



Rowan College
at
BURLINGTON COUNTY



2020

STRATEGIC
PLAN



Rowan College
at
BURLINGTON COUNTY

Rowan College at Burlington County is ranked among the top 3 percent of community colleges in the nation for boosting graduates' earning power, and it is reinventing itself into the national model of higher education for academic and workforce development programs.

In June 2015, the former Burlington County College established a new partnership with Rowan University, providing graduates acceptance into most university programs. Rowan University offers RCBC students discounts for programs online and on the Mount Laurel campus making it possible to earn a bachelor's degree for \$25,000 or less.

The partnership was the first of a five-point transformation plan that included a new Workforce Development Institute, management organization structure and a plan to modernize the Mount Laurel campus while transitioning out of Pemberton – the college's home for nearly 45 years.

This strategic plan is the final piece of the transformation plan to keep the college moving forward as it approaches its 50th anniversary in Burlington County by offering high-quality and relevant associate degree programs, certificates, career track majors, continuing education classes and business training from the Workforce Development Institute.

The college is committed to helping all students meet their educational, personal and professional goals in the most affordable, accessible and engaging educational environment.

Learn more at rcbc.edu.

Dear Rowan College at Burlington County Community,

Our country's higher education system is broken. A degree is more important than ever, yet too many families are priced out of college because it is too expensive. Political and educational leaders throughout the country talk about this problem all the time; few have taken action to solve it.

When I achieved my career-long goal of returning to higher education in March 2015, I implemented a five-point plan to transform the former Burlington County College into a national model of higher education.

1. Our partnership with Rowan University provides a path to a four-year university degree for \$25,000 or less.
2. The new Workforce Development Institute leverages all of the workforce development resources of the county and college into one powerful unit capable of providing relevant training that employers and job seekers need now and into the future.
3. Realigning our organizational structure improves our student-focused approach with a greater priority on student success, academics and workforce development.
4. Modernizing the college's facilities in Mount Laurel will provide the ultimate campus experience for students, faculty and staff while providing operational efficiencies and reducing costs.

All of these components were in place within five months of my appointment, and this strategic plan is the fifth and final piece. These next few pages will provide the guiding principles that will inform our decision-making process and build upon our strong foundation for the future of Rowan College at Burlington County.

The strategic planning effort included our entire community and represents the shared vision of our Board of Trustees, staff, faculty, students and community members. Although many hands shaped this plan, Senior Vice President and Provost Dr. David Spang deserves our appreciation for leading this extraordinary effort.

A handwritten signature in black ink that reads "Paul Drayton". The signature is written in a cursive, flowing style.

President
Rowan College at Burlington County

Colleges throughout the country are struggling to weather a perfect storm of financial, enrollment and demographic challenges.

- College enrollment is down – a trend expected to continue as high school enrollment shrinks.
- Higher education’s solution to rising costs has been to pass them along to students and their families – resulting in a 20 percent tuition increase over the past decade. At this rate, a child born today will have to pay \$300,000 for a college education.
- The tuition increase has handcuffed students with large amounts of debt affecting their quality of life.
 - 30 percent of students who take out loans will not graduate.
 - 70 percent of students graduate with debt that averages nearly \$30,000.
- About 60 percent of students come to community college requiring remedial courses (40 percent for four-year institutions), which is another large impediment to student success.
- A college degree is more important than ever for career success. A person with a four-year degree will earn, on average, 65 percent more than a high school graduate.

Individual efforts will not solve these deep-rooted issues. Rowan College at Burlington County is embracing a model that will lead to systemic change to reimagine what a modern community college should be in the 21st century.

RCBC’S MODEL IS GROUPED IN FOUR PILLARS:

- | | | | |
|--------|---------------|---------------------------|-----------------|
| I. | II. | III. | IV. |
| ACCESS | AFFORDABILITY | QUALITY AND EFFECTIVENESS | STUDENT SUCCESS |
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TO ACHIEVE THE MISSION: Rowan College at Burlington County transforms lives by delivering innovative, high-quality and affordable educational experiences in an accessible and diverse environment.

TO FULFILL THE VISION: To be the primary choice for learners to experience innovative educational opportunities – a leader in providing cost-effective pathways toward academic, career and personal success, while cultivating a sense of pride in all of our students, faculty, staff and community members.

NEW INITIATIVE HIGHLIGHTS

Our Rowan University partnership will provide all the benefits of both institutions to students, while greatly reducing the cost of a bachelor's degree.

3+1 will allow students to complete their junior year with highly-qualified RCBC instructors and their senior year with Rowan University to earn a bachelor's degree for \$25,000 or less.

Workforce Development Institute combines all the resources of government, education and the private sector under one umbrella to provide skills needed for the jobs of today and tomorrow.

Competency-based education and stackable credentials will allow students to use prior work experience and build upon their skills to advance their careers.

Guided pathways planning from high school through graduation will present students clearer choices to complete a degree in less time with less expense.

College gateways will give high school students expanded access to college programs, giving them college credit, and a greater chance of college success at a lower cost.

Personalized student support and advising with increased monitoring will increase the percentage of students who succeed.

Developmental education restructure will include innovative new strategies to help students break through barriers that have historically prevented student success.

I. ACCESS

Technology has made the world smaller, and Rowan College at Burlington County will evolve to provide more access to students throughout the globe and earlier in their educational pursuits.

Most first-time college students enroll in certificate or associate degree programs, indicating the importance of community colleges. RCBC is uniquely positioned to serve all students, and to partner with employers to create customized training programs to address real needs in the region's workforce.

RCBC has the largest distance-learning program among community colleges in the state, and among the top few when considering four-year institutions. The college will build upon this strength to make our programs more accessible to those with geographic or time constraints.

Annually, nearly 2,300 high school students earn college credit through programs such as the College Acceleration Program. Earning college credit in high school enables students to earn a college degree more quickly and at less cost and debt. The college will focus on these programs to provide high school students a head start toward their college education.

A) GOAL: Increase awareness and expand upon the high-quality academic and enrichment opportunities available and accessible to diverse populations.

I. STRATEGIC OBJECTIVE

Utilize innovative recruitment, marketing and retention initiatives to address sector-wide enrollment trends and increase access to the college's high-quality programs.

II. STRATEGIC OBJECTIVE

Increase knowledge regarding access and opportunities for students, including international, underrepresented and underprepared populations, and better inform students and the community of the college's high-quality programs.

III. STRATEGIC OBJECTIVE

Enrich the quality of life of the citizens of Burlington County by sponsoring cultural, recreational and personal interest activities.

IV. STRATEGIC OBJECTIVE

Increase meaningful competency-based educational opportunities whereby students can demonstrate mastery of outcomes by a variety of educational delivery modes, including prior learning assessments.

B) GOAL: Provide high school students with skills evaluations and access to opportunities to prepare for college-level work.

I. STRATEGIC OBJECTIVE

Expand meaningful gateway opportunities for high school students to begin their college education, which will increase access by reducing the time and cost of a college degree.

II. STRATEGIC OBJECTIVE

Increase completion rate of first-time, full-time students requiring developmental coursework.

I. ACCESS

C) GOAL: Provide effective student support services and resources to enable learners and increase access.

I. STRATEGIC OBJECTIVE

Provide communication and education for incoming and existing students regarding the array of student support and financial assistance opportunities, with easy and understandable processes to receive them.

II. STRATEGIC OBJECTIVE

Leverage state and county resources to provide state-of-the-art network infrastructure to provide reliable access to the college's digital resources.

III. STRATEGIC OBJECTIVE

Strengthen the recruitment and persistence of adult learners, active-duty military students, spouses and their dependents.

D) GOAL: Strengthen and grow distance education in order to provide more convenient access to academic programs.

I. STRATEGIC OBJECTIVE

Ensure that distance education offerings incorporate innovative and modern delivery technologies and align with capacity and demand needs.

II. STRATEGIC OBJECTIVE

Increase distance education to include more degree and course offerings, and modes of delivery including hybrid and shorter duration courses.



II. AFFORDABILITY

The costs for one year at a public institution, including tuition and room and board, exceed \$30,000, which explains why as a nation students owe a collective \$1.2 trillion (that's 11 zeroes) in education debt.

Rowan College at Burlington County's premier partnership cuts in half the price of a high-quality Rowan University degree to about \$25,000, with a plan to allow students to earn their bachelor's degree after three years at RCBC and one at Rowan University.

This is the most powerful and visible strategic initiative aimed at affordability, but the college can do more such as using facilities more efficiently on one main campus, sharing services with county and higher education partners, and becoming less reliant on tuition.

A) GOAL: Align expenditures with revenues or identified cost savings.

I. STRATEGIC OBJECTIVE

Maintain a pricing structure that is among the lowest of higher education institutions in New Jersey.

II. STRATEGIC OBJECTIVE

Strengthen the college's financial base to ensure financial stability and reduce the reliance on tuition.

III. STRATEGIC OBJECTIVE

Strengthen linkage among strategies, priorities, resource allocations and outcomes.

IV. STRATEGIC OBJECTIVE

Optimize utilization of campus facilities to serve students efficiently and in alignment with the projected needs with an occupancy ratio of 70 percent for general instructional space.

V. STRATEGIC OBJECTIVE

Create a full-service campus experience in Mount Laurel, while working closely with local officials to develop a future use for the Pemberton campus.

B) GOAL: Develop and nurture significant partnerships for cost-effective academic and employment pathways.

I. STRATEGIC OBJECTIVE

Build upon meaningful partnerships, such as the premier Rowan University partnership, to make college more affordable and aligned with career pathways through innovative degree-completion paths.

II. STRATEGIC OBJECTIVE

Leverage shared services and private partnership opportunities with Rowan University, Burlington County and other related institutions and businesses to maximize resources and cost efficiency, which will strengthen the college's instructional capacity according to best practices of the sector.

III. QUALITY AND EFFECTIVENESS

Rowan College at Burlington County ranked among the top 3 percent of community colleges in the nation for its ability to increase graduates' salaries, according to the independent nonprofit Brookings Institution. The college was commended by the Middle States Commission on Higher Education for its commitment to assess and improve academic programs.

The college's commitment to quality and effectiveness will continue through improved communication with, and professional development of, faculty and staff, leveraging the college's data to better identify and respond to students' needs and ensuring that the most advanced technology is infused throughout the curriculum and delivery system.

A) GOAL: Measure quality and effectiveness in educational design and delivery.

I. STRATEGIC OBJECTIVE

Maintain a culture of assessment and continuous improvement at the course, program, general education, program review, curriculum design, program viability and non-academic levels to ensure that intended outcomes are achieved.

II. STRATEGIC OBJECTIVE

Ensure that current and advanced technology is infused throughout the curriculum and instructional delivery system.

B) GOAL: Standardize information used to gauge perceptions and objectively measure institutional quality and effectiveness.

I. STRATEGIC OBJECTIVE

Ensure that the goals and objectives are aligned with RCBC's stated mission.

III. STRATEGIC OBJECTIVE

Utilize the college's data-rich environment to identify and respond to the emerging needs of students, employers and other constituents.

II. STRATEGIC OBJECTIVE

Disseminate and adhere to clear and transparent policies, processes and procedures, and communicate all material changes to affected constituencies in a timely manner.

C) GOAL: Provide meaningful educational opportunities, including professional development and continuous improvement.

I. STRATEGIC OBJECTIVE

Maintain an educational program that contributes to a high level of student success and supports students' transfer and employment goals.

II. STRATEGIC OBJECTIVE

Recruit and retain highly-qualified faculty and staff, and offer flexible opportunities for meaningful, engaging and sustained communication, training and professional development.

IV. STUDENT SUCCESS

Rowan College at Burlington County ranks at, or slightly above, the national average in terms of graduation and retention, which is not a desirable position when considering more than a third of the incoming class does not remain enrolled at RCBC after one year, and just 40 percent of full-time first-year students successfully graduate or transfer within three years.

RCBC is placing a greater emphasis on program recruitment and retention. To help students succeed, Rowan College at Burlington County will provide guided pathways for students to have a clear route from high school to college to transfer or career, align academic certificate and Workforce Development Institute programs with the needs of employers, and implement innovative programs to improve enrollment, retention and graduation efforts.

A) GOAL: Strengthen the meaningful pathways that best serve students' academic, career and personal goals.

I. STRATEGIC OBJECTIVE

Provide a curriculum aligned with the needs of transferring students and job seekers, including an emphasis on military and veteran students.

II. STRATEGIC OBJECTIVE

Develop new credit, certificate and enrichment programs, including stackable credentials that are flexible and responsive to the needs of learners and employment market demands.

III. STRATEGIC OBJECTIVE

Implement a unified workforce development plan that increases and improves upon partnerships with employers, and grows internships and work-based learning opportunities for students to increase the number of students securing gainful employment, industry-recognized credentials and degrees.

B) GOAL: Strengthen student persistence and retention and achieve increased graduation rates.

I. STRATEGIC OBJECTIVE

Strategically and intrusively identify, advise and support at-risk students.

II. STRATEGIC OBJECTIVE

Increase the percentage of first-time/full-time students graduating within three years.

C) GOAL: Facilitate an environment supportive of curricular and co-curricular student needs.

I. STRATEGIC OBJECTIVE

Increase and improve the utilization of early alert and other student-support systems, such as tutoring, to support students with emotional distress and minimize the number of students experiencing academic probation or academic dismissal.

III. STRATEGIC OBJECTIVE

Provide timely, effective and accurate transcript services for students pursuing transfer to another higher education institution and/or seeking employment.

II. STRATEGIC OBJECTIVE

Demonstrate that students display high achievement and success in curricular and co-curricular pursuits.

IV. STRATEGIC OBJECTIVE

Match student demand, especially in emergent areas of in-demand job growth and technology, with course capacity and effective means and modes of instructional delivery.

2016 TACTICAL INITIATIVES AND BENCHMARKS

The following outlines the initial tactical steps identified to achieve the goals of the Strategic Plan and raise Rowan College at Burlington County above the financial, enrollment and demographic challenges facing higher education today.

This section will be updated annually as the college completes these initiatives and incorporates new ones as methods to achieve the Strategic Plan evolve.

Progress will be updated at rbc.edu/strategic-plan.



I. ACCESS

A) Goal: Increase awareness and expand upon the high-quality academic and enrichment opportunities available and accessible to diverse populations.

I. Strategic Objective: Utilize innovative recruitment, marketing and retention initiatives to address sector-wide enrollment trends and increase access to the college's high-quality programs.

- Develop unified messaging points, aligned with the strategic plan, that showcase the college's quality, affordability, access, convenience and student support.
- Develop targeted plans that leverage the latest technology to target promotional material to students.
- Implement guided pathways, personalized outreach and improved advising practices to increase retention and student success rates.
- Develop enrollment management and student success master plan with specific enrollment and retention goals.

II. Strategic Objective: Increase knowledge regarding access and opportunities for students, including international, underrepresented and underprepared populations, and better inform students and the community of the college's high-quality programs.

- Recruit and enroll at least 20 percent of the top 15 percent of Burlington County high school graduates.
- Keep the college programs' websites current, attractive and easy to navigate.
- Make the cost tuition structure more attractive for out-of-county, out-of-state and international students to take online courses.
- Increase the reach of our audience by continuing to build our social media following and an external email newsletter.

III. Strategic Objective: Enrich the quality of life of the citizens of Burlington County by sponsoring cultural, recreational and personal interest activities.

- Offer marquee art and cultural experiences, and community-service events for students and the community, while leveraging our relationship with Rowan University to utilize campus life events in Glassboro.
- Expand career-path events, such as Future Nurses Day, to incorporate more health-related topics for children and adults who accompany the children.

IV. Strategic Objective: Increase meaningful competency-based educational opportunities whereby students can demonstrate mastery of outcomes by a variety of educational delivery modes, including prior learning assessments.

- Establish and communicate multi-mode and stackable educational pathways toward associate degree and certificate completion.
- Provide 'test-out,' prior learning assessment and portfolio review opportunities to demonstrate competency attainment for college credit.

B) Goal: Provide high school students with skills evaluations and access to opportunities to prepare for college-level work.

I. Strategic Objective: Expand meaningful gateway opportunities for high school students to begin their college education, which will increase access by reducing the time and cost of a college degree.

- Promote comprehensive gateways program to increase opportunities for students to start their college path while in high school and pursue Pell eligibility for dual-enrolled high school students.
- Maintain a level of at least 33 percent of Burlington County high school students enrolled in the CAP program.
- Grow gateway enrollments and offerings, such as dual enrollment and early college programs, with assessment, in all Burlington County high schools and track the number of high school students who graduate with college credit.
- Increase the number of CAP and gateway students who enroll at RCBC.

II. Strategic Objective: Increase completion rate of first-time, full-time students requiring developmental coursework.

- Expand early testing and college readiness programs at local high schools.
- Sustain a Developmental Education Task Force considering the alignment with the Partnership for Assessment of Readiness for College and Careers, Common Core and other adopted secondary institution curriculum standards.
- Reimagine developmental education program to improve student success by implementing various strategies including early assessment, multiple measures for accurate student placement, and varied educational delivery approaches, such as modular, flipped classroom, corequisite, career alignment, contextualization and learning communities.



I. ACCESS

C) Goal: Provide effective student support services and resources to enable learners and increase access.

- I. **Strategic Objective:** Provide communication and education for incoming and existing students regarding the array of student support and financial assistance opportunities, with easy and understandable processes to receive them.
 - Hold workshops, information sessions and advising appointments with students and parents, including adding an innovative parent support office.
 - Keep updated print and web resources.
 - Increase use of social media to provide students with financial information and financial literacy. Review and revise financial resources available online on at least an annual basis. Increase availability of financial information via workshops and other programs.
 - Partner with RCBC Foundation to strategically fill gaps in financing to improve retention and graduation rates.
- II. **Strategic Objective:** Leverage state and county resources to provide state-of-the-art network infrastructure to provide reliable access to the college's digital resources.
 - Continue to implement the cutting-edge network and classroom technology infrastructure throughout the campus.
 - Leverage county resources to create a state-of-the-art data system with other county agencies.
 - Utilize resources available through the NJEDge collaborative that support teaching and learning.
 - Leverage Rowan University partnership to create shared services opportunities to enhance technological offerings.
- III. **Strategic Objective:** Strengthen the recruitment and persistence of adult learners, active-duty military students, spouses and their dependents.
 - Increase the number of short-term, industry-recognized credentials available through the NJ Department of Labor and Workforce Development's Eligible Provider Training website.

D) Goal: Strengthen and grow distance education in order to provide more convenient access to academic programs.

- I. **Strategic Objective:** Ensure that distance education offerings incorporate innovative and modern delivery technologies and align with capacity and demand needs.
 - Incorporate up-to-date delivery methods and match program capacity with student needs.
 - Select the best online learning management system and have all online instructors trained in the system.
- II. **Strategic Objective:** Increase distance education to include more degree and course offerings, and modes of delivery including hybrid and shorter duration courses.
 - Add one new online degree or certificate program every two years, such as Nursing Pharmacology.
 - Feature online programs in letters sent to out-of-county/out-of-state students who applied, but did not gain acceptance to Rowan University in Glassboro.
 - Feature online offerings in promotional material, including 75 percent of promotional material requested by academic programs.
 - Examine other programs to determine if an online method of delivery is feasible.
 - Create an internal method to track and measure the number of students completing degrees completely online.

II. AFFORDABILITY

A) Goal: Align expenditures with revenues or identified cost savings.

- I. Strategic Objective:** Maintain a pricing structure that is among the lowest of higher education institutions in New Jersey.
 - Adjust tuition and fees as appropriate.
 - Make the pricing structure for online courses more attractive for out-of-county, out-of-state and international students.
- II. Strategic Objective:** Strengthen the college's financial base to ensure financial stability and reduce the reliance on tuition.
 - Utilize self-generated revenue, business process improvements and operational efficiencies.
 - Seek operational efficiencies through the reduction or containment of costs and business process improvements.
 - Reduce reliance on existing fund balance by seeking external funding sources and maintaining an undesignated fund balance of 3 to 5 percent of the annual operating budget.
 - Develop a long-term capital plan including projected Burlington County contributions for capital and minor capital funding, as well as deferred maintenance needs.
- III. Strategic Objective:** Strengthen linkage among strategies, priorities, resource allocations and outcomes.
 - Designate a strategic initiatives budget that aligns funds requests with established institutional priorities.
 - Evaluate outcomes of use of these funds on a regular basis to determine effectiveness and continued alignment with institutional priorities.
 - Strengthen instructional capacity by optimally supporting instruction and academic services.
- IV. Strategic Objective:** Optimize utilization of campus facilities to serve students efficiently and in alignment with the projected needs with an occupancy ratio of 70 percent for general instructional space.
 - Consolidate the college schedule to efficiently deliver instruction on one main campus.
 - Regularly update enrollment projections, based on a sound analytical approach, to predict demand on a semester-by-semester basis.
 - Develop and utilize scheduling tools that increase the optimized use of existing and emerging instructional space.
- V. Strategic Objective:** Create a full-service campus experience in Mount Laurel, while working closely with local officials to develop a future use for the Pemberton campus.
 - Develop and utilize scheduling tools that increase the optimized use of existing and emerging instructional space.
 - Build meaningful partnerships to develop a plan to repurpose the Pemberton campus to better serve the local community and create a revenue stream for the college.

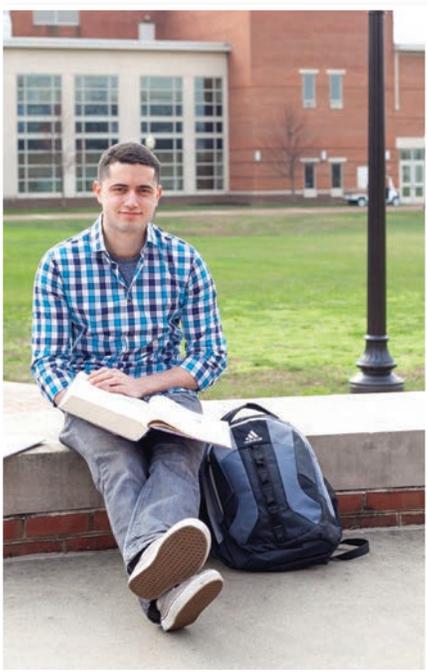


II. AFFORDABILITY

B) Goal: Develop and nurture significant partnerships for cost-effective academic and employment pathways.

- I. **Strategic Objective:** Build upon meaningful partnerships, such as the premier Rowan University partnership, to make college more affordable and aligned with career pathways through innovative degree-completion paths.
 - Continue to transition to a hybrid campus model by offering Rowan University courses on the Mount Laurel campus.
 - Offer 300-level courses taught by RCBC faculty to achieve the innovative 3+1 program, and the path to a \$25,000 Rowan University degree.
 - Identify partners for degree completion for at least 50 percent of all fully online degrees offered by RCBC.
 - Launch the Career Coach website in 2016 and incorporate career pathways, employment opportunities and programs of study on each department and program's webpage.
 - Develop career awareness in non-traditional fields, such as the Women in Sustainable Employment program, and develop marketing and employment pathways for non-traditional students/employees in Perkins-funded programs.
 - Develop and implement long-term communication strategies to keep the college community informed and engaged, including coordinating community outreach efforts among the college, county and partners.
 - Implement innovative advertising methods to strategically take advantage of our partnership.

- II. **Strategic Objective:** Leverage shared services and private partnership opportunities with Rowan University, Burlington County and other related institutions and businesses to maximize resources and cost efficiency, which will strengthen the college's instructional capacity according to best practices of the sector.
 - Continue and strengthen collaborative efforts with Burlington County in the areas of physical maintenance, construction, information technology and finance.
 - Share services with Rowan University to maximize the premier partnership.
 - Partner with Palmyra Cove on the establishment of Geoscience and Marine and Environmental Science programs, giving access to state-of-the-art facilities and equipment.
 - Leverage the existing partnership with the Burlington County Library System and Rowan University by utilizing their excess capacity to store a significant portion of RCBC's physical library collection and deliver materials throughout the County.



III. QUALITY AND EFFECTIVENESS

A) Goal: Measure quality and effectiveness in educational design and delivery.

- I. **Strategic Objective:** Maintain a culture of assessment and continuous improvement at the course, program, general education, program review, curriculum design, program viability and non-academic levels to ensure that intended outcomes are achieved.
 - Implement a new program review process to increase the quality and the quantity of program reviews.
 - Increase participation by three percentage points in the course evaluation responses, which is now conducted in an online format.
 - Improve linkage among assessment, planning and budgeting through enhanced Institutional Effectiveness Plans.
 - Align curriculum and programs with employer needs. Maintain assessment cycles in order to keep courses and program objectives fresh and sustained.
 - Utilize industry professionals to keep student assessment pertinent to workforce skills. Maintain and/or develop relationships with area colleges and universities that enable students to seamlessly transfer and earn a four-year degree.
 - Develop robust business advisory panels to maximize program development, services and best practices and to generate feedback regarding current, and future industry and employment needs.

- II. **Strategic Objective:** Ensure that current and advanced technology is infused throughout the curriculum and instructional delivery system.
 - Provide and promote online technologies (with training for faculty) to enhance on-campus courses and ensure all courses have online “shells.”
 - Provide the most up-to-date machinery available for Health Sciences programs, such as use of simulation manikins.
 - Provide internal and external professional development and training, utilizing latest technology.
 - Utilize employer advisory boards to learn about the latest technology being used in industry.

B) Goal: Standardize information used to gauge perceptions and objectively measure institutional quality and effectiveness.

- I. **Strategic Objective:** Ensure that the goals and objectives are aligned with RCBC’s stated mission.
 - Examine the new RCBC mission to determine if program goals and objectives are in alignment.
 - Conduct ongoing program viability studies to ensure programs are aligned with industry needs and student demands.
 - Maintain assessment cycles in alignment of RCBC’s goals and mission.
 - Verify that stated course level learning objectives are listed in at least 90 percent of online course sections and are identical to objectives listed on the RCBC course information form.
- II. **Strategic Objective:** Disseminate and adhere to clear and transparent policies, processes and procedures, and communicate all material changes to affected constituencies in a timely manner.
 - Disseminate annual reports for the college and key operational areas.
 - Publish standard operating procedures for academic support departments, with highest priorities available online.

III. QUALITY AND EFFECTIVENESS

B) Goal: Standardize information used to gauge perceptions and objectively measure institutional quality and effectiveness.

C) Goal: Provide meaningful educational opportunities, including professional development and continuous improvement.

III. Strategic Objective: Utilize the college’s data-rich environment to identify and respond to the emerging needs of students, employers and other constituents.

- Use the college’s advanced technology software to provide constituents with analyses and interpretation of the data, information, and qualitative research to inform the college community and decision-making.
- Utilize industry professionals to keep student assessment pertinent to workforce skills.
- Purchase and implement client resource management software for identifying and responding to business needs.
- Conduct focus groups in critical economic sectors and periodic outreach with employers to assess educational, workforce and economic development needs.
- Develop non-credit evaluation criteria and methods.

I. Strategic Objective: Maintain an educational program that contributes to a high level of student success and supports students’ transfer and employment goals.

- Expand opportunities for high-achieving students, such as the undergraduate research program, honors courses and 300-level courses.
- Align curriculum for seamless transfer to Rowan University and other four-year institutions, with particular emphasis on the 2+2 and 3+1 Rowan University models.
- Benchmark learning resources budgets, staffing and services against those at peer and transfer institutions.

II. Strategic Objective: Recruit and retain highly-qualified faculty and staff, and offer flexible opportunities for meaningful, engaging and sustained communication, training and professional development.

- Implement an Online Adjunct Institute Initiative to enable adjuncts to complete the Adjunct Institute requirement for promotion to Senior Adjunct and increase adjunct retention.
- Provide on-campus and off-campus opportunities for professional development.
- Examine pay scales and workloads to assist in attracting qualified professionals.
- Promote attendance and participation in Adjunct Faculty Orientation events, the Center for Learning and Instruction, and Adjunct Faculty Institute.
- Offer at least 12 professional development opportunities related to online teaching and learning each year.

IV. STUDENT SUCCESS

A) Goal: Strengthen the meaningful pathways that best serve students' academic, career and personal goals.

- I. Strategic Objective:** Provide a curriculum aligned with the needs of transferring students and job seekers, including an emphasis on military and veteran students.
 - Investigate a transition of military medics to the new Paramedic Science Program.
 - Integrate academic and transfer advising via cross-training of personnel and redesign of processes.
 - Develop at least one new fully online or hybrid courses related to transfer, employment or military/veteran student needs every two years.
- II. Strategic Objective:** Develop new credit and enrichment programs, including stackable credentials that are flexible and responsive to the needs of learners and employment market demands.
 - Monitor employment trends in the growing healthcare market for development of new programs.
 - Increase the number of non-credit programs that articulate to credit.
 - Expand the employer participation in employability and career readiness programs.
 - Develop career development components to the summer youth camp program.
- III. Strategic Objective:** Implement a unified workforce development plan that increases and improves upon partnerships with employers, and grows internships and work-based learning opportunities for students to increase the number of students securing gainful employment, industry-recognized credentials and degrees.
 - Increase employer partnerships to ensure sites for outstanding employment experiences and identify opportunities for growth.
 - Develop ongoing internship programs, apprenticeships and job-shadowing opportunities.
 - Coordinate with other county agencies and institutions to provide workforce development opportunities and leverage resources.
 - Coordinate Adult Education's career and technical training with RCBC's non-credit and credit offerings, and create seamless movement among all three.
 - Coordinate the county library's and the college's entrepreneurial offerings.



IV. STUDENT SUCCESS

B) Goal: Strengthen student persistence and retention and achieve increased graduation rates.

- I. **Strategic Objective:** Strategically and intrusively identify, advise and support at-risk students.
 - Increase and improve utilization of early alert and tutoring systems.
 - Implement guided pathways model to improve retention and graduation, and overall student success.
 - Increase outreach and intervention with defined populations, including first-time/full-time, part-time, at-risk, first generation, NJ Stars, international, athletes, and Educational Opportunity Fund students.

- II. **Strategic Objective:** Increase the percentage of first-time/full-time students graduating within three years.
 - Design and deploy a process whereby academic advisors can access student success metrics from the RCBC course management system and utilize intrusive advising techniques, including online learners.
 - Increase utilization of well-trained faculty advisors and qualified college staff to serve students during peak times.
 - Implement an advising appointment system.
 - Implement student success navigator assessment with specific student populations and utilize outcomes to assist students.
 - Use Pendency and Enrollment Management reports to identify and track student population segments, as well as individual students, to provide proactive outreach, advising and support.
 - Improve outreach by utilizing institutional reports to communicate with students and encourage academic goal completion and continued enrollment.



IV. STUDENT SUCCESS

C) Goal: Facilitate an environment supportive of curricular and co-curricular student needs.

- I. **Strategic Objective:** Increase and improve the utilization of early alert and other student-support systems, such as tutoring, to support students with emotional distress and minimize the number of students experiencing academic probation or academic dismissal.
 - Continue to encourage the use of the early alert system and student tutoring services.
 - Increase access to early alert systems to include all administrators, part-time faculty and staff.
 - Expand cooperation among departments in the resolution of student concerns.
- II. **Strategic Objective:** Demonstrate that students display high achievement and success in curricular and co-curricular pursuits.
 - Display board pass rates on Health Sciences program websites.
 - Provide employment information of graduates.
 - Achieve 70 percent or better success measure among 70 percent of students who receive resource instruction from the library. The instruction will be delivered in all sections of English 101 and 75 percent of English 075.
 - Utilize successful students and alumni in marketing materials as examples of the college's academic and co-curricular opportunities.
 - Increase faculty involvement in opportunities for student co-curricular engagement.
- III. **Strategic Objective:** Provide timely, effective and accurate transcript services for students pursuing transfer to another higher education institution and/or seeking employment.
 - Automate and optimize electronic transcript services.
 - Develop benchmarks for transcript services and improve upon those benchmarks to decrease processing times.
- IV. **Strategic Objective:** Match student demand, especially in emergent areas of in-demand job growth and technology, with course capacity and effective means and modes of instructional delivery.
 - Leverage course demand with available resources and course delivery methods.
 - Design and deploy a system for immediately opening additional online course sections when existing sections of the course reach a specified threshold.

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To me, it sounds like they're being responsive, which is actually incredible. We're seeing institutions across the country that are doing bold things, and they seem to be thriving, and the ones that are sitting around ... they're going to be in trouble.

— *Davis Jenkins*

Senior research associate at Columbia University's Community College Research Center, on the transformation of Rowan College at Burlington County.

Philadelphia Inquirer, Aug. 24, 2015

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Rowan College
at
BURLINGTON COUNTY

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