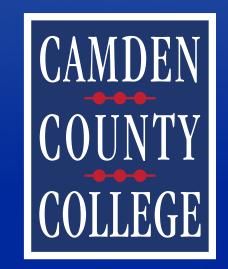Thank you to all the stakeholders who volunteered and dedicated their time and energy in developing our Mission and Vision.

We are grateful for the students, faculty, staff, K-12 partners, local government and Trustees who not only completed the stakeholder survey but served in any capacity to develop **Strategic Plan 2023-2028.**
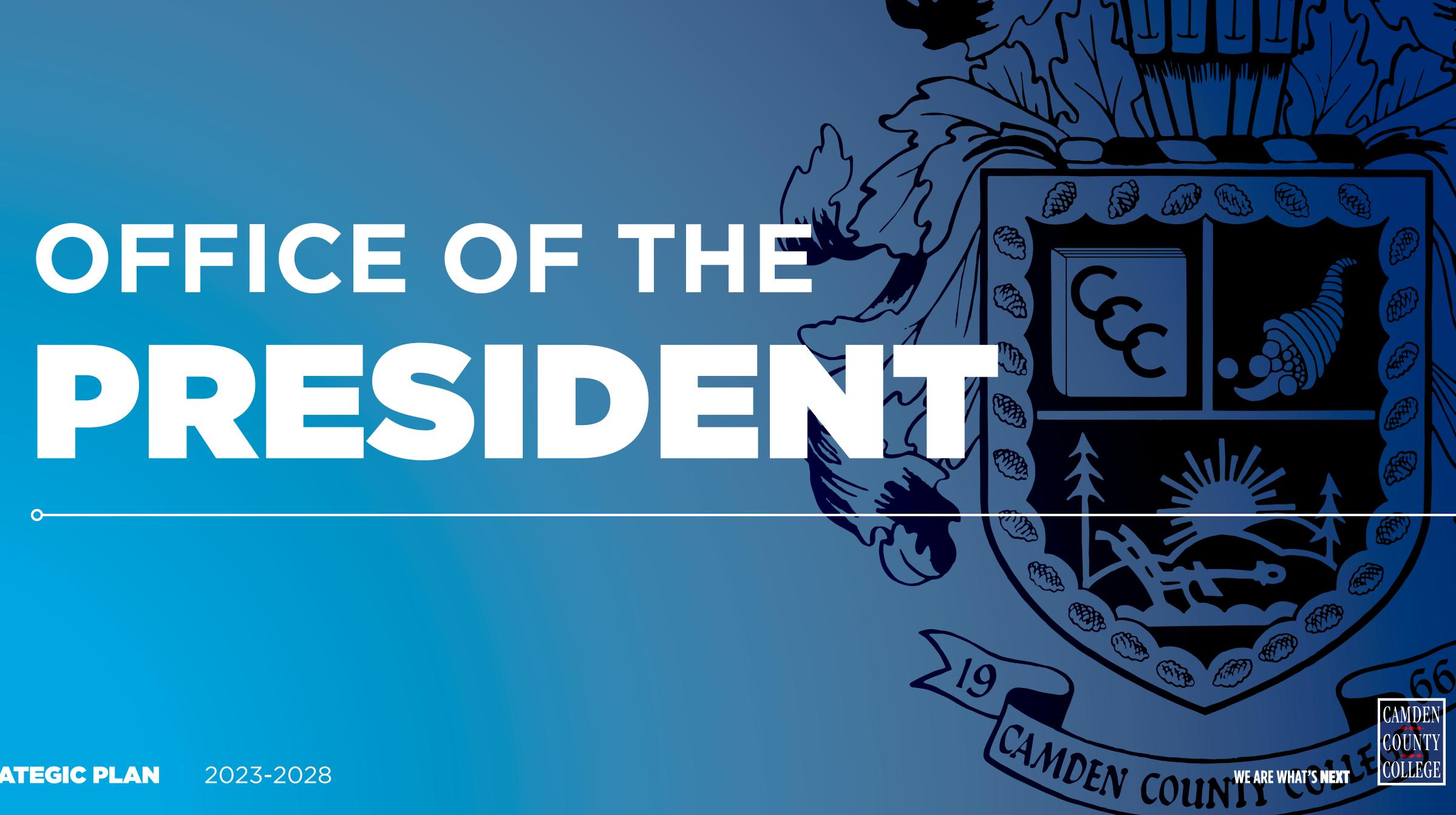
CAMDEN COUNTY COLLEGE

ACKNOWLEDGEMENTS

A special thank you to the Strategic Planning Writing Committee, which included the following individuals:

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OFFICE OF THE PRESIDENT

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

After experiencing a pandemic, a shift in national conversations about race and culture, and the ongoing evolution of higher education, there appears to be no greater time than now to reimagine the work of Camden County College and its commitments to the communities it serves. We are nearing the end of a Strategic Plan that focused on the important issues of its time and now we are shifting to collectively focus on the **4R's: Recruitment, Retention, Reclamation and Realization. This focus will be viewed from a position of diversity, equity, inclusion, and access to ensure that the culture of the institution is conducive to overall success. To that extent, the 2023-2028 Strategic Plan has been developed in consultation with various school and community stakeholders to: 1. Provide a service to our community (students and community alike); 2. Streamline and maximize our resources; 3. Ensure that we build a competitive infrastructure to allow our students to compete with an evolving education and labor market; and 4. Serve as a trailblazer in cultural and educational experiences.**

This Strategic Plan offers flexibility and adaptability to respond to the evolving needs of our school community in the everchanging landscape of higher education and business/industry. With a targeted approach towards removing barriers to success, Camden County College seeks to create a framework that promotes systemic change. This approach will require that each member of the school community realize their importance in the success of this Plan to leave a lasting impression. This Plan is our legacy and service to our students. It belongs to all of us.

This Strategic Plan has been developed collectively with a reimagined Mission and Vision that embraces the notion that the needs of our students today may not be the needs of our students tomorrow. This requires that Camden County College be innovative and have the foresight to create a pathway for our students to achieve their goals.

I am grateful to those who took time to invest in the building of this framework. Your tireless commitment has yielded a vision that will permanently remain in the footprint of this great institution. I look forward to working beside each of you as we realize a vision for Camden County College that reinforces our standing in Camden County as the jewel of the community.

THE PLANNING PROCESS

FLOW CHART

FALL 2022 – SPRING 2023 | Townhalls and Surveys to Review Mission, Vision & Develop Strategic Goals

NOVEMBER 2022 | Charge Given to Strategic Planning Committee

WINTER 2023 | Present Survey Results & Themes to BoT subcommittees

MAY 2023 | Review Draft Strategic Plan with President's Executive Team and BoT subcommittees

JUNE 2023 | Final Strategic Plan to Executive Team and BoT

JULY 2023 | Distribute Strategic Plan to College Community

WE ARE WHAT'S NEXT

CAMDEN
COUNTY
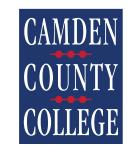COLLEGE

OVERVIEW OF THE PLAN

Camden County College is a community college that serves South Jersey across its campuses in Blackwood, Camden, and Cherry Hill. It is well poised to serve students and community stakeholders through academic success, workforce development, and civic and cultural engagement.

During the 2020 COVID-19 pandemic, the College continued to focus on its Mission, despite the challenges presented by enrollment, shifts in population, and changes in the demand placed on higher education. The College has continued to make progress in the improvement of key student success indicators and continues to work toward closing achievement gaps for historically underrepresented students.

The previous strategic plan had five strategic directions of: **(1) Student success, (2) Adaptive innovation, (3) Leaders in Workforce development and community engagement, (4) Organizational sustainability, and (5) Social Justice.** That plan projected areas for future growth in developing an enrollment communication plan, engaging faculty in professional development, interconnecting relationships between all divisions and workforce development, and a continued commitment to an inclusive culture.

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

OVERVIEW OF THE PLAN

The 2023-2028 Strategic Plan affirms the College's commitment to student support, world-class facilities, enhanced human capital, improved communication, and access to an affordable and high quality academic institution in an environment that fosters a sense of belonging. This plan has a strong focus on competitive offerings and initiatives, technology and infrastructure, and marketing and outreach to fulfill our commitments.

The plan builds from the renewed energy surrounding the College under the leadership of President Dr. Lovell Pugh-Bassett. The overall success of this five year strategic plan will be measured by achieving goals within the 4 "R" Commitments:

RECRUITMENT: Increase the number of students who enroll in our credit and non-credit programs.

RECLAMATION: Re-enrolling students who may have "some college, no degree" and/or who have not completed a program.

RETENTION: Increasing the number of students who "STAY" in our credit and non-credit programs.

REALIZATION: Guiding students to complete their degree, certificate, or program.

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

COMMITMENTS

THE 4R'S

RECRUITMENT

Increasing the number of students who enroll in our credit and non-credit programs

RECLAMATION

Re-enrolling students who may have "some college, no degree" and/or who have not completed a program
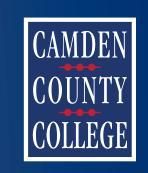
RETENTION

Increasing the number of students who STAY in our credit and non-credit programs

REALIZATION

Guiding students to complete their degree, certificate or program

STRATEGIC PLAN | 2023-2028

WE ARE WHAT'S NEXT

CAMDEN
COUNTY
COLLEGE

MISSION

Camden County College provides high-quality, affordable and accessible education and training to a diverse community.

STRATEGIC PLAN   2023-2028

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

VISION

Camden County College will be an innovative leader in providing equitable academic experiences and credentials, workforce training, and opportunities for personal and cultural enrichment.

WE ARE WHAT'S NEXT

CAMDEN
COUNTY
COLLEGE

GOAL (1.1):

Support student success by offering competitive and innovative academic programs that align with the needs of the students and business market.

STRATEGY:

Support existing and establish new partnerships that meet the academic and career needs of the students, and the desired skill needs of regional businesses that will demonstrate CCC's institutional value of delivering education and positive career outcomes, which will ultimately assist in the recruitment of new students and increase enrollment.

RECRUITMENT

1.1.1 Actively market, promote and enroll students in the new programs of Data Science, Cosmetology, Esports Production, Electric Vehicle Training, Esports, Digital Humanities, Alternate Route Police Academy program and Diversity and Social Justice. **ACADEMIC AFFAIRS & RETC/PUBLIC SAFETY/SCWTP**

1.1.2 Cyclically assess and align existing degree and certificate programs for viability and market demand. Increase enrollment in high-demand, targeted degree and certificate programs for which viable transfer pathways and/or gainful employment potential exist. **ACADEMIC AFFAIRS**

1.1.3 Develop targeted marketing/promotion of programs to reach current and potential students. **INSTITUTIONAL ADVANCEMENT**

1.1.4 Continue to analyze potential opportunities in the regional business employment market for additional courses/ training programs to increase recruitment opportunities and ensure CCC remains academically and vocationally competitive. **HUMAN RESOURCES**

1.1.5 Integrate the regional business partnerships with an emphasis on minority business enterprises. **FINANCIAL ADMINISTRATION/SCWTP**

1.1.6 Provide training opportunities to upskill incumbent workers preventing lay-offs **HUMAN RESOURCES/SCWTP**

1.1.7 Promote recruitment, through PLA & other incentives into credit programs, from Police /Fire & other non-credit programs **RETC/PUBLIC SAFETY/SCWTP**

1.1.8 Increase Police/Fire Academy In-service training which qualifies for **PLA RETC/PUBLIC SAFETY/SCWTP**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (1.2):

Ensure beneficial partnerships with regional businesses to increase hands-on experience through internships and expand career placement opportunities.

STRATEGY:

Successfully create business partnerships to assist in job placement after graduation for those in certificate programs or entering the workforce with an Associate degree or workforce credential and provide internship opportunities to ensure student success in the workforce after graduation.

RECRUITMENT

1.2.1 Integrate the regional business partnerships with an emphasis on MBE (Minority Business Enterprises) with subject specific programs to increase job placement into relevant careers for graduating students. **SCWTP**

1.2.2 Increase the number of student internships and work placements through CCC business partners by 5% each AY over the next five years. **SCWTP**

1.2.3 Develop a comprehensive plan to work with regional businesses to prepare students for the workforce through internships as well as offer employment opportunities for graduates by specifically focusing on businesses that need employees within our degree and Workforce Development and Continuing Education programs. **SCWTP**

1.2.4 Create business partnerships and collaborate to ensure the partnership and entities provide academic and workforce benefits to students. **SCWTP & ACADEMIC AFFAIRS**

1.2.5 Add at least five partnerships that offer internships and career placement in the AY 2023-2024 and add two additional partnerships each subsequent AY over the next four years. **SCWTP & ACADEMIC AFFAIRS**

1.2.6 Implement new Instant Enrollment system to provide Register and Pay options to these students **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (1.3):

Acquire state-of-art computers/ technology for student use, faculty and staff and develop and implement a computer replacement plan.

STRATEGY:

Procure and deploy modern and cutting-edge computers and technology that can be effectively utilized by students, faculty, and staff. Additionally, the goal is to establish a comprehensive and sustainable computer replacement plan that ensures the technology is regularly updated and maintained to meet the evolving needs of the institution. The aim is to improve the overall quality and efficiency of education and administrative functions through the integration of advanced technology.

RECRUITMENT

1.3.1 Acquire state-of-the-art computers/technology for student use, faculty, and staff, and develop and implement a computer replacement plan that ensures the technology stays up to date. **OIT/Finance & Planning**

1.3.2 Complete the acquisition and installation of the new technology. **OIT/Finance & Planning**

1.3.3 Implement Hybrid Adaptive Remote Technology (HART) classrooms and labs (5) at all locations to enhance and expand concurrent in-person and remote instruction College-wide. **OIT, FINANCE & PLANNING & ACADEMIC AFFAIRS**

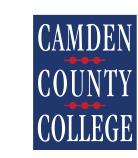WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (1.4):

Integration of eLearning, the library and tutoring on the Blackwood Campus into Academic Support Services and creating a Student Success Center on the Camden Campus.

STRATEGY:

Successfully create the Academic Support Services Learning Commons by integrating the library, tutoring center, and eLearning services into one cohesive and efficient resource center, located at the Wolverton Library and on the Camden Campus in Room 508 that effectively enhances the learning experience and academic success of students across all programs offered by Camden County College in both Blackwood and Camden locations.

RECRUITMENT

1.4.1 Integrate the library, tutoring center, and eLearning services into cohesive and efficient student learning commons at the Blackwood and Camden campuses to effectively enhance academic student success. **ACADEMIC AFFAIRS**

1.4.2 Increase the number of students who utilize the Academic Support Services Learning Commons by 50% within the next academic year, as evidenced by an increase in student sign-ins and usage data. **ACADEMIC AFFAIRS**

1.4.3 Renovate the Camden Campus space to create a welcoming, modern space that is equipped with the necessary technology and resources, and staff who can effectively assist students across all programs. **FINANCIAL ADMINISTRATION AND FINANCE & PLANNING**

1.4.4 Implement a comprehensive prior learning assessment (PLA) program to ensure credit for work/life experience and industry-recognized credentials consistent with NJ Plan. **ACADEMIC AFFAIRS**
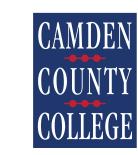
WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (1.5):

Attract and retain qualified faculty and staff by increasing their engagement in professional development activities.

STRATEGY:

Support career development and well-being of faculty and staff by expanding staff and staff training to become highly qualified in their field by supplying departments/staff with professional development training, allowing time in their schedules and providing reimbursement for fees that supply appropriate training which allows staff to offer students the best education quality and support.

RECRUITMENT

1.5.1 Integrate the tracking of professional development activities and credentials earned for faculty and staff into the annual performance review process. **ACADEMIC AFFAIRS & HUMAN RESOURCES**

1.5.2 Increase the number of faculty and staff participating in professional development activities by 10% within the next academic year with a focus on DEI, as evidenced by an increase in workshops/trainings completed and/or credentials (degree or micro credentials) earned annually. **ACADEMIC AFFAIRS & HUMAN RESOURCES**

1.5.3 Mandate participation in diversity, equity and inclusion professional development using e-safety training and TLC workshops. **ACADEMIC AFFAIRS & HUMAN RESOURCES**

1.5.4 Enhance the search process to include the perspective and lens of DEI. **HUMAN RESOURCES**

1.5.5 Implement professional development track for RETC instructors. **RETC/PUBLIC SAFETY**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (1.6):

Enhance and expand recruitment of students, faculty, staff and administrators, especially those from underserved populations, with a marketing strategy that highlights the College's key benefits: resources to promote student success, educational options, affiliations and transfer agreements, varying modalities of study, and our value.

STRATEGY:

Employ data driven analysis to review and refine our current outreach and schedule to ensure that our target populations for the recruitment of prospective students, faculty, staff and administrators are being reached and are being engaged by our marketing strategy, and to adjust the marketing strategy when the data suggests a change is needed.

RECRUITMENT

1.6.1 Implement a marketing strategy that specifically targets the populations where there is room for growth at CCC, including but not limited to justice impacted and Hispanic populations and to manage our marketing to highlight the specific benefits that the college has to offer. **INSTITUTIONAL ADVANCEMENT**

1.6.2 Allocate sufficient funds in the budget to do the market research and sufficient funds to implement a marketing strategy to reach target populations for recruitment. **INSTITUTIONAL ADVANCEMENT**

1.6.3 Implement and complete the marketing plan including multi-language marketing materials as outlined in the Strategic Marketing Plan, (January 2023). **INSTITUTIONAL ADVANCEMENT**

1.6.4 Increase yield from pre-enrollment programs by 5% annually by building targeted recruitment events and marketing materials. **STUDENT AFFAIRS/SCWTP**

1.6.5 Increase the capture rate of graduating high school students by 2% annually by recruiting, hiring, and training additional ambassadors/navigators/alumni to outreach to key schools in the county **STUDENT AFFAIRS**

1.6.6 Develop more diverse instructor cadre at RETC from sending agencies. **RETC/PUBLIC SAFETY**

CAMDEN COUNTY COLLEGE

WE ARE WHAT'S NEXT

GOAL (2.1):

Each academic year, enroll 10% of students who have prior credits from CCC but no degree within the last 10 years.

STRATEGY:

Re-evaluate current job description duties to ensure they include responsibility for oversight of this goal and objectives by assigning ownership for each individual objective.

RECLAMATION

2.1.1 Develop multiple funding pathways to support reclaimed adult learners.
STUDENT AFFAIRS & INSTITUTIONAL ADVANCEMENT/Finance & Planning

2.1.2 Grow the non-traditional student enrollment through Industry Employee Tuition Reimbursement (Amazon, Cooper, Virtua, UPS, etc.) by 2% annually by developing and implementing an enhanced recruitment and marketing campaign.
STUDENT AFFAIRS/INSTITUTIONAL ADVANCEMENT

2.1.3 Mobilize recruiters to have access to community sponsored events in key demographic areas to include historically underrepresented populations. **STUDENT AFFAIRS**

2.1.4 Implement a comprehensive prior learning assessment (PLA) program to ensure credit for work/life experience and industry-recognized credentials consistent with NJ Plan. **ACADEMIC AFFAIRS**

2.1.5 Utilize in-service training to proactively offer PLA & encourage students to return for degree completion courses to identify students. **STUDENT AFFAIRS/ACADEMIC AFFAIRS**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (2.2):

Each academic year, enroll 10% of students from Gateway to College, Dual Credit, and other high school initiatives.

STRATEGY:

Evaluate current staffing levels and ensure appropriate personnel/support resources are available for dual credit program.

RECLAMATION

2.2.1 Utilize an academic advisor or student success (engagement) rep to register students from high school initiatives. **STUDENT AFFAIRS**

2.2.2 Consider special tuition rate for students who enroll directly from a high school initiative. **FINANCE & PLANNING**

2.2.3 Expand dual credit offerings to additional high school. **SCWTP**

2.2.4 Expand current offerings at partner high schools. **SCWTP**

2.2.5 Revise marketing and/or outreach for programs such as dual credit for clarification and program explanation. **SCWTP/ INSTITUTIONAL ADVANCEMENT**

2.2.6 Ensure that recruiters/ambassadors attend high school orientations. **STUDENT AFFAIRS**

2.2.7 Utilize PLA opportunities to market the continuation of training and potential credits earned to past students, high schools, proprietary training providers, and local businesses. **STUDENT AFFAIRS**

2.2.8 Expand dual credit/certification opportunities for high school students at RETC programs. **RETC/PUBLIC SAFETY/SCWTP**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (2.3):

Each academic year, with year one being the baseline, enroll those who need additional or new credit or certifications for employment, etc.

STRATEGY:

Expand and strengthen partnerships and relationships with the Camden County Workforce Development Board, and industry experts to determine what they need from the College so we can assist.

RECLAMATION

2.3.1 Engage with IR for institutional data that demonstrates areas of future growth. **INSTITUTIONAL ADVANCEMENT**

2.3.2 Ensure the College has a broad-based lens on changes in professional requirements and develop programs that are needed by the community it serves. **ALL DIVISIONS**

2.3.3 Consult industry experts to ensure our workforce training and academic certificates meet the needs of employers. **ALL DIVISIONS**

2.3.4 Become a Military Friendly or Best for Vets institution through our VA office. **STUDENT AFFAIRS**

2.3.5 Assess and enhance the effectiveness of Advisory Boards for academic degree programs, non-credit programs, Arts at Camden County College, and the County Cultural and Heritage Commission. **ACADEMIC AFFAIRS/SCWTP**

2.3.6 Consult industry experts to ensure our workforce training and certificates meet the needs of employers. **SCWTP**

2.3.7 Consult industry experts to ensure in-service training and certificates meet the needs of employers. **SCWTP**

2.3.8 Create new or modify existing online inquiry cards and/or online applications in Admissions CRM system to cater to new needs for certifications. **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (2.4):

Each academic year, increase by 10% enrollment of non-native English speakers.

STRATEGY:

Foster a relationship with local/regional international relations, immigration and community based organizations that support those who are non-native English speakers.

RECLAMATION

2.4.1 Pursue opportunities to become a Hispanic Serving Institution. **STUDENT AFFAIRS & INSTITUTIONAL ADVANCEMENT**

2.4.2 Engage with local immigration offices and organizations through the College's ESL International Student Office **STUDENT AFFAIRS**

2.4.3 Explore opportunities to work with faith-based organizations to discuss financial aid, enrollment and support services **STUDENT AFFAIRS**

2.4.4 Increase scholarship opportunities specifically to support students who are non-native English speakers. **INSTITUTIONAL ADVANCEMENT**

2.4.5 Provide resources for students with DACA and ESL designations to continue education in a specific degree or certification programs. **STUDENT AFFAIRS**

2.4.6 Increase student support services for ESL students for tutoring, financial aid, advisement, etc. due to language barriers and educational needs. **STUDENT AFFAIRS**

2.4.7 Provide marketing materials to immigration agencies and other organizations that support non-English speaking populations. **INSTITUTIONAL ADVANCEMENT**

2.4.8 Implement language interpretation software in enterprise systems used by students, faculty, and staff where possible. **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (2.5):

Each semester, dedicate 5% of marketing budget to increase marketing outreach to unemployment agencies and correctional facilities.

STRATEGY:

Ensure the marketing plan adequately allocates resources to accomplish this goal.

RECLAMATION

2.5.1 Increase awareness of the unemployment tuition waiver program. **INSTITUTIONAL ADVANCEMENT**

2.5.2 Become a mechanism of probation for justice impacted individuals (liaison to correctional facilities) **STUDENT AFFAIRS**

2.5.3 Identify and/or develop additional credit and non-credit programs that are specifically designed to suit the needs of unemployment agencies and justice impacted individuals. **ACADEMIC AFFAIRS/ SCWTP**

2.5.4 Increase awareness of the unemployment tuition waiver program and continue to expand partnership with Camden County One Stop Career Center. **STUDENT AFFAIRS**

2.5.5 Expand the scope of the recruitment office to include a consistent connection to unemployment and local correctional facilities. **STUDENT AFFAIRS/SCWTP**

2.5.6 Encourage the College community (faculty and staff) to share CCC-generated social media posts to expand outreach amongst family, friends and follower audience. **INSTITUTIONAL ADVANCEMENT**

2.5.7 Work with CJ Program to identify local potential student candidates from RETC resources. **RETC/PUBLIC SAFETY**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (3.1):

Goal: Provide the support and resources necessary to empower each student to achieve success regardless of modality or campus location.

STRATEGY:

Undertake initiatives to financially support the expansion of and access to necessary resources.

RETENTION

3.1.1 Establish a wellness and mental health center. **STUDENT AFFAIRS**

3.1.2 Expand crisis management services to include transportation, childcare, and other support resources in addition to the food pantry. **STUDENT AFFAIRS/INSTITUTIONAL ADVANCEMENT**

3.1.3 Reestablish the Faculty-Student Mentoring Program. **ACADEMIC AFFAIRS**

3.1.4 Ensure equitable services are available nights/weekends including food services, bookstore, student support services at all campuses. **FINANCIAL ADMINISTRATION & FINANCE/PLANNING**

3.1.5 Reestablish On-line orientation by developing a web-based student orientation service that is available 24/7 and is a requirement for credit and non-credit students. **STUDENT AFFAIRS/SCWTP**

3.1.6 Provide equitable and accessible non-academic student supports on all campuses **STUDENT AFFAIRS & FINANCE/PLANNING**

3.1.7 Partner with faculty and staff to provide robust student engagement opportunities on all campuses. **STUDENT AFFAIRS**

3.1.8 Design and implement a holistic series of student support programming designed to increase retention, persistence and completion **STUDENT AFFAIRS**

3.1.9 Establish a RETC recruit resiliency program to include exit interview process. **RETC/PUBLIC SAFETY**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (3.2):

Goal: Support students by investing in up-to-date technology and resources in classrooms, student spaces, and campus facilities.

STRATEGY:

Seek out and secure financial resources for improving College facilities.

RETENTION

3.2.1 Improve student-oriented spaces to include Wi-Fi, furniture with charging ports, computer stations, game room, TV. **FINANCIAL ADMINISTRATION/Finance & Planning**

3.2.2 Ensure high-quality technology in classrooms and offices on all campuses**. Finance & Planning/OIT**

3.2.3 Modernize/redesign offices, classrooms, and buildings. **FINANCIAL ADMINISTRATION/Finance & Planning**

3.2.4 Enhance our athletic facilities to be collegiate-level in appearance **FINANCIAL ADMINISTRATION & STUDENT AFFAIRS/Finance & Planning**

3.2.5 Re-evaluate master schedule with an emphasis on the need of technology and course requirements to reduce the number of tech-based classrooms when tech is not essential to the course. **ACADEMIC AFFAIRS**

3.2.6 Increase the number of large computer labs (e.g. 40+ student capacity) to accommodate the growth of training programs utilizing technology. **OIT/Finance & Planning**

3.2.7 Implement cybersecurity initiatives to protect access and availability to College data. **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (3.3):

Goal: Promote and maintain high standards in hiring practices to ensure competitiveness and diversity in our workforce.

STRATEGY:

Use a concerted effort to ensure that we retain faculty and staff as well as students.

RETENTION

3.3.1 Provide consistency across the hiring committees for training and interview selection process.
HUMAN RESOURCES & RETC/PUBLIC SAFETY

3.3.2 Institute an employer career ladder for promotion purposes. **HUMAN RESOURCES**

3.3.3 Ensure vacancies are filled utilizing a DEI lens for long-term goal achievement. **HUMAN RESOURCES & RETC/PUBLIC SAFETY**

3.3.4 Ensure employment search committees are diverse. **HUMAN RESOURCES**

3.3.5 Align the number of full-time tenure track educators with program viability and market demand. **ACADEMIC AFFAIRS**

3.3.6 Reflect the College's Mission to diversity by pursuing standing as a HSI (Hispanic Serving Institution).
INSTITUTIONAL ADVANCEMENT

3.3.7 Conduct a market analysis to ensure wages and salaries are competitive and appropriate to attract a greater number of applicants. **HUMAN RESOURCES**

3.3.8 Reinvest in levels of human capital to ensure a diverse and competent workforce. **HUMAN RESOURCES**

3.3.9 Enhance CCC Cares, evaluate pay equity across roles, and continue to engage professional development. **HUMAN RESOURCES**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (3.4):

Goal: Develop a communication plan that ensures all constituencies are consistently made aware of all necessary information to perform their job and support students.

STRATEGY:

Broaden College community awareness that increases resources and tools for communication on all campuses.

RETENTION

3.4.1 Improve communication/publications as to where to inquire about textbook loans, scholarships and other student resources such as the food pantry. **INSTITUTIONAL ADVANCEMENT**

3.4.2 Strategically place interactive/electronic "directory boards" (menu type) around campus. **STUDENT AFFAIRS & RETC/PUBLIC SAFETY**

3.4.3 Promulgate extracurricular activities through various methods of postings (social media, texts, emails, e-message boards). **STUDENT AFFAIRS**

3.4.4 Include/invite students to participate in campus happenings through more aggressive marketing, announcements, reach outs. **STUDENT AFFAIRS/INSTITUTIONAL ADVANCEMENT**

3.4.5 Advertise four-year transfer numbers and institutions. **STUDENT AFFAIRS/INSTITUTIONAL ADVANCEMENT**

3.4.6 Share alumni success stories; share current student success stories; share faculty and staff success stories. **INSTITUTIONAL ADVANCEMENT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (3.5):

Goal: Reevaluate Guided Pathways to Student Success through the lens of non-traditional and part-time students.

STRATEGY:

Commit to equitably investing in all students regardless of full or part-time status.

RETENTION

3.5.1 Continuously review and update degree and certificate programs and related services to reflect current transfer and employment trends as needed. **ACADEMIC AFFAIRS**

3.5.2 Develop effective and resourceful methods to deliver and assess high-quality course content. **ACADEMIC AFFAIRS**

3.5.3 Reduce time to completion by developing a process to evaluate all students that have (15, 30, 45+) college credits completed to ensure each student is enrolled in the correct major and has a career and/or transfer path after degree completion. **STUDENT AFFAIRS**

3.5.4 Sustain Guided Pathways to Student Success through full implementation and consistent use of Aviso early alert retention software to identify students who struggle with coursework and completion. **STUDENT AFFAIRS/ACADEMIC AFFAIRS**

3.5.5 Strengthen and increase on-line and hybrid/HART through analytic guidance, faculty recommendation and student need. **OIT & RETC/PUBLIC SAFETY**
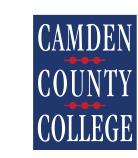
WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (4.1):

Create and enhance partnerships with colleges and universities that would provide opportunities for students to have guaranteed acceptance with seamless credit transfer and scholarship opportunities.

STRATEGY:

Expand the footprint of the College by reaching across the regional border and developing partnerships.

REALIZATION

4.1.1 Foster a transferable relationship with out-of-State colleges. **STUDENT AFFAIRS**

4.1.2 Expand Transfer and Career Awareness from new student onboarding to graduation **STUDENT AFFAIRS/ACADEMIC AFFAIRS**

4.1.3 Increase transfer enrollment in premier partnership institutions by 3% annually by increasing awareness and offering multiple entry points into the partnership **STUDENT AFFAIRS**

4.1.4 Leverage strategic communication strategies to promote awareness to current students of key dates and events in the enrollment and registration experience **STUDENT AFFAIRS**

4.1.5 Strengthen existing partnerships and articulation agreements with clear alignment information to ensure seamless transfer to bachelor-level study. **AA& STUDENT AFFAIRS**

4.1.6 Establish articulation relationships with non-traditional baccalaureate institutions, including out-of-state colleges and Ivy League schools accepting community college transfer students. **ACADEMIC AFFAIRS&STUDENT AFFAIRS**

4.1.7 Develop partnerships with 4 year institutions that are beyond the local area to include Fairleigh-Dickinson and Stockton in a more observable way. **RETC/PUBLIC SAFETY**

4.1.8 Pursue data integration bridges with partners to broaden opportunities for CCC students. **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (4.2):

Develop and enhance trade and workforce programs to provide student opportunities for gainful employment.

STRATEGY:

Ensure awareness to the educational demands required to meet the changing market needs.

REALIZATION

4.2.1 Explore new degree and certificate programming, i.e., Respiratory Therapy, Ultrasound Technician, Radiology, and Digital Humanities. **ACADEMIC AFFAIRS**

4.2.2 Create partnerships with at least 3 new local area employers. **SCWTP**

4.2.3 Enhance partnerships with Subaru, Holtech, Cooper, Virtua and Jefferson. **FINANCIAL ADMINISTRATION/SCWTP**

4.2.4 Create a conduit with our students to connect with industrial customers. **RETC/PUBLIC SAFETY**

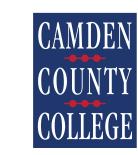**4.2.5** Build evolving technical infrastructure to meet the need for trade and workforce. **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (4.3):

Address the holistic needs of the student including their social, emotional and psychological well-being in support of their success.

STRATEGY:

Ensure awareness to the educational demands required to meet the changing market needs.

REALIZATION

4.3.1 Explore implementation of a first-year experience success course, based on reduction of General Education course requirements (AA) and program course realignment (AS, AAS). **ACADEMIC AFFAIRS/STUDENT AFFAIRS/SCWTP/RETC**

4.3.2 Explore the possibility of having an "urgent care" facility on campus and partner with a healthcare provider to offer the services. **FINANCIAL ADMINISTRATION**

4.3.3 Develop LGBTQIA+ support services and groups for students. **STUDENT AFFAIRS**

4.3.4 Develop alumni and peer mentoring programs. **STUDENT AFFAIRS/INSTITUTIONAL ADVANCEMENT**

4.3.5 Enhance accommodations and services for ESL, and Workforce Development and Continuing Education students. **STUDENT AFFAIRS & SCWTP**

4.3.6 Implement technology solutions to connect advisors and counselors so they can support students effectively no matter where each party is located. **OIT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (4.4):

Provide the community with personal enrichment focusing on entrepreneurial, collaborative, creative and innovative learning.

STRATEGY:

Strategically survey the community to determine culturally relevant programming to become a hub in the region for cultural and civic conversations.

REALIZATION

4.4.1 Reinvigorate The Center for Cultural Engagement to provide programming that captures a broad range of audiences with a focus on social justice, equity, diversity and inclusion. **ACADEMIC AFFAIRS & INSTITUTIONAL ADVANCEMENT**

4.4.2 Ensure that the Arts@CCC becomes a hub for artists in residence and artistic performances. **ACADEMIC AFFAIRS & INSTITUTIONAL ADVANCEMENT**

4.4.3 Develop continuing education programs that are specific to the needs and desires of the community. **SCWTP**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE

GOAL (4.5):

Establish a strong, involved alumni base that provides occupational mentoring, personal encouragement and financial support to our students.

STRATEGY:

Partner with the Foundation Office to develop a robust offering of Alumni/student networking opportunities.

REALIZATION

4.5.1 Build a virtual Career Center to explore employment opportunities, access training workshops, develop professional skills, network, and gain access to important university resources. **ACADEMIC AFFAIRS & INSITUTIONAL ADVANCEMENT**

4.5.2 Create a shared space online for affinity groups to schedule meetings, plan events, or network. **INSTITUTIONAL ADVANCEMENT**

4.5.3 Support events that give alumni the chance to stay connected to the College while fostering a sense of community. **INSTITUTIONAL ADVANCEMENT**

4.5.4 Engage alumni in the "spirit of giving" from their first day on campus. **INSTITUTIONAL ADVANCEMENT**

4.5.5 Initiate the alumni development process early to ensure students are engaged in the student college experience. **INSTITUTIONAL ADVANCEMENT**

WE ARE WHAT'S NEXT

CAMDEN COUNTY COLLEGE