



*Rowan College  
of South Jersey*

*Strategic Plan 2020–2023*

A document titled  
“Foundational Excellence Through Diversity, Equity,  
and Inclusion: A Strategic Action Plan”  
is currently under development and will be placed  
as a preface to the institutional Strategic Plan.  
This action plan will enhance the breadth and depth  
of our perspectives ensuring a  
welcoming and inclusive environment for all members  
of the campus community because we believe diversity  
is key to the attainment of educational excellence  
and the advancement of knowledge.

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# *Mission and Core Values*

## **Mission of the College**

Rowan College of South Jersey is a student success-oriented, accessible, and affordable learning center dedicated to enhancing its community's economic development and quality of life by striving for academic excellence in offering, innovative programs and services to a diverse community of learners in a safe and caring environment.



Rowan College of South Jersey 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 the priority of providing the highest levels of learning, resources and support services to enhance intellectual, personal, and social growth while focusing on the professional development of 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 learning.

### ***Contribution to Community***

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

### ***Quality Campus Environment***

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

### ***Social responsibility***

Belief in providing educational, experiential and training opportunities for students and residents of the community that fosters an inclusive atmosphere of support and care for one another and other members of the community at large.

### ***Civic Duty/Commitment***

Recognition of the important roles that students, faculty, and staff have in providing service to all citizens in our community.

# *President's Message*



This has been a year marked by immense change — for Rowan College of South Jersey (RCSJ) and for the world at large. The COVID-19 pandemic has altered our lives in ways we are just beginning to grasp, and it remains to be seen what will be considered normal when the dust settles.

One thing is certain: this institution believes that higher education remains the single best investment individuals can make to secure their future. With this strategic plan, RCSJ continues to fulfill its mission to provide students with the strong foundation necessary to successfully transition to the next phase of their lives — be it from high school to college to workforce or from ordinary job to rewarding career.

RCSJ was in the early stages of rebranding itself when this pandemic first emerged. On July 1, 2019,

Rowan College at Gloucester County and Cumberland County College merged to establish one hybrid college with two campuses — enhanced by a premier partnership with Rowan University. The joining of these two community colleges poised RCSJ to provide South Jersey students and residents with a wider range of affordable and accessible higher education and workforce options to actively stimulate economic growth across both counties.

The evolution of RCSJ continues as we turn a critical eye on strengthening the institution in light of the current public health, socioeconomic, and educational upheaval wrought by the pandemic, and the escalating turmoil of profound social injustice. The College embraces these looming threats as an opportunity to strategically plan a roadmap to a more nimble and resilient institution. We have engaged in a transparent and ongoing process of re-evaluation; modernizing outdated practices and expanding academic delivery methods to meet the changing needs of our student body, while strengthening county affiliations and business partnerships to enhance student access to opportunities for practical learning and future employment. Even as funding sources continue to decline, we remain dedicated to moving forward as a solid, sustainable institution adhering to realistic business practices and continuing to exceed the community's expectation of affordability while still delivering relevant, quality academic and career programs. The institution continues its long-standing, student-cultured

philosophy, grounded in civil respect, compassion, and empathy that must be imbedded in our everyday pattern of support. The current socioeconomic environment makes it imperative, more than ever, to serve our communities, as a society of educators, working to build a better structure offering hope, a comfortable environment in which everyone can work and learn while providing opportunity for all.

This strategic plan represents an investment in the future of RCSJ, providing a guide to rising from this uncertain era with a new confidence to perform more efficiently and effectively than ever before. By integrating ambitious learning disciplines, enhancing existing programs to align with shifting workforce needs and developing new programs and services to better meet the academic and career goals of our students, this College will set the benchmark for academic rigor, student support services and operational quality that will prove to be influential among other peer institutions of higher learning in New Jersey.

I look with optimism to the future of this College and will continue to proactively lay the groundwork for student success and work to achieve the future vision for Rowan College of South Jersey, as laid out within the pages of this strategic plan.

*Frederick Keating*

Dr. Frederick Keating, President

# *Strategic Plan: Purpose, Process and Model*

## ***The Purpose:***

In order to advance the College's diverse mission to enhance community economic development and quality of life through academic excellence, innovative programs, and services in a safe and caring environment, the institution, through a series of planning exercises, developed a strategic blueprint that identifies and communicates critical organizational objectives which serves to illuminate the action required to attain those objectives.

## ***The Process:***

The strategic planning process can reflect many different frameworks and methodologies. While there are no absolute rules regarding the right framework, most follow a similar pattern and have common attributes.

In October 2019, under the auspices of the President's Office, the fundamental structure of the strategic plan process began development. It was determined the 2020-2023 Strategic Plan would be a three-year plan with the option to extend for two additional years with a potential lifespan of five years. The two-year extension allowed on-going complex projects more flexibility for continued growth within the domain objective priority areas. In addition, the strategic plan's design was intentionally comprehensive across both

Cumberland and Gloucester County campuses and both county communities in an effort to fully encourage and engage participation from the student body, faculty, staff, and community stakeholders. The strategic plan process was communicated to and agreed upon by both the President's Executive Cabinet and the College's Board of Trustees.

## ***The Model:***

The College, with its unique character, selected to use a hybrid strategic plan model. Within this model six domains were identified: Institutional Advancement, Academic Relevance, Student Support, Information Technology, Finance/Operations, and Branch Relationship. This domain driven hybrid strategic plan model best served the College as guidance for constructing the necessary strategic planning activities and subcommittees to capture the underlying relevant domain priorities.

In early November 2019, the Board of Trustees was informed of the strategic plan model process and timeline. During the balance of November and December, open forums were held on both campus locations to conduct a strengths, weaknesses, opportunities and threats (S.W.O.T.) analysis for determining current trends impacting the College's ability to advance with relevance and sustainability. The interactive on-site forums were an open invitation to all students and employees, with an

option for those unable to attend to provide feedback electronically. During and after the forums, an all-call message was issued to recruit subcommittee members, as well as a request for volunteer subcommittee chairs to lead work sessions.

During this same time period, Internal and External Leadership Committees were formed. Individuals across both campus communities from various areas and diverse roles comprised the Internal Leadership Committee. Stakeholders on the External Leadership Committee were derived from a variety of county entities and a cross-section of businesses and supporters of the College from both Cumberland and Gloucester counties.

Prior to the Internal and External Leadership Committee meetings held in December 2019 and January 2020, information such as the Cumberland and Gloucester Institutional Profiles, the campuses Fast Facts and Student Catalogs were distributed to both leadership committees. The initial meetings' purpose was to conduct another S.W.O.T. analysis, discuss institutional effectiveness, and review the College's mission statement and core values.

After the open forums and the Internal and External Leadership Committee meetings were conducted, the information captured was organized and analyzed for the surfacing of consistent themes. It was also during January the six domain subcommittees were formed and chairs were appointed.

The six domain subcommittees were represented by a diversity of participants from across both College campuses, allowing the subcommittees the opportunity to gain a broader strategic perspective for plan development. The S.W.O.T. analysis information obtained during the open forums and Internal and External Leadership Committee meetings was provided to the subcommittee chairs to facilitate committee work sessions. From February 2020 through mid-March, each of the six subcommittees met to develop comprehensive strategic plan objectives for each of the strategic plan domains.

In an unprecedented time in history, the Strategic Plan exercise would take a minor turn because of the Covid-19 pandemic and moved online for the remaining steps. The domain subcommittees were able to meet face-to-face, prior to the New Jersey Governor's Executive Order 107, and completed their committee work on the objectives.

As of April 2020, the drafted objectives were vetted by the President's Office and a team of domain subcommittee members. During this extraordinary period of change, the College President met daily with the President's Cabinet and through these discussions other themes emerged which were incorporated into the objectives as a direct result of the Covid-19 pandemic.

In May 2020, a draft of the Strategic Plan objectives was given to the Internal and External Leadership Committees for review and feedback. With the committees' feedback incorporated, the draft objectives were then presented to the President's Cabinet for review, feedback, and a final edit.

The final draft of the Strategic Plan was presented at the September 8, 2020, RCSJ Board of Trustees

meeting for discussion and approval. Upon Board approval, the 2020–2023 Strategic Plan for Rowan College of South Jersey was presented to the College community for implementation. A repository for all work related to the 2020–2023 Strategic Plan was developed and placed online for access by the College community, informing everyone of the continuing work performed across the College to achieve the objectives of the Strategic Plan.



# *Strategic Plan Priorities*

It was important for the College to develop a Strategic Plan to advance a newly merged institution of two colleges, while mindful of accreditation standards and merger process review by the Middle States Commission of Higher Education (MSCHE), and in light of a global pandemic. In order to best represent the overall functional structure of the College, six domains were generated as the focus areas for the Strategic Plan and are as follows:

- Institutional Advancement
- Academic Relevance
- Student Support
- Information Technology
- Finance/Operations
- Branch Relationship



## ***Major Focus and Findings:***

- Rowan College of South Jersey is a recently merged institution of two community colleges from Cumberland and Gloucester Counties. This merger in its infancy, requires direction for advancement as a unified institution delivering academic and career programs to match the growing needs of the local communities.
- As a result of the merger and name changes from Rowan College at Gloucester County (RCGC) and Cumberland County College (CCC) to Rowan College of South Jersey (RCSJ), this provided a unique opportunity to enhance marketing strategies and promote the College as a hybrid model community college in new ways to new markets.
- The objectives drafted by the subcommittees will serve to provide a clear pathway to strengthen the six domain areas and prepare the institution for the future.

- The current pandemic has created a ‘new normal’, it is now imperative to develop an institution that has agile delivery capabilities of all aspects of higher education programs and services.
- A focus on the delivery of affordable, quality academic and career programs will remain a continued institutional theme.
- Through the collaborative process in the External Leadership Committee meeting, a theme of Career Pathways was generated and strongly advocated.
- It was found essential to academic relevance that an extensive feasibility and viability analysis and redesign of all academic courses and programs occur.

- To meet the increased emotional and psychological needs of contemporary college students, it is imperative to enhance and strengthen the College's support services network.
- To further enhance the College's student-centered philosophy through relevant academic and workforce programs and student support services with delivery methods convenient to the needs of both traditional and non-traditional students.
- With more than two-thirds of the College's revenue generated through tuition and fees and as governmental funding sources are decreasing, seeking alternative revenue sources such as grant programs and partnerships will become a necessary practice.
- To effectively and efficiently utilize and optimize the existing physical plant and assets, modifications to the RCSJ facilities master plan will be revised and updated.



- To create a realistic budget development process across both campuses based on expenditure profiles and revenue allocations to effectively deliver existing programs and/or develop relevant future programs.
- Imperative to implement a fluid hybrid online presence for delivery of expanded academic, career and support services with student and faculty access to hardware and connectivity.
- As a merged college with two distinct campuses, increased communication strategies will facilitate unification and the strengthening of collaborative relationships across both campus communities.
- As a merged college with two campuses in two counties, an alignment and review of the College's policies and administrative procedures will be addressed to provide consistent communication to the student body and personnel of the College.



Over the next three years, RCSJ will confront a number of known, evolving, or unknown concerns that will serve to inform the future direction of the institution. These strategic priorities will affect every College division and organizational unit and were identified as having the greatest impact advancing the institution. The objectives generated by the themes as identified and prioritized through the S.W.O.T. analysis provided the College with a clear focus. The objectives within each domain will be further supported by strategic operational plans providing administrators, faculty, and staff with direction in both developing division and unit action plans linked to the College's operational budgets.



# *Strategic Plan Objectives*

## **Institutional Advancement**

- 1.** A consistent two-year hybrid college brand campaign model will be created that is understood, embraced, and valued in order to facilitate strategic communication of internal and external messages for a diverse population of constituents.
- 2.** Ongoing data collection, tracking of trends, and surveying the regional economic and workforce needs will be conducted to gather information, form a plan of action, and establish pathways to enable capitalization for implementation of new programs and grow existing programs.
- 3.** Partnerships with other strategic stakeholders will be built, enhanced, and expanded to assist students with affordable educational pathways and career opportunities as the community college continues to provide stability in the region.
- 4.** In partnership with Cumberland and Gloucester County Workforce Development Boards, Economic Development Boards, and Chambers of Commerce, an experiential internship for exploration of academic and career options will be provided to enhance programs of study.

## **Academic Relevance**

- 1.** Review of academic master plan will be conducted to adapt, modify, and eliminate those not adhering to current trends, in conjunction with research of career market needs, trends, and predictions to be conducted for new programs suited to emerging career tech, and academic fields, also encompassing a hybrid delivery of course content.
- 2.** Instructional effectiveness will be enriched by building support systems through the use of assessment, technology, early-warning protocols, staff development, and implementation of best teaching practices.
- 3.** The frameworks of guided pathways, and increased proactive faculty based online advisement methods will be utilized for students to follow a plan of study for completion of career or transfer programs.



## **Student Support**

- 1.** Customer care will continue to be prioritized and assessed throughout the student's experience at RCSJ by streamlining and implementing processes for incoming and returning students.
- 2.** Wellness center resources, services, and programming will be developed and implemented to enhance and strengthen student life and the achievement of student personal and academic success.
- 3.** Utilizing best practices, essential services in the areas of recruitment, intrusive academic and career advisement, and academic remediation will be evaluated, expanded, or redesigned to provide equitable student service accessibility for the traditional and non-traditional students across programmatic offerings.



## *Information Technology*

- 1.** The use of Open Educational Resources (OER) and low-cost materials will be increased to lower student educational expenses.
- 2.** An Enterprise Resource System (ERP) will be implemented to unify academic and operational processes creating a seamless and streamlined platform for RCSJ student and employee engagement.
- 3.** RCSJ's online hybrid campus partnership will be implemented to allow expanded student educational opportunities.



## *Finance/Operations*

- 1.** A new facilities master plan will be developed and implemented in order to improve, increase, and optimize building and utilization, and other physical assets to support RCSJ's academic plan.
- 2.** Alternative revenue sources will be researched, developed, and implemented for continual improvement of institutional services and offerings.
- 3.** A global budget analysis will be conducted for implementation of a realistic budget development process based on expenditure profiles and revenue allocations to efficiently deliver existing programs or create relevant future programs.

## *Branch Relationship*

- 1.** Strengths and weaknesses of the College community will be measured and assessed in order to obtain information to strengthen all aspects of the College community and foster an inclusive, equitable environment built around a diverse community of students, faculty, staff, and administrators.
- 2.** An integrated communication plan which cohesively connects all divisions and programs across the main and branch campuses will continue to be refined, evaluated, and enhanced to build unified and collaborative relationships focused on excellence of service delivery and consistently augment the delivery of College services.
- 3.** Logical, structurally-aligned College policies and administrative procedures will continue to be reviewed and developed on a set timeline to facilitate accordance with accreditation standards, and to establish consistent and comprehensive College operations.



# *Strategic Plan Boards and Committees*

## **Gloucester County Board of Chosen Freeholders**

Robert M. Damminger, *Director*  
Frank J. DiMarco, *Deputy Director*  
Lyman Barnes, *Education Liaison*  
Daniel Christy  
Jim Jefferson  
James J. Lavender, Ed.D.  
Heather Simmons

## **Cumberland County Board of Chosen Freeholders**

Joseph Derella, *Director*  
Darlene Barber, *Deputy Director/  
Educational Liaison*  
George Castellini  
Douglas Albrecht  
Carol Musso  
James Quinn  
Jack Surrency

## **Rowan College of South Jersey Board of Trustees**

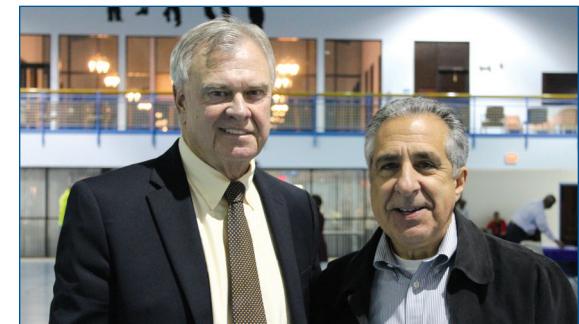
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Yolanda Garcia Balicki, Esq.  
Benjamin Griffith  
Leslie White-Coursey  
Douglas J. Wills, Esq.  
Frederick Keating, Ed.D., *ex officio*

## **Strategic Plan Executive Committee**

**President**  
Dr. Frederick Keating  
**Facilitator**  
Sandy Evans,  
Director, Strategic Planning and Policy  
**Advisor**  
Meg Resue,  
Special Assistant to the President,  
Board of Trustees/Institutional Policy

## **Public Relations**

Susan Nardelli, Special Assistant to the President,  
Institutional Advancement  
Andrea Stanton, Director I, College Relations,  
Communications and Marketing  
Dianne Carbonetta, Assistant Director,  
Public Relations and Grant Research  
Susan Weiss, Administrator I, Publications



# Strategic Plan Leadership Committees

## *Internal Leadership Committee*

### *College Faculty*

Dave Coates	GC
Richard Curcio	CC
Dr. Natalka Pavlovsky	GC
Michael Pawela	GC
Dr. Mark Randa	CC
Timothy Schmitz	GC
Dr. Barbara Turner	GC
Melissa Young	CC

### *College Assembly*

Heather Bense	CC
Carol Berk	GC
Tiffany Bonsall	CC
Dave Comfort	GC
Marie LeBlanc	CC
Cory Monteleone-Haught	GC
Kristen Whyte	GC

### *Administration*

Judy Atkinson
Nick Burzichelli
Dr. James Piccone
Josh Piddington
Dr. Brenden Rickards

### *Institutional Research*

Karen Durkin
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## *External Leadership Committee*

### *RCSJ Board of Trustees*

Kenneth Mecouch	Treasurer	CC
Douglas Wills, Esq.	Member	GC

### *Chambers of Commerce*

Dawn Hunter	Executive Director, Greater Vineland Chamber	CC
Les Vail	President and CEO	GC

### *RCSJ Foundation Boards*

Robert DeSanto	Chair	CC
Kristi Moore	Foundation Member	GC

### *Rowan University*

Dr. Jefferey Hand	Senior VP, Student Affairs
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### *School of Osteopathic Medicine*

Louis Evangelista	Director of Operations
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### *Hispanic Advisory*

Shirley Santo	Community Member
Carlos Mercado	Community Member

### *NAACP*

Loretta Winters	Gloucester County Branch
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### *Economic Development*

Dr. Kim Ayers	Senior Vice President	CC
Tom Bianco	Director	GC

### *Workforce Development Board*

Allison Spinelli	Executive Director	CC
Jaime Gomez	Division Director for Administration	CC

### *County Guidance Counselors Association*

David Vorndran	Guidance Supervisor	CC
Melissa Pilitowski	Guidance Director	GC

### *County Vocational Schools*

Dr. Dina Rossi	Superintendent	CC
Michael Dicken	Superintendent	GC

### *Special Assistants to the RCSJ President*

Almarie Jones	Diversity and Equity, Title IX and Compliance
Dr. Michael Plagianakos	University Relations Career & Technical Education

Key:

GC — Gloucester Campus   CC — Cumberland Campus

# *Strategic Plan Subcommittees*

## ***Institutional Advancement***

Chair — Susan Nardelli

### ***Committee Support***

Dr. Frederick Keating, President

### ***Committee Members***

Gino Barone  
Dr. Patricia Claghorn  
Anya Cronin  
Randee Davidson  
Eoin Kinnarney  
Dr. Lois Lawson-Briddell  
Cody Miller  
Dr. MiSun Phillips  
Dave Stump

## ***Academic Relevance***

Chair — Dr. Candice Racite

### ***Committee Support***

Dr. Brenden Rickards, Vice President

### ***Committee Members***

Stacey Calloway, Esq.  
Stephanie Gomes  
Cody Miller  
Patricia Mooneyham  
Frank Piccioni  
Dr. Paul Rufino  
Megan Ruttler  
Dr. Danielle Zimecki-Fennimore

## ***Student Support***

Chair — Jaime Connolly

### ***Committee Support***

Judy Atkinson, Vice President

### ***Committee Members***

Ashley Amoriello  
YaVanca Brooks  
Cristofer Cecola  
Maryann Dombroski  
Trinee Parson  
Frank Piccioni  
Marcela Savelski  
Iris Torres  
Samantha VanKooy  
Meredith Vicente  
Kristen Wilson  
Melissa Wright

## ***Information Technology***

Chair — Beth Beecroft

### ***Committee Support***

Josh Piddington, Vice President

### ***Committee Members***

Nina Barone  
Perp Cadet  
Bernie Castro  
Judy Circucci  
Melissa Dark  
Stephanie Fordyce  
Dr. Susan Hall  
Jessica Hamilton  
Brooke Hoffman  
Betty Magjuka  
Mike Nieckoski  
Dr. Irena Skot

## ***Finance/Operations***

Chair — Ismail Asadov

### ***Committee Support***

Nick Burzichelli, Vice President

### ***Committee Members***

Dr. LaVonne Couch  
Kevin Kitchenman  
Carmin Laurens  
Dr. Marlene Loglisci  
Evelyn Rodriguez  
Paul Roach  
Jose Torres  
Carol Weinhardt  
Jen Yager

## ***Branch Relationship***

Chair — Dr. Maud Goodnight

### ***Committee Support***

Dr. James Piccone, Vice President

### ***Committee Members***

Dr. Stella Barber  
Jennie Cusick  
Rosemarie Fiscus  
Phil Golden  
Dr. Terrance Hardee  
Judy Mackenzie  
Rosemary O'Dea  
Larah-ann Petersen  
Patti Schmid  
Kahlyll Wilson

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