

**Operational Strategy**  
**2022-24 OPERATIONAL PLAN**

**Expected Outcome**

**Lead Department Person/Team Resp**

**Large Scale Projects**

**Goal 1: Implement ctclink**

Realize college-wide system stability	Achieve 80% product stability across all pillars by December 2022	<b>Information Technology</b>	Executive Technology Officer
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Successfully implement all documented supplemental systems with ctclink	Complete successful integration, testing and User Acceptance Testing of 36 existing third party systems by August 2022	<b>Information Technology</b>	Executive Technology Officer
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Realize substantial benefits realization by July 2023	Achieve 60% benefits realization measured by project team by July 2024	<b>Information Technology</b>	Executive Technology Officer
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**Goal 2: Implement new CMS (Website)**

Stand up new design & site architecture in Drupal 9	Updated site running on new CMS by December 2022	<b>Public Relations / IT</b>	VP for Advancement
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## Status/Update

## Final Outcome

## Analysis of Outcome

As of 11/22:

- 6 of 9 areas reporting system/process stability at 80% or higher
- 65% reduction in number of issues escalated to State Board (96 tickets in June; 34 in Nov.)
- 81% reduction in number of ctcLink-related help desk tickets (249 tickets in June; 47 in Nov.)
- Fiscal Year '22 successfully closed by August 2022
- Financial Aid disbursed Fall aid prior to quarter start
- Payroll experienced very few issues after Go Live

As of 4/4 35 of the 36 application integrations have been completed successfully. The final rewrite is in final testing and expected to go live 4/15/2023

4/5 update. Substantial benefits realization is still in early stages as the focus has been on stabilization. Process improvement efforts at this point include on-boarding and off-boarding workflows, staff training, cleaning up procure to pay workflows and Online Admissions Application optimization.

SPSCC successfully stabilized based on college-wide stability metrics established at the beginning of the project. Ongoing work continues to redefine processes and train employees on new processes. College experienced no significant administrative setbacks during or post-conversion.

Significant challenges remain with higher than normal staff turnover and lingering impacts from the pandemic. College continues to build knowledge of core systems and train new employees on new functional elements of their jobs. Most significant issue to date is financial aid speed to disbursement compared to legacy, which at this point we do not control.

New site launched March 2023. Currently focused on content updates, finding and fixing bugs and theming issues and updating related forms.

Successfully redesigned new website and migrated off deprecated Drupal 7 platform.

Website design has realized substantive improvements in student experience. New Drupal 9 platform is more secure with a mobile-first design and updated functionality and accessibility.

Migrate/re-integrate key forms, applications, and additional student-facing functionality in Drupal 9

Public Relations / IT VP for Advancement

**COMPLETED - LARGE SCALE PROJECTS - GOAL 1**

**COMPLETED 2021-2022**

Data Conversion and Validation - Complete data validation cycles 2-5 including data cleanup	Absence of critical errors and low/acceptable conversion errors that are categorized as warnings that signify successful data cleanup	<b>Information Technology</b>
Security Matrix Mapping - Develop security permissions and roles to support college workflows.	Post Go-Live roles are > 80% configured correctly and meet workflow needs across all pillars	<b>Information Technology</b>
User Acceptance Testing (UAT) - Test how the upgraded system will work by performing regular business functions from beginning to end in a test	UAT sprints reveal > 75% scenario conversion success across all pillars	<b>Information Technology</b>
End-User Training - Develop staff expertise and system skills to ready them for the changes	Faculty and staff successfully completing all assigned coursework and are well-trained and prepared to adopt to the new workflows	<b>Information Technology</b>

**STUDENT ACHIEVEMENT**

**Goal 1: Increase student persistence**

Create an annual scheduling process that fully engages enrollment management, outreach, educational planners and instructional leaders and faculty. (Guided	Increase "students continuously enrolled in their first year" to 83%	<b>Instruction</b>	V.P. Student Services
Review current student intake and onboarding processes to determine where we are losing students and to create more transparent and easier to navigate processes for students. (Guided Pathways)	Increase "student transition from 0-15 college-level credits" to 29%	<b>Student Services</b>	V.P Student Services

All forms and applications have been migrated to rebuilt Drupal 9 infrastructure

Successfully migrated functionality to new on-premise Drupal 9 infrastructure and connected with current ctcLink data structures.

Reviewed form use and functionality in light of post-ctcLink conversion to determine functional priority for migration. Were able to leverage new Drupal functions to be able to spin up new forms and applications quickly and efficiently.

3/2023: Continuous Enrollment - 78.7% 1/2024: Continuous Enrollment - 82.8%

This process has been fully implemented and will occur every year in fall.

3/2023: Transition -15 clvl credits - 28.5%. Completed review using disaggregated student data .and plan to implement changes during the upcoming year. 1/2024 Transition to 15 CLVL credits - 26.1%

Review our current case management model to be more efficient and increase "just-in-time" supports for students. (Guided Pathways)	Increase "student transition from 10-15 college-level credits" to 29%	<b>Student Services</b>	V.P. Student Services
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Upgrade TutorTrac to support LSS centers	Increase "students continuously enrolled in their first year" to 83%	<b>Instruction</b>	
Implement new teaching and learning standards based on best practices for online learning, face to face learning, and hybrid learning.	Increase "students continuously enrolled in their first year" to 83%	<b>Instruction</b>	V.P. Instruction

**Goal 2: Increase certificate and degree completion in transfer and workforce programs**

Conduct a thorough review of our pathway maps including knowledge, skills and abilities for each map and associated courses and sequences to help students stay focused in accomplishing their educational goals. (Guided Pathways)	Increase certificate and degree completion in transfer and workforce programs to 45%	<b>Instruction</b>	
Implement I-BEST in all pathways	Increase 3-year graduation rate to 45%	<b>Instruction</b>	VP of Instruction and Assoc. Dean of Transition Studies
Implement a bachelor's degree in Craft Brewing and Distilling to meet employer demand.	Increase 3-year graduation rate to 45%	<b>Instruction</b>	VP of Instruction and administrator over CBD
Implement a bachelor's degree in Computer Science to meet employer demand.	Increase 3-year graduation rate to 45%	<b>Instruction</b>	VP of Instruction and Dean of Applied Technology
Apply for additional FTEs for CIS/Cybersecurity and Nursing through competitive SBCTC grant	Increase 3-year graduation rate to 45%	<b>Instruction</b>	VP of Instruction/ Dean of Applied Technology and Assoc. Dean Workforce

3/2023: Transition -15 clvl credits - 28.5%. We have reviewed the current model and are now working on version two of the model and implementing a 10 Habits of Student Success at SPSCC framework." 1/2024 Transition to 15 CLVL credits - 26.1%  
3/2023: Continuous Enrollment - 78.7%.  
1/2024: Continuous Enrollment - 82.8%  
New goal strategy for 2023-2024. 1/2024: Continuous Enrollment - 82.8%

Completed

3/2023: 3-year graduation rate - 44% 1/2024: 3-year graduation rate - 42% A complete review with revisions of all maps has be completed.

3/2023: 3-year graduation rate - 44% 1/2024: 3-year graduation rate - 42% This work has been completed.

3/2023: 3-year graduation rate - 44% 1/2024: 3-year graduation rate - 42% All formal approvals have been completed. We are working on curriculum and recruitment for the 2023 fall start.

3/2023: 3-year graduation rate - 44% 1/2024: 3-year graduation rate - 42% Process is moving forward as planned.

3/2023: 3-year graduation rate - 44% 1/2024: 3-year graduation rate - 42% SPSCC received additional FTE funding from the State Board for Nursing and CIS/Cybersecurity.

Implement new Student Learning Assessment Committee processes for College Wide Abilities and Data Analysis and Action Plan processes	Increase 3-year graduation rate to 45%	<b>Instruction</b>	VP of Instruction/Deans and Student Learning Assessment Coordinator
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Conduct visioning events with regional and local employers for Culinary Arts and Dental	Increase prof tech students employed in their field to 73%	<b>Instruction</b>	VP of Instruction
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Re-establish face-to-face and virtual job fairs for students	Increase prof tech students employed in their field to 73%	<b>Student Services</b>	VP of Student Services
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Increase number of internship opportunities through growing alumni	Increase prof tech students employed in their field to 73%	<b>Foundation / Student Services</b>	VP for Advancement
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## EQUITY

### Goal 1: Close equity gaps

Implement new online learning workshop for faculty with the most up-to-date practices for student success.	Increase fall-to-fall retention and close gap for part-time students to 16: HU students to 5.0; and Pell recipients to 3.6	<b>Instruction</b>	VP of Instruction and CTOL
Grow the number of courses that offer Open Educational Resources to minimize learning resource costs to students.	Increase fall-to-fall retention and close gap for part-time students to 16: HU students to 5.0; and Pell recipients to 3.6	<b>Instruction</b>	VP of Instruction and Dean for Student Support Programs
Grow the Ignite and Black Scholars programs by leveraging the newly funded Outreach navigators.	Increase fall-to-fall retention and close gap for part-time students to 16: HU students to 5.0; and Pell recipients to 3.6	<b>Office of Diversity and Equity</b>	Executive Diversity Officer
Investing targeted impact money into programs like Black scholars, IGNITE, part-time students, emergency grants	Increase fall-to-fall retention and close gap for part-time students to 16: HU students to 5.0; and Pell recipients to 3.6	<b>Foundation</b>	VP for Advancement

### Goal 2: Increase the ethnic diversity of faculty, staff, and administrative/exempt employees

New goal strategy for 2023-2024 1/2024: 3-year graduation rate - 42%

3/2023: Prof tech employment - 72.4% 1/2024: Prof tech employment- 73.9%  
Dental visioning event conducted and curriculum is being changed to reflect industry feedback. Culinary Arts is planned for spring/summer

3/2023: Prof tech employment - 72.4%. This years Career Fair is scheduled for May 3rd, in the Health and Wellness Building. Currently over 45 Employers are participating. 1/2024: Prof tech employment- 73.9%

1/2024: Prof tech employment- 73.9%

3/2023: PT students - 19.3, HU Students - 5, Pell Students - 1.9 1/2024: PT students - 14.1, HU students - 8.2, Pell students - .1  
In process to be implemented fall 2023.

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Foundation Board approved \$150,000 in Targeted Impact Funding in their 2023 Operating Budget.



Review faculty hiring supplemental questions related to DEI and select the strongest questions to yield more inclusive candidate pools.	Increase the number of diverse faculty hired by 1 percentage point (Faculty BL-12.5% / MF-13.12%)	<b>Instruction</b>	EHRO/VP's (hiring authority)
Increase hiring of diverse candidates for staff and faculty positions.	Increase the number of diverse faculty and exempt staff hired by 1 percentage point (Faculty BL-12.5% / MF-13.12% & Exempt BL-22.8% / MF -23.93%)	<b>Human Resources</b>	EHRO/VP's (hiring authority)

Implement the Faculty and Staff of Color Coaching Program to yield greater retention of diverse staff and faculty.	Increase the number of diverse faculty and exempt staff hired by 1 percentage point (Faculty BL-12.5% / MF-13.12% & Exempt BL-22.8% / MF -23.93%)	<b>Office of Diversity and Equity</b>	Executive Diversity Officer
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**LEARNING & ENGAGEMENT**

**Goal 1: Enhance General Education Competency**

Implement the College-Wide Abilities revision into the college's curriculum. Use new CWAs to contextualize curriculum to be relevant to each learner.	Increase the percentage of students who meet college-wide abilities to 94%.	<b>Instruction</b>	VP of Instruction and CTOL
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**Goal 2: Enhance quality student experiences and campus life activities**

4/2023: Diversity; faculty- 15.5%. This has reached mission fulfillment and exceed the 10% stretch goal of 13.8%. 1/2024: Diversity; faculty - 21.2%

In process.

Working with VP's at 1st and 2nd interviews by providing diversity data for selected candidate pool. 01/2022: Faculty diversity is still at 12.4% and under baseline. Exempt has gained 1.3 points to 23.7% diversity population. Exempt is still under mission fulfillment but has met the one percentage point increase expected outcome of the OP plan. 4/2023 Update: Diversity; faculty- 15.5%, Exempt - 26.5%, Classified 27.1%. All three over BL and MF. 1/2024 Update: Diversity; faculty- 21.2%, Exempt - 1.9%, Classified 28.9%. All three over BL, MF, and stretch.

4/2023 Update: Diversity; faculty- 15.5%, Exempt - 26.5%, Classified 27.1% 1/2024 Update: Diversity; faculty- 21.2%, Exempt - 1.9%, Classified 28.9%.

Under review.

3/2023: CWA - 93.5%, 1/2024: CWA - 94%

In process.

Continue to integrate & refine Personal Support Center - includes PSC, Food Bank, Housing grant, and student need grant as seamless supports for students

Increase student satisfaction to 83%

**Student Services**

VP of Student Services

Student Life, Athletics, and DEIC - strategically re-engage with students post-COVID

Increase student satisfaction to 83%

**Student Services**

VP of Student Services

Launch women's soccer and eSports teams

Increase student satisfaction to 83%

**Student Services**

VP of Student Services

Launch athletics Boosters organization

Increase student satisfaction to 83%

**Foundation / Student Services**

VP of Student Services

3/2023: Satisfaction with student life activities 86.2%. Launched Student Emergency Assistance Grant program in Fall 2022 to expand PSC resource funds available for students. Integrated Food Pantry/PSC services to offer school supplies and winter warmth resources in addition to unlimited food visits; 25 households per week visit the Food Pantry on average. 1/2024: Satisfaction with student life activities 89.2%.

3/2023: Satisfaction with student life activities 86.2%. Key strategies for increased student engagement include consistency in program offerings, hybrid programs, and campus partnerships. 1/2024: Satisfaction with student life activities 89.2%.

3/2023: Satisfaction with student life activities 86.2%. Women's Soccer launched the first season in Fall 2022. Developed Clipper eSports program and launched the first season in Fall 2022; Spring season placed Number 1 in NJCAA national league. 1/2024: Satisfaction with student life activities 89.2%

3/2023: Satisfaction with student life activities 86.2%. Foundation wrapping up framework for Boosters. Athletics and Foundation meeting with potential corporate boosters. First group of banners will be on gym wall by fall 23. 1/2024: Satisfaction with student life activities 89.2%