

STRATEGIC PLAN 2013-16

Vision:

Sussex County Community College will be a leader in NJ Higher Education as a premier provider of 21st century learning opportunities, professional training, and skills development to meet the needs of the people of our community in a globally competitive environment.

Mission Statement:

We transform lives by providing lifelong learning opportunities through high quality academic, career and enrichment programs in an accessible and supportive environment to ensure student success.

College Core Values:

- **Student Centeredness:** Putting students first.
- **Academic Excellence:** Ensuring a quality academic experience.
- **Integrity:** Acting with transparency and ethics in all that we do.
- **Quality Workplace:** An environment that attracts and maintains the highest quality faculty and staff.
- **Innovation:** Building on successes, investing in technology and embracing change.
- **Diversity:** Creating an environment that cultivates civility and respect.
- **Environmental & Fiscal Stewardship:** Respecting our responsibility to the community.

STRATEGIC DIRECTIONS



| STRATEGIC GOALS: | PROGRESS MEASURE AND BENCHMARK: | TARGET AND/OR ACTIONS: |
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| 1. Teaching and Learning: To respond to the needs of current and potential learners through innovative delivery, academic quality and appropriate programs and curriculum to help students succeed in a global economy. | | |
| 1.1 Increase completion rates by embracing the national effort on the "Completion Agenda" by providing an array of curricular options, such as job-related certificates. | 2012-13: 512 degrees/certificates conferred and 41.76 degrees/certificates conferred per 100 FTE | 1% increase |
| 1.2 Streamline program and curricular offerings, short-term, in order to improve time-to-completion. | Fall 2009 first-time, full-time cohort graduation rates: 100%: 9%, 150%: 18% | 1% increase |
| 1.3 Provide flexible scheduling opportunities such as online degree programs, and increased online and blended courses. | Share of flexible classes running: 2012-13: 36.7%, 2011-12: 34.9% | 2% increase in flexible courses |
| 1.4 Expand recruitment in AAS programs that award credit for prior learning. | Enrollment in AAS programs: 2012-13 | Increase over baseline |
| 1.5 Execute the final year of the Academic Master Plan (AMP), ensuring that resources are connected to academic priorities, develop new plan and update program review process. | Implementation of new plan and budget analytics devoted to academics | Progress in implementation |
| 1.6 Maintain an academic assessment cycle that measures learning outcomes across the institution for general education courses, upper level courses and programs. | Number of courses assessed: 304 regularly offered courses are on assessment plan, cycle varies by department | Maintain cycle, review the mechanisms for assessment of program outcomes for all degree programs |
| 1.7 Increase options for lifelong learning. | 2012-13: 1,071 unduplicated headcount in 253 Health Sciences and Community Education course sections for a total of 88,862 clockhours | 2% increase in enrollment |
| 1.8 Attract expert faculty and maintain opportunities for development. | Share of faculty participating in professional development | Increase over baseline |
| 2. Student Services: To provide efficient and student-friendly services which empower learners to realize their goals and achieve success. | | |
| 2.1 Increase student enrollment by cultivating new markets. | 2012-13: 4,840 unduplicated headcount; 2,402 FTEs; 72,066 total credit hours | 1% increase |
| 2.2 Improve student persistence and retention rates. | Fall to Fall retention rate for FT,FT degree seeking: 50.6%; FT,PT degree-seeking: 48%; Fall to Fall persistence rate for all students: 57% | 1% increase |
| 2.3 Empower students to take a more active role in the advisement process by implementing technological enhancements and streamlining the registration process. | 2012-13: 2,000 students cleared for online registration; 614 (36%) utilized online registration | 5% increase |
| 2.4 Review, adjust and enhance assessment measures in all student services departments so that institutional changes can be made based on informed information. | Full implementation of Institutional Assessment Plan utilizing key performance indicators | Progress in implementation |
| 2.5 Assist students in career exploration and provide adequate resources for career decision-making to better prepare students to succeed in a global economy. | Develop mechanism to collect employment rates, participation in career fairs and career counseling. Analyze CCSSE results | Increase over baseline |
| 2.6 Improve students' financial literacy to make positive and sound decisions to reach their financial goals by increasing the available tools and resources. | Number of students attending Financial Literacy Sessions: Student Loan Default Rate: FY11 – Two Year 7.1%; FY10 – Three Year 17.3% | Increase over baseline |
| 2.7 Increasing student engagement by maximizing opportunities for engagement outside of the classroom. | Participation measures for 2012-13: Fielded 6 teams with a roster or 95 student athletes with a retention of 48%; 91 student events provided | Increase attendance at student events by 3%; Increase retention of student athletes by 2%; Increase other opportunities over baseline |



2013-16

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PROGRESS MEASURE AND BENCHMARK:

TARGET AND/OR ACTIONS:

3. Partnerships: To strengthen relationships with the external community.

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| 3.1 | Develop new and strengthen existing partnerships with area businesses and organizations to meet the region's educational and workforce needs. | Number of established community partnerships | Increase over baseline |
| 3.2 | Support the local education community in their efforts to improve the college readiness of high school graduates. | Number of joint initiatives to improve college readiness with the high schools | Increase over baseline |
| 3.3 | Build on the longstanding tradition of being the cultural and civic center of the County. | 2012-13: 41 organizations utilized SCCC campus facilities for events | Increase events by 1% |
| 3.4 | Develop and implement a plan with the College Foundation to strengthen the College's relationship with its alumni. | Plan development, implementation and progress | Develop plan |
| 3.5 | Develop and implement a government relations plan to cultivate public sector support including County Freeholders. | Plan development and progress through the plan | Develop plan |
| 3.6 | Secure grants in support of the educational mission of the College. | Number of grants and total amount of grant money secured | Increase over baseline |
| 3.7 | Expand communications to regularly inform the public. | Implementation of marketing plan | Plan progress, increase in web traffic over baseline |
| 3.8 | Expand existing and explore new collaborations with other institutions of higher education on initiatives that serve the students. | Number of collaborative initiatives with other institutions and number of articulation agreements | Increase over baseline |

4. Organization, Finances and Capital Projects: To upgrade the organization and facilities to support educational and student services.

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| 4.1 | Examine and update the administrative, academic and student support structures to better serve the students and community. | 2013 CCSSE results | Share results with departments, develop actions for improvement |
| 4.2 | Continue to improve the financial position of the College through securing alternate funding sources and implementing cost efficiencies. | Unrestricted fund balance and contributions to operating fund | Maintain fund balance within Middle States standards and other benchmarks |
| 4.3 | Upgrade the information technology infrastructure to meet the evolving needs of faculty, staff and students. | Implementation of IT plan | Plan progress |
| 4.4 | Review and update policies to be consistent with current and future needs and improve cataloguing, storage and disclosure mechanisms. | Number of new and revised policies; design of new storage and retrieval | Increase over baseline, development of system |
| 4.5 | Assess revised shared governance system for input into College policies. | Development assessment, including survey | Administer survey and analyze results |
| 4.6 | Build a culture of teamwork and accountability by improving intra-campus communication, and transparency. | Faculty and staff survey; utilize monthly Dean and Director meetings, along with Shared Governance Committee meetings, to identify areas most in need | Administer survey and analyze results |
| 4.7 | Refine a process and timeline for adequate input into the budgeting process utilizing KPIs where relevant. | Development of process, framed in Institutional Assessment Plan (IAP) | Implementation of IAP |
| 4.8 | Continue working with the county government and other entities to implement capital projects and to pursue additional opportunities for private sector support. | Percentage of financial support coming from the County & other entities | Increase over baseline |
| 4.9 | Increase collaboration and efficiencies across administrative and academic departments through cross-training of skills and professional development opportunities. | Staff participation in training and professional development | Increase over baseline |
| 4.10 | Develop mechanisms to attract and maintain grants. | Identification and implementation of mechanisms | Begin identification |

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