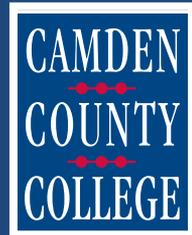




STRATEGIC PLAN to 2015



STRATEGIC PLAN to 2015

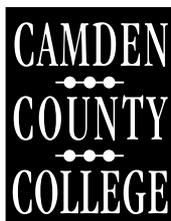


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Adopted by The Camden County College Board of Trustees: June 4, 2010

INTRODUCTION

Camden County College has provided high-quality, open access education to more than 312,000 credit students and enriched the professional and personal lives of thousands of area residents in the 43 years since its founding in 1967. An important resource for our county and for the Southern New Jersey/Delaware Valley region, we serve over 33,000 students annually through associate degree and certificate programs, hundreds of non-credit courses, and a variety of cultural and youth programs.

We operate two campuses, in Blackwood and Camden City, and one college center in Cherry Hill. We regularly offer numerous courses at community and corporate sites in the county and region. With an enrollment of 15,670 students in fall 2009 and over 16,500 in spring 2010, we are one of the region's largest and most comprehensive community colleges.

In FY 2009 we were ranked second among New Jersey public institutions of higher education in unduplicated number of students served. We also ranked 88th – in the top eight percent – among the nation's 1,200 two-year colleges in overall degree completion during 2009 and were in the top 50 in degree completion in education (4th), nursing (37th) and health professions/related clinical sciences (43rd).

We are accredited by the Middle States Commission on Higher Education, receiving 10-year re-accreditation in 2007. The evaluators commended us for our ongoing strategic planning efforts, stating in their report, "The College has made notable strides toward developing a comprehensive strategic plan and basing decisions regarding resource allocation on that plan."

The accomplishments made since the adoption of a strategic plan in 2005 point to an institution that is becoming ever more innovative, flexible, and responsive to the learning needs of its students. The 2005 plan set forth six strategic issues: (1) Enriching Teaching and Learning in An Era of Globalization; (2) Expanding Access to Higher Education; (3) Ensuring Accountability to the Public; (4) Enhancing the Economic Development and Quality of Life in Camden; (5) Rebuilding the Blackwood Campus; and (6) Encouraging Civic Engagement. Plan updates on progress have been presented each year to the Board of Trustees.

Our new strategic plan builds on the work of our 2005 plan with a continuing focus on several issues and initiatives that remain before us, while addressing new opportunities presented by changes in our external environment and the ongoing agenda of continuous quality improvement.

PLAN FORMAT

The 2010 plan is similar in structure to our 2005 Strategic Plan, as well as those adopted in 1995 and 2000. It, too, begins with an introduction that includes an analysis of external factors that may affect the College in the next five years and internal factors that inform future strategy development. At the plan's center are 10 strategic issues that emerged from activities conducted since the beginning of the fall 2009 semester.

However, the 2010 planning process was designed to be more inclusive than those in previous years. Toward that end, it solicited ideas and comments from stakeholders in business and industry, area school districts, local governments, the general public, and alumni, as well as from faculty, staff, and members of the Board.

Specifically, the process included these activities:

- The Board of Trustees reviewed and discussed the mission, vision, values and goals statements from the 2005 Strategic Plan at their June 2009 retreat.
- The President introduced the strategic planning process at the fall 2009 Opening Day for faculty and staff, with follow-up discussions in divisional and department meetings.
- A “*Town Meeting*,” conducted by an outside facilitator, was held on October 28, 2009, with 28 corporate representatives, community leaders, and educators who discussed where and how the College should direct its efforts and invest its resources over the next five years.
- A similar “*Town Meeting*” for administrative staff was held on November 11, 2009.
- A Strategic Plan survey was emailed to corporate representatives, community leaders, and educators who were invited to the “*Town Meeting*,” as well as alumni, current students, full-time faculty, adjunct faculty and staff. The survey was also available to the public on our website. In total, over 1,700 people responded to the survey.

- Results from the town meetings, the survey, and faculty and staff responses were compiled and analyzed. Ten areas of activity or concern emerged as having a major impact over the next five years:
 - ~ Technology
 - ~ Teaching and Academic Programs
 - ~ Support Services
 - ~ Workforce Development
 - ~ Facilities
 - ~ College Readiness
 - ~ Accountability to the Public
 - ~ Community Engagement
 - ~ Entrepreneurial Activities
 - ~ Institutional Assessment

Strategic initiatives that respond to each area were developed and refined in further discussions among faculty and staff in the spring 2010 term. The 10 strategic issues represent conditions we will face and policy decisions that must be made over the next five years. The broad initiatives in the Strategic Plan are proposed to guide administrators, faculty and staff as they develop unit goals and objectives.

A draft plan document was presented to the Board of Trustees for review and was approved at their June 4, 2010 retreat. The final version of the Strategic Plan 2010-2015 was distributed to the College community and made available to other stakeholders at the start of the fall 2010 term.

SITUATIONAL ANALYSIS

EXTERNAL ENVIRONMENT

A Changing Camden County

Camden County is an integral part of the Philadelphia metropolitan region, the fifth largest metropolitan area in the United States. Ranking eighth in size in New Jersey, the County is the most populated of the southern New Jersey counties with more than 517,234 residents (2008 estimate). Yet, because it is more densely populated, Camden County is not growing in population compared to bordering Gloucester County, which grew 13 percent between 2000 and 2008, and Burlington County, which grew 5 percent. During that same period, Camden County grew by only 2 percent.

Areas of Growth and Decline:

- The five counties that make up the southern region of New Jersey (Burlington, Camden, Cumberland, Gloucester, and Salem) are projected, as a region, to have a rate of growth of only 7 percent between 2004 and 2014.
- Between 2006 and 2016, Burlington County and Gloucester County are expected to have a growth rate of 6 percent and 12 percent respectively. Camden County's rate of growth is projected to be 3 percent.
- Population growth is greatest in the southern portion of the County. Winslow Township, for example, saw a 14 percent increase between 2000 and 2008.
- Seventy-four percent of our students live in Camden County. This percentage of our student body has remained the same over the past five years.
- The proportion of those Camden County residents 15 to 24 years of age is projected to decrease by 9 percent (6,100). This age group currently makes up over 60 percent of our student population.
- The proportion of Camden County residents 25 to 44 years of age is projected to increase by almost 6 percent (8,500). This age group currently makes up 29 percent of our student population.
- The proportion of Camden County residents 45 to 64 years of age is projected to increase by 7 percent (9,200). This age group makes up 7.5 percent of our current student population.
- The proportion of Camden County residents 65 years of age and older is projected to increase by 23 percent (14,700). This age group currently makes up less than 1 percent of our current student population.

The County's Population Continues to Diversify:

- Twenty-two percent of the population is projected to be African American/Black in Camden County in 2016, the third-highest among New Jersey counties. Currently, 22 percent of our students are African American/Black.
- Fifteen percent of the population in Camden County is projected to be Hispanic by 2016. Currently, nine percent of our students are Hispanic.

The County's Economic Health:

- Camden County's unemployment rate averaged 9.1 percent in the first nine months of 2009, much higher than the same period in 2008, when it was 5.3 percent. In comparison, the state's unemployment rate averaged 8.9 percent in 2009, up from 5.2 percent in 2008. (Annual Review and Outlook Series, Camden Labor Area, January 2010)
- Employment in the Camden Labor Area is expected to have modest job gains in retail trade; transportation and utilities; leisure and hospitality; and healthcare and social assistance.
- Camden County continues to improve transportation for its residents. Plans include building a new eight-mile light rail line with stops from Camden to Glassboro, and also upgrades of the interchange of I-295, Route 42 and I-76.

A Changing Economic Workforce Environment

As reported by the New Jersey Department of Labor and Workforce Development, between 2006 and 2016, most new job openings in Camden County will be in ambulatory health care services with a focus on hospital-owned outpatient centers. Manufacturing employment will continue to decline over the same period as companies consolidate their operations. The largest declines are projected for computer and related manufacturing.

- The top five occupations with the "Most Projected Job Openings" in Camden County between 2006 and 2016 are projected to be cashiers; registered nurses; retail salespeople; elementary school teachers, except special education; and waiters and waitresses.
- The top 10 industries with the "Greatest Employment Growth" between 2006 and 2016 nationally include:
 - ambulatory healthcare services
 - administrative support
 - waste management and remediation
 - social assistance
 - hospitals
 - professional, scientific, and technical services
 - food services and drinking places
 - educational services
 - nursing and residential care facilities
 - specialty trade contracting
 - civic and professional organizations

- Between 2006 and 2016, occupations requiring higher education or training are projected to increase by 11.2 percent. Ambulatory health care services, hospitals, and nursing and residential care facilities, as a group, are projected to provide over 5,600 job openings during that same period.

EXTERNAL CHALLENGES

For-Profit Education Companies

At a time when public and private colleges are cutting budgets and laying off faculty and staff, for-profit institutions of higher education are experiencing great growth, particularly in their online programs. These companies spend considerable staff time and advertising dollars to recruit students who would traditionally attend a community college: entry-level students with little or no college experience; students who lack the skills to be successful in college; and students looking for flexible programs and convenient schedules.

Changing Learning Environment:

Adult Learners and “21st Century Learners”

As colleges continue to see a shift in the age of their students, they must also adapt to the needs of older, non-traditional students. Thirty-five percent of all undergraduate enrollment in higher education is age 25 or older “Hindsight, Insight, Foresight: Understanding Adult Learning Trends to Predict Future Opportunities,” (*Education Dynamics Hindsight*, August 2009). At Camden County College, students over age 25 made up 38 percent of our enrollment in fall 2009.

Studies have shown that adult students want to be able to submit their applications, pay for tuition, and register for courses online. They also want shorter course schedules, with more flexibility, and are increasingly looking to the power of online instruction to enable them to simultaneously learn, work and juggle family and life responsibilities.

The average age of our online students is 28, and the number of students enrolled in online courses has increased by 55 percent over the past five years, from 1,326 students in fall 2005 to 2,056 in fall 2009. But for support services such as admissions counseling, financial aid advising, academic advising, career placement and career development counseling, and tutoring, adult students prefer a face-to-face experience.

Although 38 percent of our students were 25 or older, 62 percent were 24 years old or younger in fall 2009, a percentage that has been increasing. With this group, technology is central to their education. They desire mobile computing devices “to extend learning beyond the school day;” they want to incorporate Web 2.0 computing tools into instruction to create a “digital textbook;” and make learning experiential in order to learn about occupations. (Van Der Werf M. and Sabatier G., *Chronicle Research Services*; eds., “The College of 2010: Students,” June 2009).

Financing Education

Over the past 30 years, funding to support the costs of higher education has shifted from the government (state and local budget appropriations) to students, who are now being asked to pay more for their education. They and their families have done so willingly, seeing a college degree as a requirement for a successful career and good income.

We are no exception to this trend, as student tuition and fees now make up more than 60 percent of the College’s annual operating budget. While approximately 30 percent of our students receive some form of financial aid, the vast majority are paying their own costs, many by working part-time while they attend. This shift away from public support and toward higher costs for students threatens students’ ability to enter and complete a college program, at a time when a college degree or certificate is necessary for access to employment opportunities.

In addition to rising tuition, projected State budget deficits over the next few years will have a further negative impact on public funding for higher education. The State has addressed its deficit by cutting aid to school districts and municipalities, skipping payments to the state’s pension system, laying off employees, and asking for greater employee contributions to health care plans. Higher education funding for operating aid has also been cut, as have programs that provide scholarships and other support to students.

While State deficits threaten access to higher education, additional Federal funding may provide some relief through increased Pell Grants, new funds for student support services and grants for occupational programs. President Obama has recognized that community colleges play a key role in training the workforce of the future. Whether that recognition translates into direct federal operating aid to community colleges remains to be seen.

SITUATIONAL ANALYSIS

INTERNAL ENVIRONMENT

Enrollment Trends

Our total credit enrollments have increased over the past five years by 6 percent to 15,670 in fall 2009 from 14,737 in fall 2005. Total credits generated rose by 11 percent in fall 2009 to 155,731 from 140,028 in fall 2005. Both fall 2009 headcounts and credits set records as the largest enrollments in college history. Spring enrollment has increased even more dramatically, due in large part to the economic downturn that started in October 2009. In spring 2005, we enrolled 14,449 students for 135,123 credits. In spring 2009, we enrolled 16,407 students for 149,215 credits, an increase of 12 percent in headcount and 9 percent in credits. Spring 2010 enrollments surpassed the prior record by 5 percent. Although we have generated record numbers of headcounts and credits, we are below the percentage increase of some other community colleges in the State, due to our already large size and the slow growth in county population.

The mix of student enrollment by mode of delivery continues to change. We now offer more courses in more convenient formats, including seven- and 13-week mini-sessions, a winter intersession, online courses, hybrid courses and a weekend college cohort. Growth in these non-traditional course offerings has been significant. For example, enrollment in distance learning courses (online courses) increased from 5,965 credits in fall 2005 to 9,773 credits in fall 2009, an increase of over 3,800 credits (64 percent).

Enrollment by campus also has changed. Credits generated from the Camden City Campus have increased from 17,371 in fall 2005 to 21,986 in fall 2009, an increase of over 4,600 credits (27 percent). The William G. Rohrer Center in Cherry Hill, which opened in spring 2000, also has experienced strong growth. In fall 2005, 5,743 credits were generated. By fall 2009, this had increased to 8,287, an increase of over 2,500 credits (44 percent). Growth at these two campuses has brought about a change in how enrollment is distributed. In fall 2005, Blackwood accounted for 76 percent of the total credits generated, followed by Camden (12 percent), while Rohrer and Distance Education each generated 4 percent. By fall 2009, Blackwood was only generating 72 percent of total credits while Camden generated 14 percent, Rohrer 5 percent and Distance Education 6 percent.

For over 40 years, we have been effectively partnering with area businesses to provide high-quality, customized training for their employees. In FY 2009, we provided training to 47 companies and offered 790 courses to more than 7,800 employees. Our customized training for business and industry ensures that local and regional employers have access to continuous learning opportunities for their employees. In addition, over 10,400 residents participated in non-credit, open-enrollment courses in areas such as information technology, business and management, healthcare and personal development.

Student Demographics and Success

Our students are a diverse group with an average age of 26. In fall 2009, 61 percent were female and 38 percent non-white. Seventy-four percent came from Camden County, a percentage that has remained fairly consistent over the past five years. Since 2000, we have seen a shift in the attendance patterns of students, with more attending part-time from fall 2002 until fall 2008, where full-time overtook part-time enrollment to a record high of 8,529 students in fall 2009.

Additionally, our students are successful upon transfer, with our primary receiving institutions reporting that our students perform as well as or better than their native students. Graduate follow-up studies report that 60 percent of our students transfer; 83 percent are employed in a field related to their study; and 93 percent report achievement of their educational goals.

INSTITUTIONAL RESOURCES

Financial

We rely on a combination of public, student, and private funding to fulfill our mission. Through prudent fiscal stewardship and attention to continuous improvement of services and business practices, we consistently rank as one of the most efficient New Jersey community colleges with a cost per student FTE of \$5,838 (FY 2008), below the average for New Jersey community colleges of \$7,189 per student FTE.

As a percentage of our budget, we receive less public funding than any NJ community college. We operate at the lowest, or near the lowest, per-student cost of any institution in the state, and our tuition rate ranks near the bottom for NJ county colleges.

Facilities: Blackwood Transformation

In May 2005, the Camden County Freeholders announced an \$83 million dollar initiative to transform our Blackwood campus consistent with our Master Plan. This unprecedented capital initiative is the most significant project undertaken by the College since our founding in 1967. When completed, it will affect more than half of the facilities and structural amenities on the Blackwood campus.

Highlights of the Plan

- Change over 56 percent of the campus' physical plant
- Demolish seven old inefficient buildings
- Renovate two existing buildings: Madison Hall (completed) and Taft Hall
- Construct two new buildings: The Connector Building (completed) and the Science Building
- Create roads, grounds and athletic fields suitable for a large multi-faceted campus
- Six years from start to finish with three phases of construction
- Build on the incremental renovation and repair projects funded with previous capital appropriations

Phase I: Connector Building and Madison Hall Renovation (Completed)

Phase II: Science Building

(Design in process, construction to begin fall 2010)

Phase III: Renovate Taft Hall into Student Support Services and Administrative Offices

(Design in process, construction to begin spring 2013)

Technology

The effective use of technology has improved services for students, increased operating efficiencies, and broadened access to reliable information, thereby simplifying tasks and improving decision making. Enhancements to the student information system continue with the addition of an array of web-accessible student services including registration, fee payment, grading and advising.

Technology to facilitate teaching and learning, as well as wireless access, has been integrated into the many construction and renovation projects. The College is committed to continually developing and enhancing information technology services and support in order to connect to a global community of learners and educators.

WHAT'S NEXT?

In order to remain an important asset in Camden County and continue to fulfill its mission of offering academically excellent education in response to changing student and societal needs, we will embrace the following strategic issues:

- Ensure Teaching Quality and Student Success
- Expand the Future of Technology in Education
- Develop a Facilities Transformation Plan
- Enhance Workforce Development
- Develop an Integrated Support Services Agenda
- Develop College-Readiness Strategies for High School Students and Adults in Transition
- Ensure Accountability to the Public
- Encourage Broader Community Engagement
- Promote Entrepreneurial Activities
- Enhance Institutional Assessment Activities

VISION, VALUES, MISSION & GOALS

VISION

Camden County College enhances the quality of life in Camden County by preparing students to live and work in a global economy. The College further fulfills its responsibility to the citizens of the County by creating a skilled and stable local workforce; by encouraging enlightened civic engagement; by providing an avenue of social mobility; and by serving as a destination for cultural and recreational activities. Efforts continue to ensure that all who study, visit, or work at our three campus locations will find comfortable, safe and attractive settings that are designed to sustain a vibrant academic community characterized by imaginative teaching, caring student services, energetic management and collegial discussion of diverse ideas and opinions.

VALUES

Camden County College provides its students with the opportunities and support they need to reach their academic goals. Faculty, administrators and staff work together and make a commitment to our students and each other to operate according to basic institutional values:

- **Respect for individual differences**
- **Honesty and integrity in all that we do**
- **Civility and courtesy in all interactions**
- **Industrious pursuit of excellence in our work**

These values define a trusting, cooperative academic community that is open to new ideas and a diversity of opinions, convictions and methods of inquiry. We strive to resolve disagreements through discussion and make decisions based on sound and ethical judgments. Everyone in this academic community shares the goal of creating and sustaining an environment that supports individual student success.

MISSION

Camden County College, a comprehensive public community college in New Jersey, provides accessible and affordable education including associate's degree programs, occupational certificate programs, non-credit courses and customized job training. The College welcomes all who can benefit and provides the support services students need to transfer for further studies, prepare for a career and continue their education. The College responds to the changing needs of its community and students and continuously improves its programs and services to support the economic development of Camden County and the personal development of its citizens.

GOALS

To accomplish its mission, Camden County College develops a strategic agenda and continually assesses its progress toward the fulfillment of these goals:

1. Programs and services will enable students to achieve academic success and career competence, to pursue further higher education and to identify and develop their personal attributes.
2. General education courses will develop students' intellectual and critical-thinking skills and knowledge that enrich their lives and enable them to participate in a democratic society.
3. Developmental courses will enable students to gain skills needed for college-level work.
4. Continuing education courses and programs will provide cultural, social, and recreational activities to enrich the community.
5. Programs and services will recognize diversity and meet the needs of special populations, including academically gifted students and students with disabilities.
6. Partnerships with schools and colleges, public agencies, corporations, foundations and other entities will enhance educational quality, student opportunities and economic development.

7. Training programs for business and industry will provide continuous learning opportunities, including academic degrees.
8. The College will serve as a good steward of its financial, physical and human resources.
9. Programs will provide students with the understanding and skills they need to adapt to changing international conditions and to compete in a global economy.
10. The College will provide a technology-rich environment that supports teaching, learning and working.

STRATEGIC ISSUES & STRATEGIC INITIATIVES

I. ENSURE TEACHING QUALITY & STUDENT SUCCESS

1. Strengthen campus **degree-completion partnerships** with four-year colleges and universities through collaboration and shared resources.
2. Improve student retention, graduation and transfer rates through the implementation of a **college-wide student-retention program**.
3. Enhance the quality of **online education** by developing enhancements that will attract a **broader credit and non-credit population**.
4. Enhance the general education core through the integration of **information literacy** goals and objectives within the curriculum.
5. Enhance the teaching skills of the full-time and adjunct faculty by providing professional development that utilizes **best practices in teaching**.
6. Include “green” science and “alternative energy” technologies when **developing credit and non-credit curricula**.

II. EXPAND THE FUTURE OF TECHNOLOGY IN EDUCATION

1. Improve faculty, student and staff communications through **Web content management**.
2. Provide students, faculty, and staff with ready access to the Internet by having a **fully wireless campus at all three locations**.
3. Provide students with a state-of-the-art education by ensuring that **every classroom is a smart classroom** with a minimum technology standard for all three locations.

4. Implement a **portal for the Student Information System** to combine all resources used to support student interaction with the College.
5. Spearhead the **shared-services Technology Initiative**.
6. Create mechanisms to **better use technology** to replace the traditional hard-copy means of corresponding with students.
7. Ensure procedures and processes are in place to **protect student and staff data** from external vulnerabilities.

III. DEVELOP A FACILITIES TRANSFORMATION PLAN

1. Update the **Blackwood Campus Master Plan** with an emphasis on the redevelopment of 15 acres within the academic core and the development of approximately 75 acres in Blackwood perimeter areas.
2. **Expand the facilities at the Rohrer Center** to maximize the delivery of College services and increase enrollment at the northern end of the County.
3. Expand and enhance the facilities at the **Blackwood Campus**.
4. Develop and **refine partnership agreements** involving the mutual utilization of facilities with various universities.
5. Pursue **Leadership in Energy and Environmental Design (LEED) Certification** as appropriate.
6. Continue to **enhance security procedures** and processes for emergency communications on every campus.

IV. ENHANCE WORKFORCE DEVELOPMENT

1. Develop **seamless career ladders** between non-credit certificate programs and credit programs.

2. Strengthen **partnerships** with the Collegiate Consortium for Workforce and Economic Development, the New Jersey Community College Consortium for Workforce and Economic Development and community leaders to ensure **work readiness**.
3. Develop **work-readiness** and **workforce-career programs** for students with **intellectual disabilities**.
4. Continue to **expand corporate training** throughout the region.
5. Continue to **expand opportunities for displaced workers** through credit and non-credit offerings.

V. DEVELOP AN INTEGRATED SUPPORT SERVICES AGENDA

1. Improve student utilization of academic support services through a review and repurposing of **use of the library building**.
2. Expand **extracurricular activities**.
3. Identify services needed for a **changing and more diverse population** of students.
4. Promote **student self-sufficiency** and faculty engagement in the provision of student services.
5. Develop a more college-wide, comprehensive and collaborative system of **advising** students.
6. Improve and enhance **tutoring services**.
7. Strengthen and expand support service for **weekend students**.
8. Establish a physical and virtual **Welcome Center** where new and returning students and their families can receive information and take campus tours throughout the semester.

VI. DEVELOP COLLEGE READINESS STRATEGIES FOR HIGH SCHOOL STUDENTS AND ADULTS IN TRANSITION

1. Increase retention of incoming freshmen by offering an enhanced **freshman orientation experience**.
2. Ensure freshmen student success in **online learning** through the development of a **virtual college** for Camden County high school students.
3. Improve college readiness through the **enhancement of high school partnerships** to better prepare high school students for college-level work.
4. Develop a **college-readiness** support program specifically geared for adults that are returning to college.

VII. ENSURE ACCOUNTABILITY TO THE PUBLIC

1. Continue to **enhance the integrity, readability/clarity, transparency, and reliability of student and financial reporting** for both internal and external audiences.
2. Continue to **strengthen accountability** through internal compliance.
3. Continue to ensure that all College faculty, administration, and staff have **seamless and transparent access to the information and systems** necessary to facilitate their efforts.

VIII. ENCOURAGE BROADER COMMUNITY ENGAGEMENT

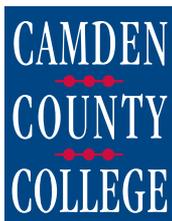
1. **Expand the activities of the Center for Civic Leadership and Responsibility** by continuing to offer credit and non-credit workshops and by creating new institutes.
2. Expand the opportunities for the **community to participate in internally and externally sponsored activities.**
3. Expand **partnerships with outside organizations.**

IX. PROMOTE ENTREPRENEURIAL ACTIVITIES

1. Continue to **expand our efforts in generating external resources** in order to increase programmatic support and student scholarships.
2. Explore the **establishment of a non-profit entity 501(c)(3)** associated with the College that offers our resources to the region including College facilities, consultation, training, a speakers bureau, management teams and other solutions for public and private organizations.
3. **Expand access to non-instructional opportunities** offered by the College, such as facility rentals to outside organizations and governmental agencies.
4. Pursue the goal of attracting compatible **commercial development** that will enhance the campus and generate revenue by working with local land-use officials on the designation of the Blackwood Campus' approximately 75 acres as a redevelopment zone.

X. ENHANCE INSTITUTIONAL ASSESSMENT ACTIVITIES

1. Continue to enhance **student learning assessment.**
2. Expand and enhance **institutional effectiveness** efforts.
3. Plan for and prepare the 2013 Middle States Commission on Higher Education **Program Review Report.**



President of Camden County College

Raymond Yannuzzi, D.A.

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