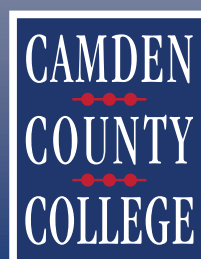


STRATEGIC PLAN

—2020-2023—



WE ARE WHAT'S
NEXT





STRATEGIC PLAN

—2020-2023—

Special thanks to the Strategic Planning Committee

Joe Diaco (co-chair)

Dr. Susan Choi (co-chair)

Lori Lenox

Mahima Chauhan

Anthony Canora

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Ex-Officio/Support Staff

Dr. Rebecca Sheppard

Dr. David Edwards

Alison Bombara

Dr. Jacqueline Galbiati

Kathy Longwith

A Note from the President

To the Camden County College Community:

As many of you are already aware, the Strategic Planning process began last year and a committee representing all areas of the College worked diligently to utilize information gathered from faculty, students, staff, and members of the communities we serve to build a plan that guided us through the next three years. They did a tremendous job and we thank them for their hard work and dedication to Camden County College.

As you are also aware, the Covid-19 pandemic and social unrest, driven by years of systemic racism, have radically changed the landscape of higher education in ways we are only beginning to grasp. As a result of these changes, the Strategic Plan has been amended to include “Social Justice” as one of the pillars of the plan moving forward. The primary focus of the Strategic Plan centers on student success. Certainly, the pandemic and calls for equity in our country have highlighted the need for things like equal accessibility and support, which are critical elements in providing an inclusive environment. No Strategic Plan being formulated during these times can ignore the need for fairness, diversity, and equality for all of the members of an organization. As such, this tenant of our plan will drive us to create a shared commitment that allows faculty, students, and staff to (and I borrow from Kathryn Hytten, 2006) “participate in public dialogue, consider the rights of others, live in harmony with diverse groups of people, act on important social issues, to be accountable for one’s choices and decisions, and to work to bring about the conditions in which all individuals can develop to their fullest capacities.”

We can and must do better. With this as the driving message of our goal to create and support a culture that demonstrates an ongoing commitment to Social Justice, I thank you all in advance for your efforts to make this goal a reality.

Yours in education,

A handwritten signature in dark ink, reading "Donald A. Borden". The signature is written in a cursive, flowing style.

Don Borden

VISION

Statement:

Camden County College will be the regional leader in the provision of innovative academic and workforce training pathways to best serve our community.

MISSION

Statement:

Camden County College is a learning community committed to the success of our diverse student population in achieving their full academic, career, and personal potential while delivering a high-quality, inclusive, affordable, and accessible education.



STRATEGIC DIRECTIONS & INSTITUTIONAL GOALS

Direction 1: **STUDENT SUCCESS**

Build academic pathways to increase equitable outcomes in recruitment, retention, and credential/degree completion for transfer and employment opportunities.

Goal 1: Equitably implement Guided Pathways to Success model across campuses and modalities.

Goal 2: Recruit more students into and increase yield from pre-enrollment programs.

Direction 2: **ADAPTIVE INNOVATION**

Promote a culture of innovation, cooperation, and receptiveness to adapt quickly to the changing landscape in higher education.

Goal 1: Expand access to professional development experiences and resources college wide.

Goal 2: Develop and sustain partnerships with higher education institutions, private and public sector industries, and community organizations.

Goal 3: Expand and improve our eLearning division with ongoing professional development on effective teaching/learning strategies and additional fully online programs.

Direction 3:

LEADERS IN WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT

Become a regional leader in workforce development and community engagement through strategic partnerships with business, industry, and premier institutions to deliver a career-ready education to students.

Goal 1: Promote the College as an industry-driven partner responsive to the needs of the surrounding community and employer pool by offering educational programs and preparation for high demand occupations.

Goal 2: Offer exploratory opportunities to promote career knowledge and develop industry focused programs that reflect the needs of the region.

Direction 4:

ORGANIZATIONAL SUSTAINABILITY

Position the College for long-term sustainability with a focus on financial stability, human capital, resource allocation, and succession planning.

Goal 1: Commit to a sustainable future by improving social, economic, and environmental health for both the College and surrounding community.

Goal 2: Develop operational plans to maintain financial sustainability and leverage technology to drive operational efficiencies.

Goal 3: Sustain an inclusive culture by establishing a framework for a collaborative decision-making process to enhance the long-term viability of the College and the surrounding community while upholding its core values.

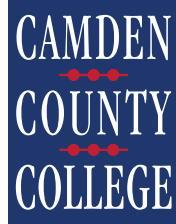
Direction 5: **SOCIAL JUSTICE**

Create and support a culture that demonstrates an ongoing commitment to Social Justice that strengthens our institution and community.

Goal 1: Create a Social Justice framework to guide/recommend changes to our campus, policies, and practices to embrace diversity, inclusion, fairness, and equity.

Goal 2: Develop programming for our faculty, staff, students, and community to address and combat racism.





President of Camden County College

Donald A. Borden

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