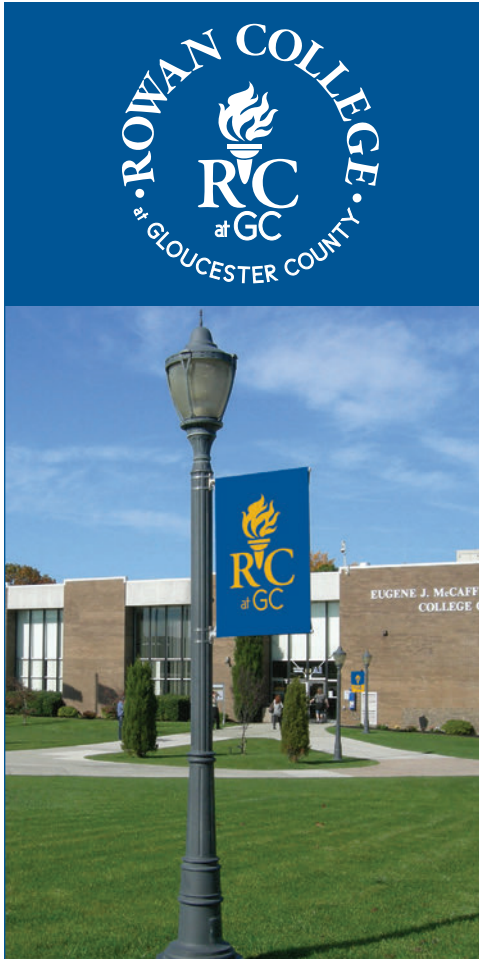




STRATEGIC PLAN 2014–2019

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MISSION AND CORE VALUES

MISSION OF THE COLLEGE

Rowan College at Gloucester County is a center for learning that strives for academic excellence, supports the economic development of the community and seeks to enhance the community's quality of life through affordable, accessible and transferable programs and services in a safe and caring environment.

Rowan College at Gloucester County respects the diversity of its student body and recognizes the worth and potential of each student. Therefore, the College affirms the following core values:

Commitment to Students

Belief in providing the highest levels of learning, resources and support services to enhance the intellectual and personal growth, and the development of our students.

Commitment to Excellence in Education

Belief in providing educational programs and student support services that combine academic rigor, up-to-date information, incorporation of the most effective strategies and close assessment of learning outcomes to achieve excellence in higher education.

Contribution to Community

Recognition of the importance of enhancing the economic vitality and quality of life for all citizens of the community.

Commitment to Access and Diversity

Belief that the College will actively seek to create the highest levels of access to programs and services for all students who may benefit and that the College's employees and students represent the diversity of the community.

Commitment to Faculty and Staff

Recognition of the importance and contribution of all individuals who collectively create a positive learning environment. All members of the college community should have the opportunity to enhance their potential for purposeful, gratifying and productive lives.

Quality Campus

Recognition of the importance of providing a work and learning environment that is characterized by integrity, clear communications, open exchange of ideas, involvement in decision making and respect for all individuals.

PRESIDENT'S MESSAGE



Higher education remains the single best investment one can make in their future, and it is vitally important to everyone's career goals — not only locally in New Jersey — but for America. With this strategic plan, Rowan College at Gloucester County (RCGC) continues the commitment to its mission to provide students with a strong foundation for transitioning from high school to college to career by providing quality, relevant and affordable educational options right here in Gloucester County.

On January 10, Gloucester County College and Rowan University signed an agreement to enter into a unique partnership closely aligning the two institutions and making higher education opportunities more available and affordable to students in southern New Jersey. This new partnership, a first-of-its-kind in the state, provides the distinction of being associated with a respected research university.

As the president of Rowan College at Gloucester County, I am excited about this partnership with Rowan University as it will provide students a direct, streamline route to a bachelor's degree with cost- and time-saving rewards. In addition to this premier partnership with Rowan University, the College maintains seven other partnerships. Such include Drexel, Fairleigh Dickinson, Neumann and Wilmington Universities, the Richard Stockton College of New Jersey, Rutgers University–Camden campus and the University of Maryland's University College. RCGC also has more than 70 articulation agreements with a variety of program options.

Students are provided with opportunities where they may pursue a route to Rowan University, take advantage of the other college partnerships or transfer seamlessly to a university of choice. The College is a valuable and affordable resource to the residents of Gloucester County. Whatever may be a student's educational goal, RCGC provides the opportunity to start right here, find their unique path and be confident in the knowledge a clear exit strategy is in place.

The innovative programs, new construction and other progressive changes being initiated in the five-year strategic plan will continue to strengthen the College's local and state-wide presence, as well as its academic reputation. RCGC remains committed to educating students, improving our communities and supporting economic development by keeping talented and skilled professionals in the region.

I look forward to working with the college community to continue the groundwork laid for student success and honing the College's vision for the future. By integrating ambitious learning disciplines and aligning programs with workforce needs, the College will set the benchmark for academic quality and effectiveness among community colleges.

Frederick Keating
Dr. Frederick Keating, President

STRATEGIC PLANNING PROCESS

Strategic Planning: The Purpose

The institution's view on the purpose of strategic planning is to advance Rowan College at Gloucester County (RCGC) forward, keeping its work relevant to the population it serves, encouraging innovation and growth.

Strategic Planning: The Process

In November 2013, a steering committee was formed to begin the strategic planning process for RCGC. This committee was comprised of members from all areas of the College community. The steering committee, through meetings and open forum sessions, gathered information from a variety of constituents and worked together to complete a strategic document for presentation to the Board of Trustees.

Strategic Planning: The Model

The strategic plan model chosen to best serve the College by the steering committee was a hybrid model. This model allows the College to capture the relevant factors to be addressed and steer the necessary activities to maximize benefits to the College's stakeholders. In this model, the committee reviewed the previous issues-based strategic plan to identify those items needing to be carried over into the new model. The committee then reviewed the recommendations provided by the Middle States Commission for Higher Education in response to



the College's Periodic Review Report to address mission-based items. Finally, the committee completed a strengths, weaknesses, opportunities and threats analysis to determine current items likely to impact the institution's ability to move forward effectively. Based on the information gathered to this point, the committee unanimously agreed to the development of a five-year plan, which allowed sufficient time to address the identified items effectively.

Consideration of the items identified during the early stages of the process led the steering committee to the conclusion that all areas of the College intertwined. As such, subcommittees were developed to address each functional area of the College. Steering committee members were asked to select an area of interest for placement on a subcommittee. The subcommittee participants

represented a diversity of areas within the College, allowing the subcommittees to gain a broader strategic perspective for plan development. They met separately from the steering committee group, continuing to refine goals and objectives related to the group's specific functional areas.

This process proved to be very effective in the development of over-arching goals in each of the subcommittee groups. Goals and objectives were brought before the full steering committee for vetting. Following the vetting of the goals and objectives, each subcommittee held an open forum for continued dialogue among the college community to aid in distilling them further. The steering committee met once again to finalize the goals and objectives for presentation to the President for discussion with external stakeholders.

Following the President's external stakeholders forum, the goals and objectives underwent the steering committee's final edit for presentation to the Board of Trustees for final input or comment prior to action at the July 2014 board meeting. Upon board approval, the 2014–2019 Strategic Plan for Rowan College at Gloucester County was presented to the College for implementation. A repository for all work related to the 2014–2019 Strategic Plan was developed and placed online for access by the entire College community, informing everyone of the work being done across the College to address the goals of the Strategic Plan.

STRATEGIC PLANNING PRIORITIES

As the steering committee considered items identified during the early stages of the process, it became clear that all functional areas of the College were affected by them. It was determined that four subcommittees would be formed in order to address specific functional areas:

- Institutional/Stewardship
- Student Services/Partnerships
- Academics/Assessment and Benchmarks
- Operations/Infrastructure and Physical Plant

Below are the major findings that formed the strategic priorities:

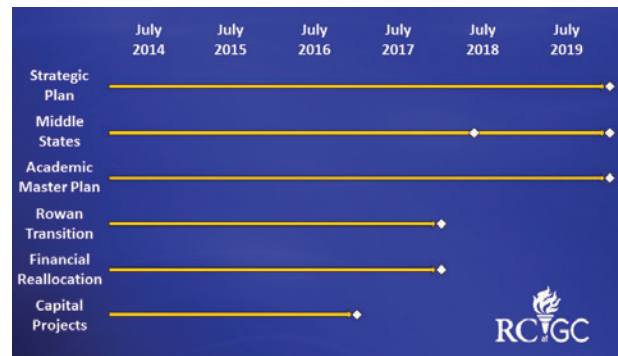
- The recent name change from Gloucester County College to Rowan College at Gloucester County (RCGC) is an opportunity to enhance marketing strategies and promote the College in new ways to new markets.
- More than two-thirds of the College's revenue is generated through tuition and fees. With state and federal funding levels predicted to remain flat, alternative revenue sources such as competitive grant programs and partnerships will be necessary for any significant program expansion.
- Regulations and reporting requirements are becoming increasingly complex, requiring enhancements to current internal monitoring and assessment practices.

- One in five freshmen is confused about career choices and would be receptive to guidance in choosing an educational plan (*Source: Noel-Levitz, 2014 National Freshman Attitudes Report*).
- The capability of the College's aging infrastructure to support a 21st century learning environment will require a renewed focus on asset optimization to promote a sustainable future.
- Less than 50 percent of first-time, full-time freshmen graduate or transfer within three years of starting at RCGC. To improve student success outcomes, establishing and monitoring enrollment management benchmarks across the entire academic continuum will support strategies.
- The College maintains its traditional transfer mission. While the faculty and student profile have not shifted dramatically in the last decade, choices in instructional delivery from both the student and faculty perspective have — faculty are using eLearning (online classes) in more than 80 percent of classes and one out of five students are enrolled in an online course. The usage of the eLearning system will continue to increase significantly,

requiring continued support for distance learning educators and students.

Over the next five years, RCGC will have to address a number of evolving concerns that will help establish the direction and future of the institution. Based on a review of external and internal factors, the strategic planning committee identified four key areas, or "strategic" priorities, that need to be addressed. These strategic priorities will affect every division and organizational unit in the College and have been identified as having the greatest impact. The tactical objectives following each priority provide the strategies for administrators, faculty and staff to use in both developing division and unit action plans and setting the budget.

FIVE-YEAR MODEL TIMELINE



STATE OF THE COLLEGE



As the current 2011-2014 Strategic Plan entered its close-out phase, the President's Administrative Cabinet engaged in many dynamic discussions to evaluate the strategic position of the College at the end of the plan's life cycle. It was through this reflection and dialog that 10 key transitional indicators were determined providing the vision for the development of the College's next strategic plan.

The 10 key indicators as listed below sum up the state of the College providing the framework for influencing the design of the Strategic Planning Steering Committee, as well as informing the logical makeup of the plan's sub-committees.

1. Rowan College at Gloucester County

Rowan University relationships

2. Strategic Plan 2014–2019

Comprehensive master planning

3. Enrollment Management

Student success model

4. Middle States Reporting

Periodic Review Report (PRR) update

5. Capital Projects

Higher Education Bond

6. Budget Development

Financial mapping and resource reallocation

7. Academic Master Plan

Program refinement and development

8. High School Partnerships

Center for College and Career Readiness

9. Public–Private Partnerships

Tanyard Road project

10. Accessibility, Diversity and Affordability

Student-centered culture

STRATEGIC PLAN 2014–2019 COMMITTEES — GOALS AND OBJECTIVES

1 Institutional/Stewardship Goal:
Sustain and enhance Rowan College at Gloucester County as a premier educational option for each individual seeking entrance to higher education.

Objective 1.

Enhance branding, marketing strategies and recruitment of the College.

Objective 2.

Research and pursue alternative funding streams.

Objective 3.

Improve planning and resource allocation processes to include measurable performance goals.

2 Academics/Assessment and Benchmarks Goal:
Create an educational environment that promotes and fosters student success from initial contact to achievement of desired educational goals.

Objective 1.

Define effectiveness measures that ensure quality programming and services that promote attainment of students' educational goals.

Objective 2.

Develop educational mapping models to promote student success.

Objective 3.

Coordinate strategies and resources to improve retention rates.

3 Student Services/Partnerships Goal:
Create an enrollment management model to guide students to enter, complete and achieve their education and career goals.

Objective 1.

Assist all students in the development of an individualized guide for their college experience and career plan.

Objective 2.

Enroll 20 percent of students participating in the Center for College and Career Readiness program as matriculated Rowan College at Gloucester County (RCGC) students upon high school graduation.

Objective 3.

Connect students to workforce opportunities through educational and career pathways and internship experiences.

4 Operations/Infrastructure and Physical Plant Goal:
Provide a safe and secure, environmentally-friendly atmosphere to support student success designed with a sustainability model.

Objective 1.

Develop an annual finance report to support long-term planning and budget development.

Objective 2.

Utilize higher education grants for expansion of environmentally-friendly educational facilities.

Objective 3.

Update existing infrastructure to comply with current standards.

2014–2019 STRATEGIC PLANNING COMMITTEE

ROWAN COLLEGE AT GLOUCESTER COUNTY BOARD OF TRUSTEES

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Yolette C. Ross, *Vice Chairperson*
Douglas J. Wills, Esquire, *Treasurer*
Jean L. DuBois, *Secretary*
Len Daws*
Dr. James J. Lavender
Ruby Love*
Cody D. Miller
Peggy Nicolosi
Dr. George J. Scott
Virginia N. Scott*
Dr. Frederick Keating, *ex officio*

GLOUCESTER COUNTY BOARD OF CHOSEN FREEHOLDERS

Robert M. Damming, *Director*
Giuseppe (Joe) Chila, *Deputy Director*
Lyman Barnes, *Education Liaison*
Daniel Christy
Frank J. DiMarco
Heather Simmons
Adam J. Taliaferro

Strategic Planning Committee

Judith Atkinson	Dr. Susan Glenn	Cheryl McBride
Birdena Brookins	Yvonne Greenbaum	Josh Piddington
Dominick Burzichelli	Elizabeth Hall	Meg Resue
Patricia Claghorn	Dr. Susan Hall	Dr. Brenden Rickards
Dennis Cook	Christine Herz	Brigitte Satchell
Dyron Corley	Sandra Hoffman	Eileen Shute
Randee Davidson	Almarie Jones	Karen Sitarski
Karen Durkin	Dr. Frederick Keating	Barbara Turner
Victoria Gall	Dr. Linda Martin	Susan Weiss

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Yvonne Greenbaum <i>Dean, Academic Compliance</i>	Andrea Stanton <i>Director, College Relations, Communications & Marketing</i>
Karen Durkin <i>Dean, Institutional Research and Assessment</i>	Susan Weiss <i>Publications Administrator, Plan Design and Production</i>
Meg Resue <i>Senior Executive Assistant, Institutional Compliance, Plan Facilitator</i>	

*Rowan College at Gloucester County Board of Trustees members involved with the strategic-planning process

2014–2019 STRATEGIC PLANNING EXTERNAL PARTICIPANTS

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Rowan University Board of Trustees

Lyman Barnes

*Freeholder and Educational Liaison,
Board of Chosen Freeholders*

Tom Bianco

*Executive Director of Economic Development,
Workforce Investment Board*

Patricia Calandro

*Chief Academic Officer,
Kingsway Regional School District*

James DiGennaro

*President, Gloucester County Professional
Counselors' Association*

Edward Green

Manager, N.J. Vocational Rehabilitation Service

Hosea Johnson

Chair, Workforce Investment Board

Robert McLerane

*President, Rowan College Foundation
at Gloucester County*

Roman Perez

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ExxonMobil Lube Plant*

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Douglas Scappa

*Site Associate,
Wilmington University*

Brian Shakespeare

*Assistant Superintendent of Curriculum
and Assessment, GCIT*

David Slack

Rowan College Foundation at Gloucester County

Les Vail

*President/CEO, Gloucester County Chamber
of Commerce*

Barbara Wallace

Mayor of Washington Township, N.J.

Loretta Winters

*President, Gloucester County N.J. NAACP
Branch 2345*

Robert Zazzali

*Vice President of Employee and Labor
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