of underrepresented faculty and staff.

## **Objective 2.3:** **Facilitate Improvement through Assessment**

- a.** Further develop the Academic Assessment Program, including the use of formative assessment to inform improvements; the use of summative assessment to demonstrate learning/success outcomes; and the development of mechanisms to support, collect and organize assessment results.



# **GOAL 3: STRENGTHEN INSTITUTIONAL EFFECTIVENESS**

### **Objective 3.1:**

#### **Increase Enrollment and Retention**

- a.** Create a Strategic Enrollment Plan with corresponding structures, functions, accountabilities and targets.

### **Objective 3.2:**

#### **Improve College Operations and Facilitate Improvement through Assessment**

- a.** Leverage technology to develop systems, structures, and communication vehicles to improve transparency, efficiency, and communication, including improvement and dissemination of budget/administrative reports.
- b.** Strengthen oversight and accountability processes, benchmarks, and dashboards, utilizing existing structures (annual and periodic reports and assessments, administrative council, senate committees) to: (1) further develop administrative assessment, review and improvement processes, (2) develop budget recommendations, priorities and decisions supporting the college's core functions and strategic priorities and (3) inform emergency planning and recovery processes.
- c.** Create, update and utilize policy and procedure manuals and documentation for all administrative processes.

### **Objective 3.3:**

#### **Enhance the Campus Physical Environment**

- a.** Improve the condition of facilities, including: (1) daily maintenance and cleaning; and (2) utilizing assessments of infrastructure systems and life cycle duration to inform actionable items and priorities as well as longer-term facilities planning.

### **Objective 3.4:**

#### **Strengthen Campus Climate and Community Impact**

- a.** Improve campus climate through the development of campus traditions, recognition programs, equity initiatives and by defining campus principles in behavioral terms.
- b.** Develop and increase opportunities for faculty/staff professional development and growth.
- c.** Engage all faculty, students and staff in active civic and community service.
- d.** Formalize orientation/professional development program for all new campus leaders (department chairs, senate members, committee chairs, student government, etc.).

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