

Annual Strategic Planning Update



Presentation to WCCC Board of Trustees

November 1, 2017



OUTCOMES ASSESSMENT AND PROGRAM REVIEW # 1

Ensure that the community understands the requirements of assessment so that the College can create a positive institution-wide culture of assessment

- ▶ Continued process of communicating the work of Assessment Committee at monthly meetings with all instructors
- ▶ OA/PR Coordinator and Middle States Co-Chair attended Middle States Assessment conference
- ▶ May 2017 Academic Wrap Up Meeting- discussed changes in Assessment process, re-evaluated *Student Learning Outcomes* and *Suggested Means of Assessment*. Made substantive changes where appropriate
- ▶ OA/PR Coordinator meeting individually with faculty during the 2017-2018 academic year

OUTCOMES ASSESSMENT AND PROGRAM REVIEW #2

Establish a clearly delineated organizational structure with authorized control of ongoing outcomes assessment and program review

- ▶ OA/PR Coordinator acting as liaison between the Assessment Committee and Faculty assigned to complete Program Reviews
- ▶ Implemented 3-year Program Review process, scheduled out through AY 2026
 - ▶ Selected Faculty members assigned to Program Review, as will be done annually from this point forward.
- ▶ Implemented Annual End-of-Year Annual Outcomes Assessment Report required by all FT faculty members which will focus on reporting of assessment data to the administration

OUTCOMES ASSESSMENT AND PROGRAM REVIEW #3

Establish clear, goal oriented processes and a meaningful evaluation of academic programs at both the outcomes assessment (OA) and program review (PR) levels

- ▶ Continued use of pre-test/post-test methodology for assessment across sections of select courses
- ▶ Evaluate effectiveness of pre-test/post-test methodology
- ▶ OA/PR Coordinator to continue to provide individual guidance and support to instructors assigned to Program Review, meeting individually with faculty
- ▶ Evaluate annual faculty OA reports
 - ▶ Invite more Adjunct Faculty to participate in OA process

OUTCOME ASSESSMENT AND PROGRAM REVIEW #4

Ensure that any changes to the outcomes assessment or program review processes are systematically evaluated to determine their effectiveness

During 2016-2017, the following took place:

- a) Assessment committee continued to promote ongoing assessment of all academic courses and programs
- b) Implemented changes to course syllabi to focus on measurable Student Learning Outcomes and appropriate Suggested Means of Assessment
- c) The Outcomes Assessment process, changed from a five-year process to an annual effort, was initiated
- d) The Program Review Process was changed from a five-year cycle to a three-year cycle
- e) The use of pre-test and post-test assessment instruments were required in all academic courses

Evaluation of the effectiveness of these of these measures under review in 2017-2018

OUTCOMES ASSESSMENT AND PROGRAM REVIEW #5

Enhance faculty development activities to be geared toward Outcomes Assessment and Program Review for the next five years

- Provide opportunities for discussion, training and professional development at meetings, in-services, kick-off sessions, at conferences and through individual support
- OA/PR coordinator continues to provide ongoing training, development and support for faculty

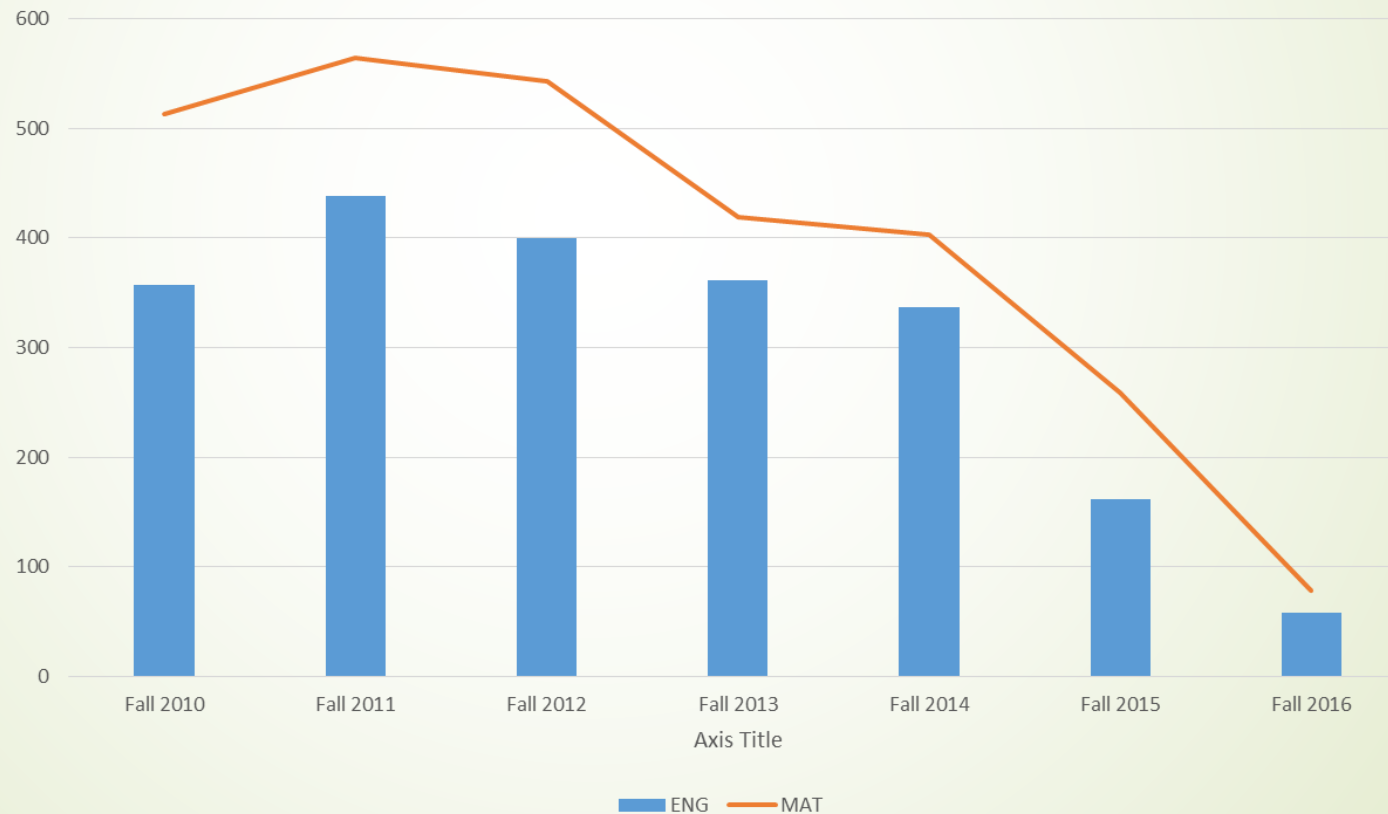
DEVELOPMENTAL EDUCATION ASSESSMENT # 1

Create a program to improve remedial education placement, sequence & outcome

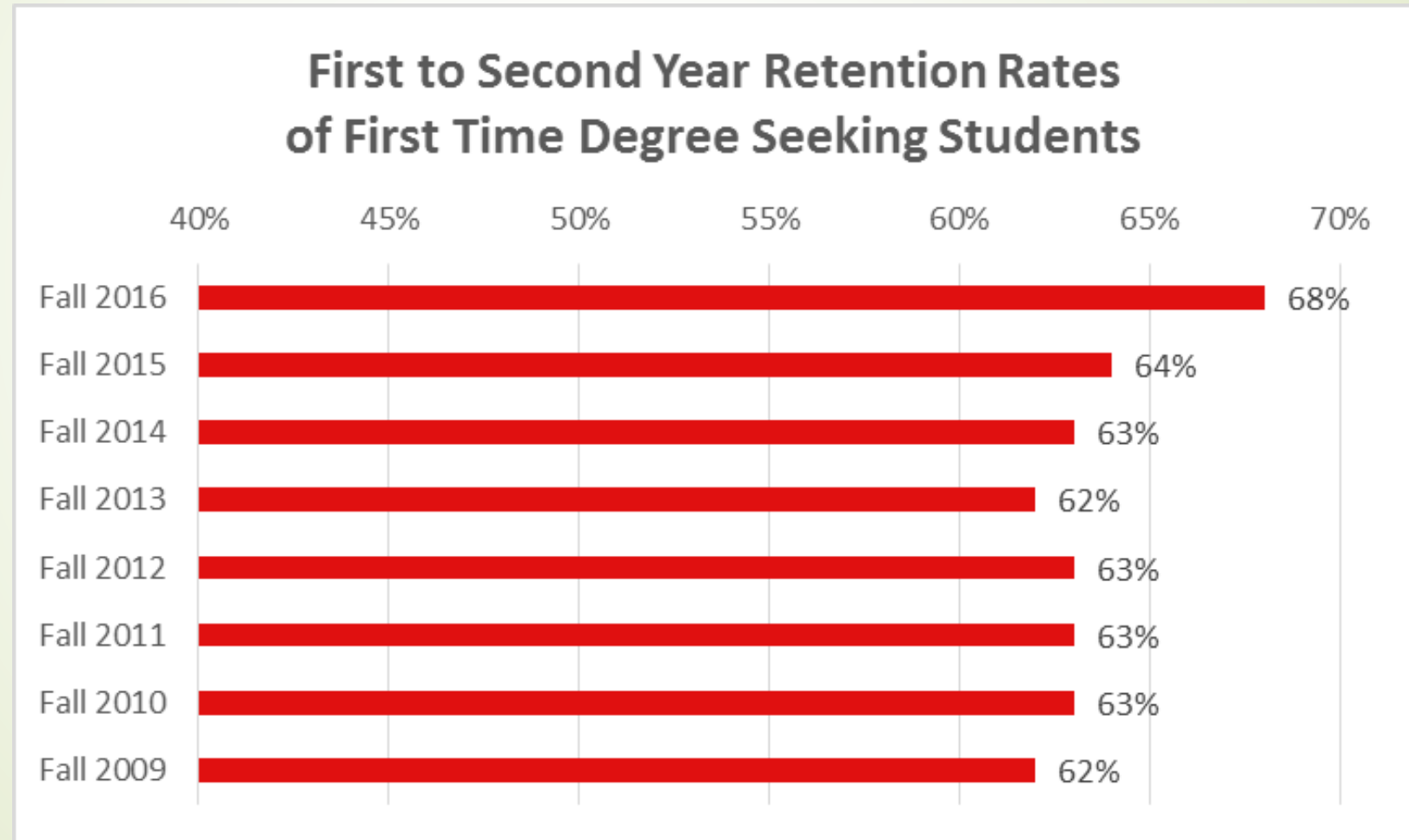
- ▶ Student Services continues to use multiple-measures (GPAs, SAT, HS transcripts) as a means to place students instead of relying solely on Accuplacer, substantial differences in both placement and outcomes achieved and presented nationally & statewide
- ▶ Instituted changes in Math remediation from three courses (050, 051, 052) to one, along three dimensions-STEM (052); Non-STEM (054); and Technical Math (104 for Automotive/Food & Beverage)
- ▶ Enrolled students in newly created Math classes:
 - MAT 054-Basic Algebra
 - MAT 150-Elements of Stats
 - MAT 104-Technical Math

WCCC Results – Remedial Enrollments

WCCC Remedial Education Reforms

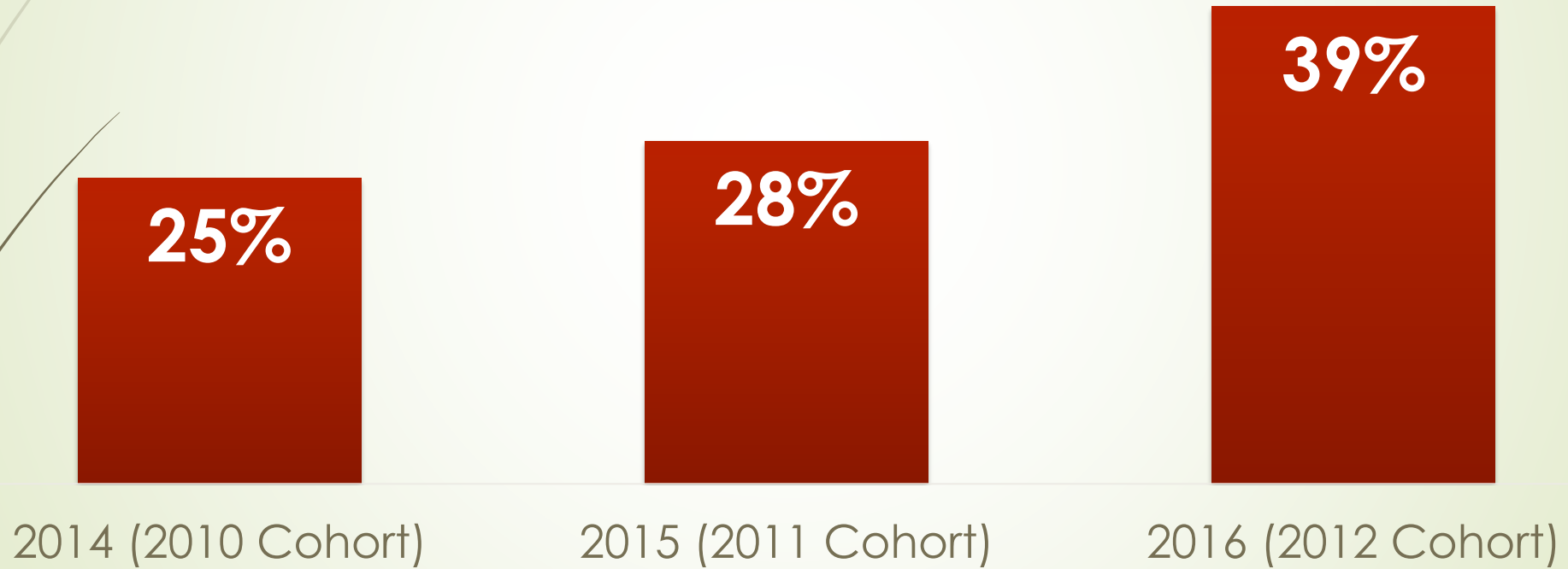


Retention Rates



½ Implementation Completion Outcomes (IPEDS)

➤ Measured WCCC Graduation Rates





DEVELOPMENTAL EDUCATION ASSESSMENT #2

Establish a plan whereby all students enrolled in developmental education courses will review their academic degree plan with an advisor each semester prior to registration

- Incorporated Academic Plan into mandatory New Student Orientation
- All new students have opportunity to review Academic Plan with advisors individually at Orientation, in advising session and online through My Warren
- Students enrolled in developmental courses meet with advisors to discuss their academic plan and the impact of the courses on their progression



DEVELOPMENTAL EDUCATION ASSESSMENT #3

Create a “fast track” strategy for the students to bypass traditional developmental education courses; with co-requisite credit options combined in the strategy

- Implemented pathways model with 3 Math paths based on career goals
- Continued to follow the reduced Developmental Mathematics model

DEVELOPMENTAL EDUCATION ASSESSMENT #4-6

4. Examine outcomes using High School GPA and/or other assessment instruments over traditional ACCUPLACER placement strategy
5. Implement “Boot Camp” strategies for improving ACCUPLACER Assessments -- **completed**
6. Examine the potential of incorporating additional resources into remedial outcomes improvements such as, dedicated computer labs, supplemental tutoring, and “test out” prep sessions. – **In progress, see Facilities**

Fall 2016 Outcomes

- ▶ Non-STEM Remedial Math: 70% Pass Rate
 - ▶ Non-Stem Math Lab
(for those who cannot do computation):
 - ▶ Only 63% attended the recommended free lab
 - ▶ 91% Pass rate for those who attended their lab component
 - ▶ 43 % Pass rate for those who did not attend the lab
- ▶ Old Completion Rates for Math: 18 Months later, 7% Graduate

Fall 2015 (old sequence) & Fall 2016 (mainstream sequence)

Fall 2015

- MAT 110 Topics of Math (Non-STEM) = 74%
- MAT 111 Math for Bus (Non-STEM) = 84%
- MAT 131 College Algebra (STEM) = 70%
 - MAT 131 Pass Rate of Anecdotal Evidence: **50%**

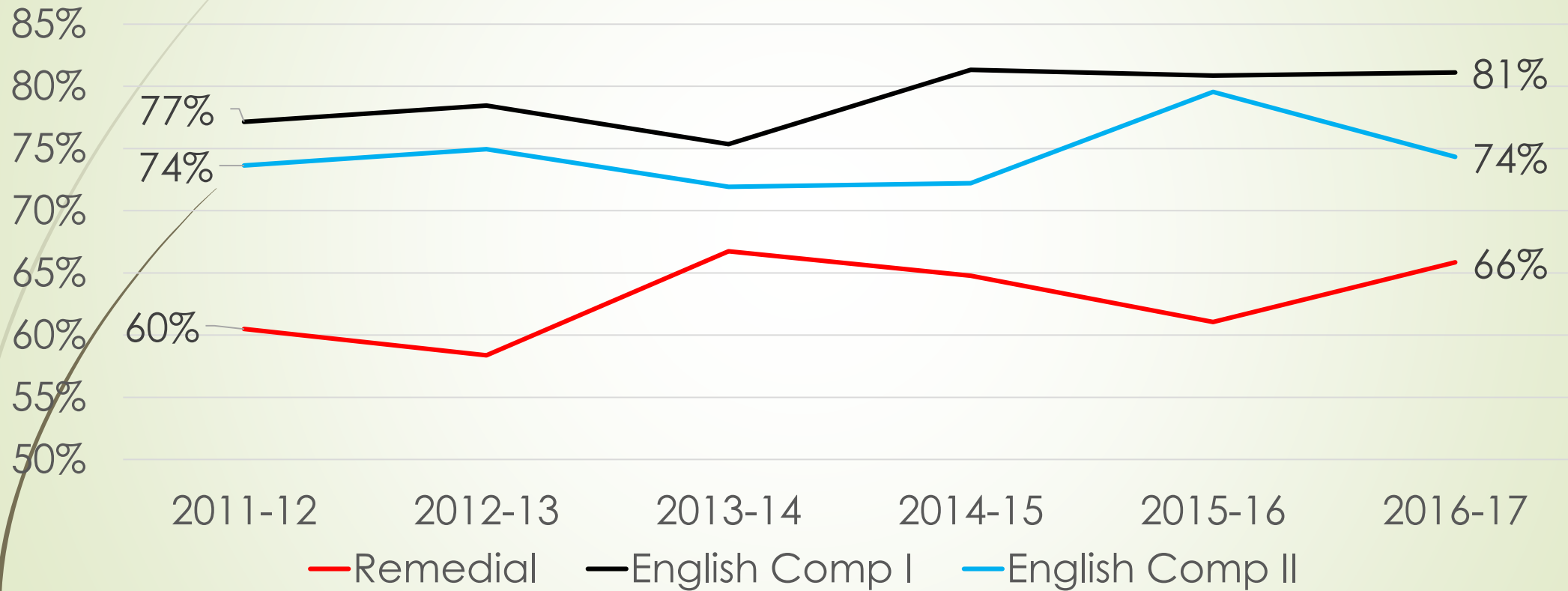
Fall 2016

- MAT 110 Topics of Math (Non-STEM) = 83%
- MAT 111 Math for Bus (Non-STEM) = 82%
- MAT 131 College Algebra (STEM) = 82%
- MAT 150 (New) Elements of Statistics (Non-STEM) = 88%

English Outcomes

Pass Rates English Classes

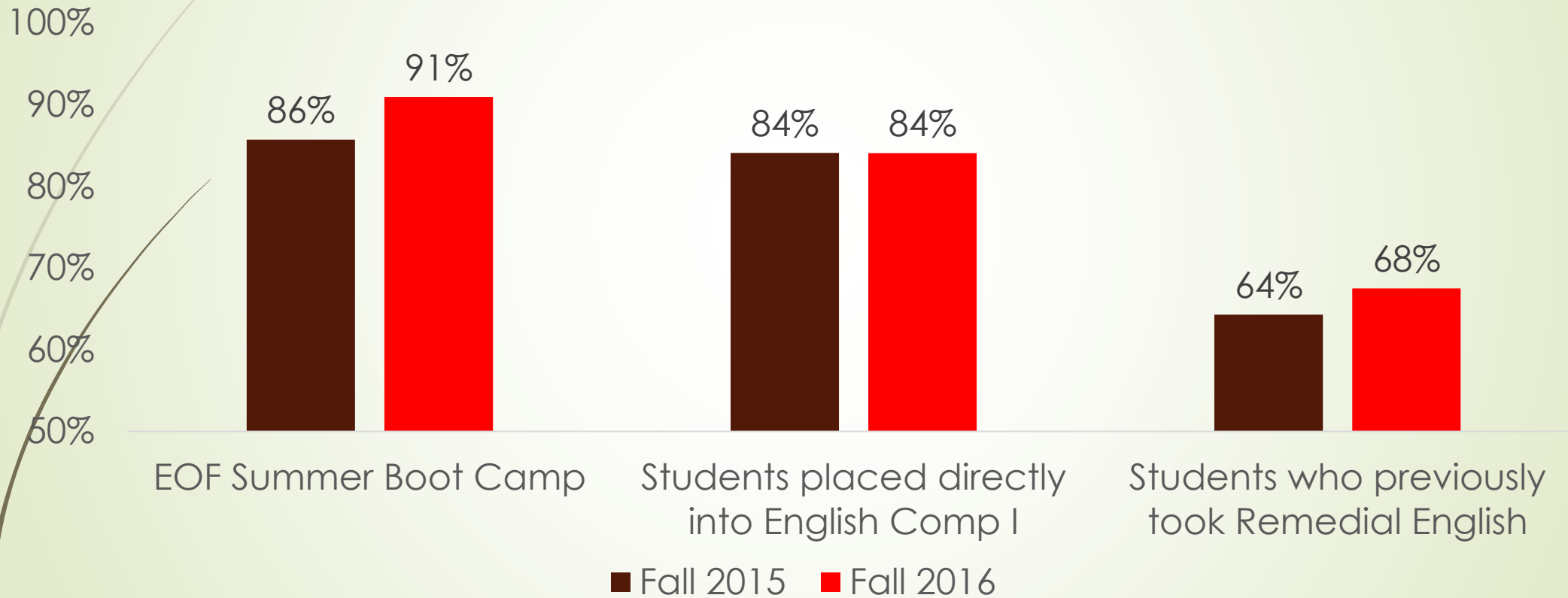
Combined Fall and Spring Semester Pass Rates



English Outcomes

Pass Rates English Classes

Pass Rates for ENG 140 Students by Category





DEVELOPMENTAL EDUCATION ASSESSMENT #7

Dedicate resources to the professional development and change process associated with remedial education renewal

Conferences attended in 2016 & 2017 by Faculty and Staff

*AACC	Annual Conference	April 2017
*NJCCC	Best Practices Conference	April 2016/17
*Bucks County C.C.	Faculty of the Future	May 2016/17
*Middlesex CC	DOE Issues/Praxis Core Exam	May 2016



DEVELOPMENTAL EDUCATION ASSESSMENT #8

Review and implement developmental education improvement strategies identified in the consultant report that was recommended as part of the Middle States PRR review

- ▶ Expanded the use of calculators in placement testing
- ▶ Utilized multiple measures to determine placement
- ▶ Established a process by which we continue to review data to follow student success in subsequent courses
- ▶ Implemented developmental math course sequence
- ▶ Dual Enrollment Coordinator to expand outreach to High School students, conduct observations and review currently approved courses in an effort to improve student readiness for college level Math and English



Enrollment & Retention Planning #1

Develop and implement a comprehensive enrollment management plan

- ▶ Implemented expanded enrollment management plan
- ▶ Utilized social media to deliver various enrollment messages
- ▶ Established an on-going cycle of feedback via focus groups and direct feedback to guide recruitment
- ▶ Utilized full-time recruiter to establish relationship with local high schools and to represent the College at various events



Enrollment & Retention Planning #2

Expand co-curricular and recreational/physical health opportunities for students

- ▶ Hired an staff member to guide student activities and advise Student Government Association
- ▶ Offered additional opportunities for students to build community, engage in service and build relationships with other students



Enrollment & Retention Planning #3

Promote student success and completion through expanded pathways to graduation

- ▶ Implemented new reduced credit programs and assisted students in transitioning to new requirements
- ▶ Developed advising protocols to aid students in selecting math pathway based on career goals
- ▶ Continued Mentor program, C4 PTK initiative, Mandatory New Student Orientation and Academic Planning efforts for students
- ▶ Implemented use of Jenzabar retention tool for Early Alert initiative



Enrollment & Retention Planning #4

Dual Enrollment

- ▶ Expanded the number of courses evaluated and approved for dual enrollment credit
- ▶ Continued to work with Guidance Counselors and the College Recruiter to promote dual enrollment
- ▶ Board appointed former Phillipsburg and Warren Hills Guidance Director to oversee Dual Enrollment



Enrollment & Retention Planning #5

Create opportunities such as VIPER to allow students to apply experiential credit toward degree requirements

- ▶ Continued to promote CLEP, DSST, AP, Dual Enrollment and Senior Option as ways to supplement credits
- ▶ Continued involvement with NJ Prior Learning Assessment Network consortium to explore additional ways to offer experiential credit
- ▶ Utilize American Council on Education evaluation recommendations to award credit for military training for active-duty and military veterans



Enrollment & Retention Planning #6

Promote internship opportunities as a means for students to apply theory in practice in the workplace setting

- ▶ Implemented a standardized, institution-wide internship program
- ▶ Utilized and expanded resources for prospective internship sites and students
- ▶ Continued to work with the Business Advisory Board cultivate opportunities with area businesses



DISTANCE EDUCATION # 1

Implement a new Learning Management System that provides the necessary tools and capabilities for a quality online experience for its students

- Implemented updated version of Jenzabar's eLearning LMS
- Implemented Learner-Centered Program through improved design in all online courses
- Implemented formal "Rigor and Time" tracking process



DISTANCE EDUCATION #2

Develop and implement training program for students, faculty and staff to ensure the LMS system can be used to deliver quality educational programs

- Implemented and delivered mandatory faculty training
- Included student tutorial documents into each online course shell
- Delivered training at all new student orientation sessions to incoming students
- Trained non-teaching staff on use of LMS to assist students when needed



DISTANCE EDUCATION #3

Ensure the academic integrity of all online courses and program in accordance with Federal Law, Accreditation Standards, as well as, in periodic assessment

- Developed and implemented annual course audits
- Implemented formal faculty evaluation tool and pre-term checklist
- Provided In-Service training for faculty on how to meet accessibility requirements



DISTANCE EDUCATION #4

Assess the need for future and current online degree and certification programs, as well as individual courses offered, based on community or industry demand

- Explore opportunities with Lab Corp for online and hybrid course development for customized training
- Explore opportunities with business and industry to offer online and hybrid courses and programs to meet specific industry training needs

Workforce & Economic Development Goals #1

Guide and support the economic development of our region with responsive, solution-driven workforce training programs.

▶ Continuing Education Programs FY 2017:

- ▶ \$100,000 in tuition (\$37,800 in net revenue) generated through "Skylands Professional Training," WCCC's regional partnership with Sussex County Community College
- ▶ 2,438 noncredit registrations (duplicated headcount)
- ▶ Hosted first annual Healthcare Job Fair at Phillipsburg Education Center (PEC) with 29 local healthcare employers in attendance
- ▶ Largest regional training provider approved for Federal Individual Training Grants through the Morris/Sussex/Warren Workforce Development Board

Workforce & Economic Development Goals #2

Maintain active engagement with business and industry to develop solutions for workforce preparation.

- ▶ Delivered Certified Production Technician training on-site at Amazon's Hazleton, PA location. Proposal submitted for additional certification trainings in Fiber Optics, EKG, Pharmacy Technician, and Medical Office Assistant.
- ▶ Expanded workforce preparation and professional skills of students with internship/externship opportunities at a total of **76** regional medical and dental offices, long term care facilities, dialysis centers, physical therapy clinics, pharmacies, labs, hospitals, and veterinary practices
- ▶ Provided Civil Service Commission training to the NJ Department of Motor Vehicles and NJ Department of Environmental Protection through the NJ Community College Consortium for Workforce and Economic Development
- ▶ Provided Accounting Fundamentals training to Ogilvy & Mather, Parsippany, NJ

Workforce & Economic Development Goals #3

Design programs around the skills and knowledge students need for employment to ensure that local business have a constant supply of highly skilled workers.

- ▶ Dental Assisting Program:
 - ▶ 93% passing rate (2013-2016 average) on Dental Assisting National Board Exam

- ▶ Certified Nursing Assistant Program:
 - ▶ 92% passing rate (2013-2016 average) on NJ Department of Health Certification Exam

- ▶ Commercial Driver's License:
 - ▶ 100% passing rate (2017) for NJ CDL licenses

- ▶ Medical Assisting Program:
 - ▶ One of 5 CAAHEP Nationally Accredited Programs in NJ
 - ▶ 93% passing rate (2013 – 2016 average) on the AAMA CMA National Exam

Workforce & Economic Development Goals #4

Develop and enhance partnerships, internal and external, that help identify and respond to the educational needs of the community.

- ▶ Partnered with Morris/Sussex/Warren Employment and Training by leasing space for Warren County's Workforce Learning Lab and Youth One-Stop at the PEC
- ▶ Partnered with Seton Hall with recruitment efforts for nationally recognized M.A./Ed.S. programs in Education Leadership, Management & Policy to be held at PEC in Spring 2018
- ▶ Offered Certified Home Health Aide Training as requested by County home health agencies to meet labor market shortages
- ▶ Partnered with E-Z Wheels Driving School to offer four Commercial Driver's License programs

Workforce & Economic Development Goals #5

Be recognized as a major partner in regional economic development efforts and activities.

Utilized NJBIA and Skills4Jersey grants to provide literacy and employment skills training to incumbent employees of local businesses which included:

Thorlabs

Linde Electronics and Specialty Gases

Holiday Inn Express

Irco

PC & S Panel Components & Systems

R. Proust Heating

Selective Insurance

East Point Sports LTD

Steven Willand Inc.

Township of Sparta

Catholic Charities

St. Luke's Warren Hospital

NORWESCAP

Arc of Warren County

DASACC

HERMA US Inc.

Sentient Interactive

Family Support Organization of Hunterdon, Somerset and Warren Counties

Panel Components & Systems Inc.

USA Architects

Toys R Us

Hasbro, Inc.



Workforce & Economic Development Goals #5 (Part 2)

Be recognized as a major partner in regional economic development efforts and activities (continued).

PEC's Small Business Growth Center hosts the Greater Lehigh Valley Chamber along with tenants from the insurance industry, nutritional and individual counseling services, and food processing companies

Membership on Warren County Economic Development Board

Membership on Phillipsburg/Easton Chamber of Commerce Board

Membership on Sussex County Chamber of Commerce and Sussex Chamber Education Committee

Membership on WCCC Business Advisory Board

Workforce & Economic Development Goals #6

Facilitate firm linkages between external regional stakeholders and internal stakeholders at WCCC to establish a comprehensive college-wide workforce training vision.

- ▶ Signed lease agreement with the NJ Department of Labor to locate the Warren County One-Stop Career Center at the PEC in Spring 2018
- ▶ Renewed lease agreement with WC Technical School's Phillipsburg GED/ESL Programs located at the PEC
- ▶ Assisted with recruiting business partners for the WCCC Business Advisory Board
- ▶ Collaborated with specialized training vendors as an affordable, cost effective way to offer in-demand employment based career programs to the region



Human Resources Planning Goals #1

Due to significant number of retirements in 2018, the college **Succession Plan** will supersede the Strategic Plan as each department will restructure for greatest levels of efficiency and effectiveness.

This demonstrates the dynamic and ongoing planning practices at WCCC.



Human Resources Planning Goals #2

EVALUATE THE UNDERGRADUATE AND GRADUATE TRANSCRIPTS OF ALL APPLICANTS TO ENSURE THE HIRING OF THE MOST ACADEMICALLY ACCOMPLISHED FUTURE EMPLOYEES.

- ▶ Revised Board policy #202.15 Appointment of Adjunct Faculty to include GPA criteria as minimum qualification for hire.
- ▶ Revised Board policy #202.16 Faculty Recruiting, Appointments and Promotion to include GPA criteria as minimum qualification for hire.
- ▶ Implemented an improved review process for Area Chairs and Academic VP of all Adjunct applicant transcripts.
- ▶ Completed audit of all FT faculty transcripts with 100% compliance.

Human Resources Planning Goals #3

ENSURE THE COMPETENCY AND KNOWLEDGE OF FACULTY AND STAFF THROUGH IMPROVED INTERNAL AND EXTERNAL TRAINING OPPORTUNITIES TO CONTINUALLY MEET THE NEEDS OF OUR STUDENTS AND THE COMMUNITY.

- Completed formal Title IX/VAWA training and certification for key staff members and introduced this training into new student orientation.
- Annually trained faculty & staff at each Fall and Spring in-service on the topics of Title IX/VAWA, Ethics, Harassment, Suicide Prevention, Safety and Security.
- Supported faculty & staff with dedicated funds for annual professional development and tuition reimbursement.
- Earned degrees: 2014 – one Bachelor, one Associate
2015 – two 2nd Masters, one Associate
2016 – one Doctorate, one 2nd Masters
- Currently in progress: four Doctorates, one Masters, one 2nd Masters
- Revised staff employees' Performance Appraisal form, to be implemented in 2018



Human Resources Planning Goals #4

ENCOURAGE AND PROVIDE ENHANCED PROFESSIONAL DEVELOPMENT, CAREER DEVELOPMENT AND IMPROVED PERFORMANCE MANAGEMENT FOR FACULTY AND STAFF TO IMPROVED LEADERSHIP CAPABILITIES, JOB SKILLS AND PRODUCTIVITY. EVALUATE PROFESSIONAL DEVELOPMENT FUNDS. . .

- Ongoing funding of professional development lines
- 2018-2019 Chair Academy Program to NJ; President appointed to International Advisory Board




Human Resources Planning Goals #5

CONSIDER ALTERNATE FORMS AND MEDIA FOR THE DELIVERY OF HUMAN RESOURCES TRAINING.

- Implemented annual online safety training via MY WARREN.
- WCCC has hosted and participated in training exercises involving Active Shooter drills, Active Shooter tabletop training and Lockdown procedures.
- Implemented new annual online employee training course, Anti-Harassment Training (AHT 101), on e-learning via MY WARREN, to cover harassment and discrimination, Title IX and VAWA.

Facilities Planning Goals # 1

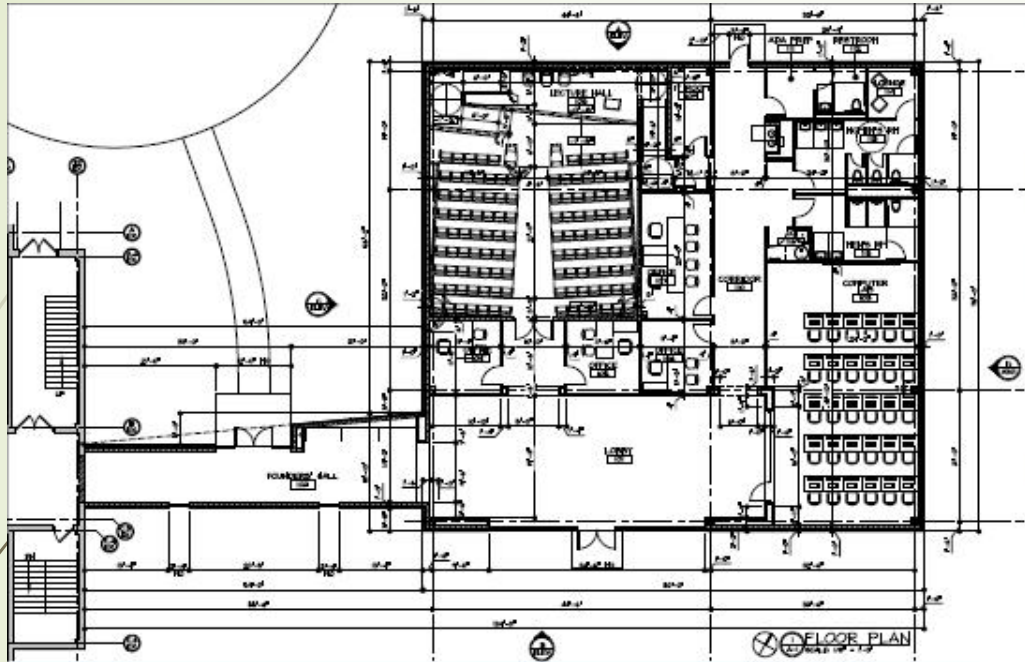
Continue the build out of the Washington campus as recommended in the Facilities Master Plan approved in December 2009



Update: The College is in the developmental and schematic design phase of a new annex building to be constructed in place of the temporary classroom trailers. This facility will house a lecture hall, computer lab, office space and ADA compliant restrooms. The new annex will be connected to the main building via Founder's Hall housing a trophy case and the names and pictures of Warren County Hall of Fame recipients.

The total project cost is 3.2 mil with construction scheduled to start in early March 2018. Funding was attained through the State's Go-Bond program.

Facilities Planning Goals #1



HGW Architects LLC
www.hgwllc.com

NORTHON NEW JERSEY
120 MAIN STREET
NORTHON, NJ 08859
973.262.1889

PHILADELPHIA, PENNSYLVANIA
1517 GREENWOOD AVE
PHILADELPHIA, PA 19102

DATE	DESCRIPTION

PROJECT TEAM

ARCHITECT
HGW ARCHITECTS LLC

CONSULTING ENGINEER
HARRIS CONSULTING P.A.
1000 N. 10TH STREET
PHILADELPHIA, PA 19107

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BOBBY J. HARRIS

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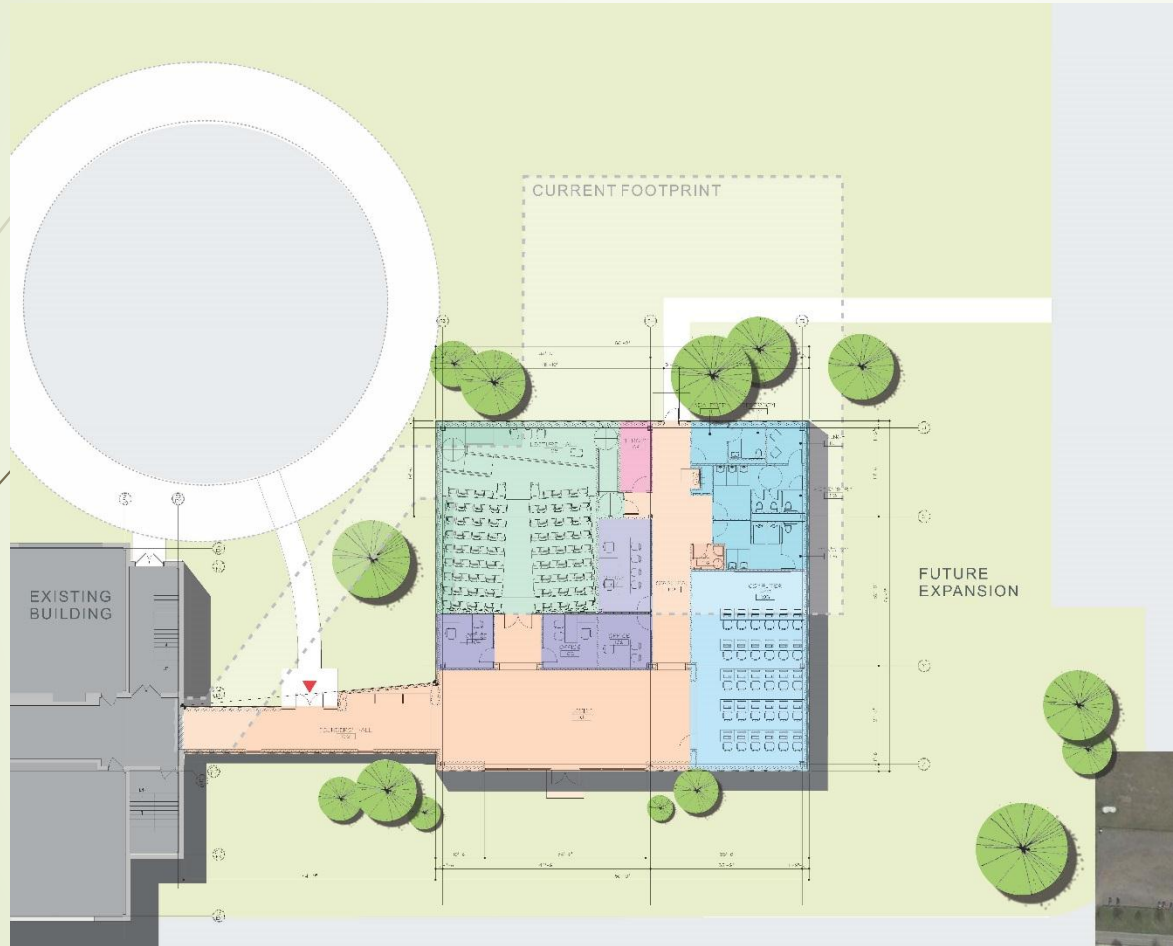
FLOOR PLAN & ELEVATIONS

15-1004
PROJECT
C/O
NO. 10
2017.10.23
DATE

A-1

WORKING CD'S_ 2017.10.25

Facilities Planning Goals #1



- 1.0 Floor elevation of Annex Building matches the first floor of existing building
- 2.0 Lecture Hall Seating capacity reduce from 152 to 124
- 3.0 Computer Lab Work Station Seating capacity from 41 to 30
- 4.0 Lobby Width 20'
- 5.0 Corridor Width 8'
- 6.0 Reduce windows/glass at front lobby
- 7.0 Decreased distance between existing building and annex from 65' to 52'
- 8.0 Restrooms relocated away from front entrance
- 9.0 Reduced building area from 8,282 sf to 6,635 sf
- 10.0 Meets budget: \$2,181,982 (\$329.11/sf) CCE
- 11.0 Relocation of building footprint to allow future expansion



WARREN COUNTY COMMUNITY COLLEGE ANNEX ADDITION

DESIGN DEVELOPMENT FLOOR PLAN
NTS


2017.11.01



KEY PLAN

Facilities Planning Goals #2

Create highly visible network approaches, entries, plazas and main spaces that model courtyards and 21st century learning environments to encourage student learning and collaboration outside the building and provide opportunities to build beneficial relationships with the general public.



Update: Completed Phase 2 of the sidewalk renovation project in the summer of 2017. WCCC's external facility focus has been on sidewalk improvements at the parking lot and main entrance of the Washington campus, relocation of the remaining pavers from the front of the main entrance to replace and improve a gravel area behind the café creating more space for students to engage and participate in activities outside of the building. The College has invested nearly \$350,000 in various exterior improvements over the past three years.

Facilities Planning Goals #3

Develop existing main campus open space for cost-effective multi-purpose recreational activities that are funded through external resources

Update: The College has 8.5 acres of property acquired from the Warren County Chosen Freeholders in 2015 that has had a topographic and subsurface evaluation completed. The goal is to provide recreational facilities for the use of and beneficial to students attending the College and as a possible site for other stakeholders to utilize.



Enterprise Resource Planning System Implementation Goal #1

Purchase new Jenzabar EX software through institutional and grant funds to support enhanced student, academic and financial information system needs as well as expanded student and faculty web access.

Update: Jenzabar EX software purchase has been completed with institutional and grant funds. All modules have been installed and functioning.



Enterprise Resource Planning System Implementation Goal #2

Design the new system to enhance services to students while also meeting both college and governmental data system needs and requirements.

Update: The system has been designed and implemented. Students now have on-line access to schedule, grades, estimated financial aid, and degree audit information. Many faculty are using the e-Learning platform, which also allows students additional course and attendance information. Reports and queries have been developed to allow the College to report federal and state data and new reports were added in 2017. College staff continue to work on enhancing reports and system functionality.



Enterprise Resource Planning System Implementation Goal #3

Train WCCC employees and students to effectively use the new campus software during and after the implementation process.

Update: Training of key users was completed as part of the implementation process. E-Learning training has been on-going for both students and faculty. Mandatory New Student Orientation includes a session on use of the new system for student information and for e-Learning.

Follow-up training was completed in Fall 2016 for report-writing and improved functionality in the Registration and GL modules.



Enterprise Resource Planning System Implementation Goal #4

Convert all student, academic and financial operations to the new EX platform by July, 2015.

Update: Formal conversion to the New EX platform took place on June 22, 2015. A conversion specialist worked with the College during conversion week to ensure that data successfully transferred over. The College was able to successfully close out the FY15 fiscal year with minimal conversion issues.

A training specialist visited the campus in Fall 2016 to complete additional "tune-ups" and write additional queries and reports for the College.



Enterprise Resource Planning System Implementation Goal #5

Once the EX software is in use, evaluate the implementation process and determine where additional training and system enhancements may be needed.

Update: All contractual training was completed by the end of fall 2016. The Jenzabar project and all HETI and ELF grant funds were completed and closed at the end of FY17.

The College undertook its first major system upgrade in January 2017.

The College met with Jenzabar representatives in September 2017 to discuss the next major system upgrade to enhance functionality. This is tentatively scheduled for Summer 2018.

Questions / Discussion