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ROWAN COLLEGE AT  
BURLINGTON COUNTY  
**STRATEGIC PLAN 2025**

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**Rowan College**  
at  
**BURLINGTON COUNTY**

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## MESSAGE FROM THE PRESIDENT

Dr. Michael A. Cioce

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*Dear Barons:*

We have achieved enormous change at Rowan College at Burlington County over the past five years: a new name, a new campus and a new way for students to avoid high college debt. This year, we had to prove our ability to be innovative change agents in the midst of both a pandemic and social unrest in light of centuries of systemic racism.

Despite this turmoil, we have developed a sound, steady path forward that will expand access to high-quality education in Burlington County. Our next change may be more subtle, but will have a resounding impact: an elevated commitment to culture and individual empowerment, which is now the first pillar of the plan.

*Our vision is for RCBC to be a first choice for students and faculty where diversity is valued and all are empowered to boldly pursue different ideas to better serve the community, help students achieve their goals and meet the needs of the economy.*

That vision is within plain sight and this plan will bring it into greater focus. I look forward to working with our students, faculty, staff and community members to change our culture and make our vision a tangible reality.

A handwritten signature in black ink, appearing to read "M. Cioce". The signature is fluid and cursive.

DR. MICHAEL A. CIOCE

*President  
Rowan College at Burlington County*

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# INTRODUCTION

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Rowan College at Burlington County's (RCBC) 2020 Strategic Plan focused on the transformation inherent in its mission statement:

*RCBC transforms lives by delivering innovative, high-quality and affordable educational experiences in an accessible and diverse environment.*

This transformation included partnering with Rowan University that led to the region's original 3+1 programs; launching the Workforce Development Institute; changing the college's management organization structure; and modernizing the Mount Laurel campus to make it the college's main campus.

There is great pride of RCBC among students, faculty, staff and the community, but throughout the strategic planning process, the college identified a clear need to instill more equity, inclusion, transparency and individual empowerment throughout the college. Culture was added to the previous four pillars that serve as strategic priorities and support the mission:

- I. Culture**
- II. Access and Affordability**
- III. Student Success**
- IV. Quality and Effectiveness**

The focus on culture grew in importance as the college drafted this plan in the summer of 2020 when the world was reckoning with generations of systemic injustice, a global health crisis and overarching questions about the role and structure of higher education in an uncertain future. Four work groups with representation from throughout the college met remotely throughout the summer of 2020 to address their individual pillars. These work groups created a long-range blueprint that identified goals and strategic objectives to establish RCBC's path for the next five years.

The blueprint will help individual units prioritize their goals and initiatives that will lead to measurable change throughout the college. Although work on the plan concluded in 2020, the process began in fall 2018 when Dr. Michael A. Cioce first addressed the college as its sixth permanent president, presenting a Vision for Success that provided a starting point for this plan. A complete timeline is available at [rcbc.edu/strategic-plan](https://rcbc.edu/strategic-plan).

*Many resources informed the strategic planning process:*

- President Cioce's Vision for Success
- RCBC's Organizational Climate Survey Results
- Middle States Commission on Higher Education Self-Study review and team report
- RCBC's Strategic Goals Review conducted by EAB, a higher education consulting firm.
- Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis

Completing this plan is a milestone, but really a starting point toward a better future. While the college implements the plan, RCBC will continually monitor and assess progress and incorporate modifications to ensure that the plan remains responsive to the changing higher education environment and the needs of the community.

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Rowan College  
UNIVERSITY OF DELAWARE  
Student Success Center  
Student Services  
Library  
Strong  
Resilience

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## PILLAR I CULTURE

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We support a workplace environment that values diversity, where everyone is accountable for their actions and empowered to express entrepreneurial creativity. Four key priority areas were identified as essential in developing an institutional culture that will allow us to meet the complex challenges that the college will face over the next five years. These identified priority areas are:

**Communication and Involvement –**

RCBC values communication that is timely, consistent, offers appropriate disclosure, and is shared with the appropriate parties to facilitate collaboration in ways that provide access to important information and create shared knowledge that inspire solutions from the entire college community. We support and encourage shared governance, decision-making, and leadership at all levels that empower the development of solutions.

**Diversity, Equity, and Inclusion –**

RCBC embraces and values diversity, equity and inclusion and works to create an environment where diverse individuals can contribute and grow. We are a community where we celebrate and honor the backgrounds and talents of all individuals and are committed to equitable treatment and the elimination of discrimination. We will promote civic responsibility by enhancing our community cultural competencies from RCBC cultural, intellectual and community service programming.

**Growth and Innovation –**

RCBC's organizational culture is supportive of individual growth and the learning process and supports adaptability and innovation within our community. As part of the learning process, faculty, staff and students have access to policies and procedures, are encouraged to be problem solvers, and are empowered to express entrepreneurial creativity in confident pursuit of new ideas without fear of failure.

**Integrity and Compliance –**

RCBC is an academic community that values quality and promotes fairness and integrity in the work of its faculty, staff and students. At RCBC everyone is accountable for their actions in ensuring adherence to internal, federal, state, local and board mandates.

<b>PILLAR I GOALS</b>	<b>PILLAR I OBJECTIVES</b>
<p><b>I A.</b> Establish user-friendly, transparent, timely and accessible processes and pipelines to improve communication and collaboration throughout the college.</p>	<p><b>I A 1.</b> Develop and support a collaborative environment through open dialogue across the institution that promotes an awareness of each other's needs, projects and processes.</p> <p><b>I A 2.</b> Establish communication processes that invite appropriate input and empower individuals to make the best decisions that benefit the institution.</p> <p><b>I A 3.</b> Evaluate, utilize and improve the varied structures on campus to enhance communication.</p> <p><b>I A 4.</b> Employ innovative methods to inform the campus of department and division initiatives (e.g., assessment activities and plans for continuous improvement).</p> <p><b>I A 5.</b> Develop processes that encourage collaborative decision-making and leadership, challenge assumptions and status quo, and support the development and implementation of solution-focused ideas.</p>
<p><b>I B.</b> Promote an inclusive and equitable campus and community climate.</p>	<p><b>I B 1.</b> Create and sustain an environment in which all campus community members are celebrated and supported and where differing perspectives and contributions are sought out and valued.</p> <p><b>I B 2.</b> Recruit, equip, and invest in talented and diverse students, faculty and staff to culturally enrich our institutional body and promote an ever more diverse community on campus.</p> <p><b>I B 3.</b> Create opportunities to build and lead innovative and inclusive awareness, outreach, research and educational activities.</p> <p><b>I B 4.</b> Develop appropriate policies and structures for continued dialogue and practice around issues of diversity, equity, and inclusion that keep stakeholders engaged in the process and incorporate a means to monitor progress.</p> <p><b>I B 5.</b> Foster new and creative ways for students, faculty and staff to contribute to community outreach via traditional and nontraditional means.</p>
<p><b>I C.</b> Foster an organizational culture that supports individual growth and learning as well as innovation within the RCBC community.</p>	<p><b>I C 1.</b> Establish a streamlined innovation process that encourages stakeholders to effectively present ideas with the confidence that they will be thoughtfully considered and followed up on and implemented as appropriate.</p> <p><b>I C 2.</b> Utilize internal and external professional development opportunities to provide members of the RCBC community with training based on the need of the position and the institution, and with a pathway to advancement.</p>
<p><b>I D.</b> Develop and support processes, procedures, and policies that provide for individual and institutional compliance and accountability.</p>	<p><b>I D 1.</b> Establish practices that safeguard academic freedom, open inquiry, and debate in the best interests of education, enrichment, and personal and professional development.</p> <p><b>I D 2.</b> Create, implement, review and improve RCBC policies and procedures with a focus on consistent and timely action, fair evaluation, and equitable opportunity throughout the institution without prejudice.</p> <p><b>I D 3.</b> Develop and implement methods to ensure integrity in reporting and compliance to various governmental and educational oversight authorities and make such reports and evaluations available, accessible, and open for review and discussion.</p> <p><b>I D 4.</b> Increase compliance by RCBC employees and other constituents in completing internal initiatives, mandates and directives, including, but not limited to, employee training, performance evaluations, scheduling forms and maintaining up-to-date information to the public and college community.</p>

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## PILLAR II

# ACCESS AND AFFORDABILITY

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We believe that all RCBC students deserve a high-quality, affordable education in an accessible and diverse environment. Our students should be able to determine their own success based on their talent, drive and determination.

Accessible also means meeting all students where they are, in terms of interest, goals, readiness, and ability. To promote access, RCBC offers a wide variety of courses and programs.

*Examples include, but are not limited to:*

- Courses and programs leading to degrees, certificates or immediate employment.
- Workforce development and personal enrichment courses.
- Programs designed for students seeking to transfer.
- Early access programs for students in middle and high school.

Additional educational locations and one of the strongest online programs in the state, combined with hybrid and virtual live options, enhance the availability of classes to students with different time and/or place constraints.

The college strongly believes that to be accessible, an education must be affordable and the costs must be transparent. RCBC has maintained one of the lowest total costs of attendance in the state and continually pursues innovative ways to improve business processes to control costs for students and taxpayers. We are committed to supporting our students in paying for their education, including opportunities such as payment plans, federal and state financial aid, and foundation scholarships. In addition, the college operates a food pantry and has implemented a predictable pricing system for textbooks.

RCBC's commitment to affordable education extends beyond a two-year degree. Our commitment to affordability is demonstrated by many guaranteed transfer and articulation agreements, including our flagship 3+1 program with Rowan University and linkages to workforce and lifelong learning opportunities.

<b>PILLAR II GOALS</b>	<b>PILLAR II OBJECTIVES</b>
<p><b>II A.</b> Continually evaluate business processes and procedures to improve efficiency and control costs.</p>	<p><b>II A 1.</b> Provide training and professional development related to business process management.</p> <p><b>II A 2.</b> Establish a sustainable business process steering/guiding committee.</p> <p><b>II A 3.</b> Incentivize efforts for improving procedures and reducing costs.</p> <p><b>II A 4.</b> Strengthen the budget process, including increased transparency and greater accountability for budget managers.</p>
<p><b>II B.</b> Explore external funding opportunities.</p>	<p><b>II B 1.</b> Seek and pursue grants that expand the resources of the college community.</p> <p><b>II B 2.</b> Enhance existing community partnerships and develop new partnerships to increase financial opportunities.</p> <p><b>II B 3.</b> Advocate for appropriate government funding at the county, state and federal levels.</p> <p><b>II B 4.</b> Assess current fundraising activities and explore ideas for new fundraising options.</p>
<p><b>II C.</b> Expand and communicate options to students regarding their investment in education.</p>	<p><b>II C 1.</b> Diversify message delivery channels and formats used to provide students with up-to-date information and create a mechanism for tracking.</p> <p><b>II C 2.</b> Provide support to students in reducing out-of-pocket expenses.</p> <p><b>II C 3.</b> Maximize opportunities for students to package their credits/ experience towards further credentials.</p>
<p><b>II D.</b> Reach out to diverse populations and continually explore opportunities to expand access to an RCBC education.</p>	<p><b>II D 1.</b> Expand early access opportunities for students in high schools and middle schools.</p> <p><b>II D 2.</b> Expand post-completion opportunities for students, including guaranteed transfer, articulation agreements, linkages to workforce and lifelong learning.</p> <p><b>II D 3.</b> Offer diverse delivery modes that maximize RCBC's accessibility for the widest possible audience.</p>



## PILLAR III

# STUDENT SUCCESS

We recognize and celebrate the diverse students, faculty and staff who comprise the RCBC community by helping students to define success for themselves. RCBC students are encouraged to define their own educational goals, acknowledging that our students have many points of entry within our program offerings with similarly varied points of successful completion. The college is committed to tailoring educational programs that offer students career adaptability and resilience in a rapidly changing educational landscape.

To help students succeed, RCBC will strengthen employer and community partnerships, promote experiential learning opportunities, and implement innovative programs to improve enrollment, retention and graduation efforts. The college acknowledges the importance of supporting the student’s holistic needs, including strengthening relationships and increasing intellectual growth.

<i><b>PILLAR III GOALS</b></i>	<i><b>PILLAR III OBJECTIVES</b></i>
<p><b>III A.</b> Increase retention, graduation and transfer rates in accordance with identified parameters.</p>	<p><b>III A 1.</b> Provide the necessary resources to facilitate student success.</p> <p><b>III A 2.</b> Design innovative paths to assist students in achieving their educational goals.</p> <p><b>III A 3.</b> Create and implement processes that engage students in self-evaluation of their progress towards meeting their educational objectives.</p>
<p><b>III B.</b> Create, support, and encourage participation in experiential learning opportunities to prepare students for employment and academic advancement.</p>	<p><b>III B 1.</b> Increase the number of students participating in experiential learning.</p> <p><b>III B 2.</b> Provide the necessary resources to support experiential learning opportunities.</p> <p><b>III B 3.</b> Use experiential learning as a catalyst to build and maintain connections between students and local and regional businesses.</p>
<p><b>III C.</b> Foster an environment supportive of students' holistic needs.</p>	<p><b>III C 1.</b> Establish a campus culture in which diversity, equity and inclusion are central tenets of student success.</p> <p><b>III C 2.</b> Empower students to reach an increased level of intellectual and personal growth.</p> <p><b>III C 3.</b> Create opportunities for students to build relationships, develop leadership skills and engage in group interaction.</p> <p><b>III C 4.</b> Cultivate students' self-advocacy and autonomy as they develop into contributing members of society.</p> <p><b>III C 5.</b> Encourage an environment of volunteerism and giving back to both the institution and the local community.</p>



WAC  
Women's Association of Rowan College

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## PILLAR IV

# QUALITY AND EFFECTIVENESS

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Rowan College at Burlington County is committed to creating and sustaining processes and procedures that improve the overall student experience by applying quality and effectiveness practices throughout the college.

*The goals related to this pillar focus on:*

- Effectively using data for institutional planning and decision-making.
- Providing an excellent educational experience with value-added return on investment.
- Optimizing program and course delivery.
- Recruiting, hiring, supporting and retaining a highly qualified and dedicated workforce.

As part of each goal within this pillar, we seek to encourage a collaboratively approved framework for prioritizing the efficient utilization of institutional resources towards the strategic initiatives. This pillar emphasizes the importance of creating an overall educational experience that provides opportunities to share our stories and increase individual and institutional success through our student, faculty and staff experiences.



<b>PILLAR IV GOALS</b>	<b>PILLAR IV OBJECTIVES</b>
<p><b>IV A.</b> Develop the structure and support for institutional planning, data driven decision-making, and alignment of financial resources.</p>	<p><b>IV A 1.</b> Assess and evaluate the need for new programs and initiatives based on data analytics, college resources, and community needs.</p> <p><b>IV A 2.</b> Enhance relationships with regional industries to drive the development of offerings that support industry needs and establish talent pipelines.</p> <p><b>IV A 3.</b> Create standardized processes and protocols for developing programs and initiatives to ensure appropriate oversight and implementation.</p> <p><b>IV A 4.</b> Grow operational unit assessment and program reviews with a focus on continuous improvement to support data driven decision-making.</p> <p><b>IV A 5.</b> Utilize cross-departmental resources (e.g. human and technological) to ensure institutional continuity in decision-making.</p>
<p><b>IV B.</b> Provide an engaging and enriching educational experience that is guided by best practices and processes for continuous improvement.</p>	<p><b>IV B 1.</b> Maintain a culture of assessment at the course, academic program and institutional level that is focused on continuous improvement.</p> <p><b>IV B 2.</b> Develop effective ways to deliver high quality course content through innovative and applicable technologies.</p> <p><b>IV B 3.</b> Strengthen traditional, online, and hybrid course development through appropriate allocation of resources, and guidance from data analytics, faculty and industry partnerships.</p>
<p><b>IV C.</b> Optimize program and course delivery.</p>	<p><b>IV C 1.</b> Strengthen program viability efforts and utilization of results.</p> <p><b>IV C 2.</b> Develop course/program advisory committees where possible and appropriate.</p> <p><b>IV C 3.</b> Rightsize the course schedule to promote efficient space utilization.</p> <p><b>IV C 4.</b> Aggressively manage enrollment in low-enrolled courses and programs.</p>
<p><b>IV D.</b> Develop and implement new processes to improve the quality and effectiveness of hiring, retaining, promoting and supporting employees.</p>	<p><b>IV D 1.</b> Review and revise organizational structure in order to improve and align personnel decisions.</p> <p><b>IV D 2.</b> Enhance the standardized processes and protocols for searches and hiring that strives to competitively attract diverse employees who are qualified and will work towards fulfilling the college's mission.</p> <p><b>IV D 3.</b> Institute consistent onboarding and performance review processes with the commitment to provide support that enables employees to remain, grow, and thrive at RCBC.</p>

## STRATEGIC PLAN **WORK GROUP PARTICIPANTS**

<b>NAME</b>	<b>POSITION</b>
<b>Dr. Karen Archambault</b>	<i>Vice President of Enrollment Management and Student Success</i>
<b>Linda Bobo</b>	<i>Executive Director of Business Engagement</i>
<b>Elizabeth Brendle</b>	<i>Assistant Professor of Nursing</i>
<b>Dr. Catherine Briggs</b>	<i>Dean of Student Success</i>
<b>Ronald Cahall</b>	<i>IT User Services Project Manager</i>
<b>Thomas Czerniecki</b>	<i>Senior Vice President of Administration and Operations</i>
<b>Lindsey Daniello</b>	<i>Director RCBC Foundation</i>
<b>Alison DeJoseph</b>	<i>Program Development Specialist I</i>
<b>Daniel Deluise</b>	<i>Grants Specialist</i>
<b>Lynne Devericks</b>	<i>Executive Assistant to the President</i>
<b>Andrew Eaton</b>	<i>Director of Public Safety</i>
<b>Daniel Egan</b>	<i>Manager of Multimedia Resources</i>
<b>Danielle Epps</b>	<i>Director of Outreach and Admissions</i>
<b>Matthew Farr</b>	<i>Chief Operations Officer</i>
<b>Dr. Martin Hoffman</b>	<i>Dean of Learning Resources</i>
<b>Stacy Hunt</b>	<i>Account Relationship Manager</i>
<b>Frank Johnson</b>	<i>Director of Operations for OIT</i>
<b>Jarrett Kealey</b>	<i>Interim Dean of Enrollment Management</i>
<b>Dr. James Kerfoot</b>	<i>Vice Chair, RCBC Board of Trustees</i>
<b>Roshni Ladden</b>	<i>Coordinator of NJ STARS</i>
<b>Myles Lawhorn</b>	<i>Manager of Student Accounts</i>
<b>Cara Lawton</b>	<i>Acting Director of Academic Advising and Retention</i>

## STRATEGIC PLAN **WORK GROUP PARTICIPANTS**

NAME	POSITION
<b>Mark Meara</b>	<i>Chief Information Officer</i>
<b>Harry Metzinger</b>	<i>Executive Director of Finance and Human Resources</i>
<b>Dr. Karen Montalto</b>	<i>Dean of Health Sciences</i>
<b>Dr. Erica Osmond</b>	<i>Associate Professor of Speech and Communication Arts; Faculty Excellence Coordinator</i>
<b>Alexandra O'Neil</b>	<i>Director of Rowan Relations</i>
<b>Anna Payanzo Cotton</b>	<i>Vice President of Workforce Development and Lifelong Learning</i>
<b>Anthony Phillips</b>	<i>Director of Adult Basic Education</i>
<b>Megan Riffle</b>	<i>Community Events Coordinator</i>
<b>Dr. Anita Rudman</b>	<i>Associate Provost</i>
<b>Michelle Russell</b>	<i>Assistant Director of Human Resources</i>
<b>Zahirah Sabir</b>	<i>Manager of WDB Administration and Outreach</i>
<b>Nicole Salamatin</b>	<i>Manager of Institutional Research</i>
<b>June Sernak</b>	<i>Dean of Lifelong Learning</i>
<b>Dr. David Spang</b>	<i>Senior Vice President and Provost</i>
<b>Dr. Edem Tetteh</b>	<i>Dean of Science, Technology, Engineering and Mathematics</i>
<b>Dr. Shawn Thomas</b>	<i>Assistant Director of Financial Aid</i>
<b>Dr. Donna Vandergrift</b>	<i>Dean of Liberal Arts</i>
<b>Greg Volpe</b>	<i>Executive Director of Strategic Marketing and Communications</i>
<b>Alaina Walton</b>	<i>Compliance and Research Specialist</i>
<b>Barbara Weir</b>	<i>Manager of Career and Placement Services</i>
<b>Gina Yanuzzi</b>	<i>Assistant Professor of English</i>
<b>Marc Zamkotowicz</b>	<i>Assistant Professor of Geospatial Technology and Geoscience</i>



**[rcbc.edu](http://rcbc.edu)**

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