

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Dean of Liberal Arts and Sciences/Academic Affairs

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1 B2	1.1	11	Ensure that all course outlines are revised as per the new ECC Course Outline format to include specific course goals and corresponding measurable performance objectives (MPOs), Outcomes Assessment information, and Course Content Outline (tentative content distribution schedule) among other items.	<p>Conduct course outline revision training workshops for faculty and staff.</p> <p>Hold and provide support/guidance at Divisional meetings to facilitate course outline revision efforts.</p> <p>Review submitted revised course outlines that follow the new format.</p> <p>Develop and maintain the ECC SLO Assessment website, <a href="http://sloat.mathography.org">http://sloat.mathography.org</a>.</p>	<p>Dr. Ladylease G. White - Dean of Faculty/Academic Affairs, Dr. Susan Gaulden – Coord. for Institutional Program &amp; SLO Assmt., Division Chairpersons</p> <p>Division Chairpersons, Dr. Susan Gaulden</p> <p>Dr. Susan Gaulden, Division Chairpersons</p> <p>Dr. Susan Gaulden and Prof. Ron Bannon</p>	<p>09/2010 - 10/2010</p> <p>Fall 2010</p> <p>Fall 2010 / Early Spring 2011</p> <p>Ongoing</p>	<p>All full-time faculty receive training.</p> <p>Meetings are held as necessary to support the course outline revision process.</p> <p>All revised course outlines are 'completed.'</p> <p>Course outline revision information and all 'completed' course outlines are accessible on the ECC SLO Assessment website, <a href="http://sloat.mathography.org">http://sloat.mathography.org</a>.</p>	<p>100 of 119 full-time faculty attended training workshops. 9 additional instructional staff/adjuncts also attended training sessions.</p> <p>Dr. Susan Gaulden attended several Fall 2010 Divisional meetings and also met individually with faculty to provide necessary support/guidance.</p> <p>444 course outlines were 'completed'. 20 course outlines are in the final editing stage. 7 have not yet been submitted.</p> <p>All 'completed' course outlines, along with assessment-related information, are available and accessible on website.</p>	<p>No further action is necessary.</p> <p>Additional support will be provided to Divisions and faculty as requested.</p> <p>Follow-up on the course outlines that have not been 'completed' at Convocation (Workshop 2); update course outlines master copies as necessary.</p> <p>Continue to maintain and expand the ECC SLO Assessment website.</p>

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B1 & B3	1.1	11	Ensure that SLO course assessment findings are utilized to develop and implement action plans to address any areas of concerns found by the assessment and improve student mastery of learning objectives.	Train and support MPO assessment coordinators as they create and implement action plans (interventions) after seeking input from their colleagues.	Division Chairpersons and faculty	Fall 2011	Action plans to address student underperformance in courses are implemented; post-intervention assessment shows MPO student mastery improvement.	Some SLO data was obtained by MPO assessment coordinators, but not all was analyzed. Many required action plans were not created or implemented.	SLO data collected in Spring 2011 must be analyzed and action plans (interventions) must be developed to address student underperformance on MPOs.  Determine where data was not obtained, and/or action plans not developed, and develop a plan for further college-wide 1 MPO/course assessment.
B1, B2, B3 & B4	6.5	14	Ensure that an assessment plan is prepared and student learning outcomes (SLO) data is collected and analyzed in each course offered to determine the level of student mastery of at least one measureable performance objective (MPO) per course.	<p>Offer guidance and support to MPO assessment coordinators as they assess all courses offered in Spring 2011 for the level of student mastery of at least one MPO.</p> <p>Facilitate and support the efforts of the Student Learning Outcomes Assessment Team (SLOAT) as they assess SLOAT-designated courses for the level of student mastery of at least two student learning outcomes (course goals and all associated MPOs; gen ed goals, if applicable and/or program goals, if applicable).</p>	<p>Division Chairs, faculty, Dr. Susan Gaulden (resource)</p> <p>Dr. Ladylease G. White, Dean of Faculty/Academic Affairs, Dr. Susan Gaulden, SLOAT Team</p>	<p>01/2011 – 03/2011</p> <p>AY 2010 – 2011 (ongoing)</p>	<p>SLO assessment data is collected and analyzed for at least 1 MPO per course for every course offered during the Spring 2011 semester.</p> <p>Comprehensive SLO assessment data is collected and analyzed for SLOAT courses and shared with the College community via the First Annual ECC SLO Assessment Symposium and the ECC SLO Assessment website, <a href="http://sloat.mathography.org">http://sloat.mathography.org</a>.</p>	<p>SLO assessment data was collected for only some courses, but not necessarily analyzed.</p> <p>Robust SLO assessment data was collected and analyzed for SLOAT courses and shared at the First Annual ECC SLO Assessment Symposium held on February 24, 2011. SLOAT Fall 2010 Final Reports were posted on the website by 02/2011; SLOAT Spring 2011 Final Reports will be posted on the website by Summer 2011.</p>	<p>All SLO assessment data collected must be analyzed and changes indicated by analysis must be enacted if necessary; oversee the creation and implementation of actions to address cases of student underperformance on MPOs as necessary.</p> <p>Ensure that faculty from each Division participate on SLOAT; advocate for and provide support so that action plans suggested in SLOAT final reports are implemented in Fall 2011; provide training and guidance as necessary to ensure that post-intervention assessment of student mastery of SLOs occurs to determine the efficacy of the intervention.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Academic Foundations

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A2, A4, D2	2.2	2.5	Integrate all Academic Foundations departments to increase student access.	Cross train all Division employees; cross train part-time admin assistants to "know" each other's areas.	Leigh Bello-de Castro/Blanca Filian	Ongoing	100% of personnel are cross trained in all AF departments' functions.	All full-time and relevant part-time AF personnel were cross trained.	Continue to cross train new hires (full-time and part-time) in all AF areas as appropriate.
A1, C2	2.4	2.5	Actively apply for grants to gain additional funding sources for the Division that will be used to hire more tutors and additional staff, upgrade/purchase equipment and books, etc. to enhance student success opportunities.	Coordinate efforts with the grants department to identify potential grants/funding options and then apply for appropriate funding.	Leigh Bello-de Castro	Ongoing	Additional funding of at least \$20,000 is obtained for AF. At least 2 additional proposals are submitted for funding.	In September 2010 the Project DEgree grant (\$187,500) was approved and officially began in January 2011. The Learning Center was contracted as a partner with Newark Public Schools in their Truancy grant (\$95,000). The CAF was able to expand its offerings into the 09 level of remediation through the PBI Formula Grant (\$260,000). Perkins (\$230,000) funded the High School Initiative program and the Summer Connections program. In summary, approximately \$772,500 was generated to fund supplies, computer needs, programs, and staff. Lastly, 2 additional grant proposals were written in June 2011, pending approval for September 2011.	Continue to research and apply for grants that relate to the area.

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A3, B2			Continue to work closely with Information Technology to assess department effectiveness.	Create additional web reports to provide AF area effectiveness data – e.g., tutoring usage and tutored student grades; create additional reports using Touch Screen (swipe system) information.	Leigh Bello-de Castro	Ongoing	All necessary web reports containing relevant AF assessment data are obtained via IT. Data is shared with appropriate staff and is thoroughly analyzed to determine strengths and shortcomings of the various AF areas and other institutional tutoring areas. Action plans are developed as necessary to address any deficiencies. Touch Screen reports are developed and provided to AF and other institutional tutoring areas.	Web reports, including those containing Touch Screen data, were developed for and shared with AF and Directors of all institutional tutoring areas. Findings were reported by the Learning Center Coordinator and other institutional Directors on their relevant AY 2011 Divisional Objectives documents.	Actions to be taken vary by area and are included in the Learning Center's and other institutional tutoring areas' relevant AY 2011 Departmental Objectives documents.
A3, B1, B3, B4			Pilot Skills Set (Webservices) screen with CAF department.	All CAF instructors are trained on using the Skills Set screen on webservices and incorporate this into their routines.	Leigh Bello-de Castro & CAF instructors	Ongoing	All CAF instructors are using the Skills Set screen on a regular basis.	46 sections of CAF classes (~60% of CAF instructors) are using the Skills Set screen. Using this screen has allowed for an increase in the number of Early Alert student interventions generated. The Learning Center has been able to use this data as needed to help access the level of individual student mastery of various course learning objectives.	Coordinate with IT to integrate/coordinate the Skills Set screen with the LC Swipe system so a profile of the learning needs of students seeking tutoring will be immediately available upon arrival at the Center.
A1, A4, B1			Continue to update and enhance web-related service availability to students and staff in the AF areas.	Create an AF website link to include all AF areas: i.e., Learning Center, CAF, High School Initiative programs, and other relevant AF services.	Samantha Holbert-Roberts, Ernest Abad	Ongoing	The AF website link including all AF areas is created and is up and running.	The AF website link was not yet established. However, LC Information was updated and enhanced on the College's website. Project DEgree information was also added to the College's website.	An easily accessible student-friendly AF website link should be completed to provide information on all Division offerings in AY 2011 – 2012.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Adult Learning Center

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.c	1.1	9	Review course offerings as it relates to labor market trends and in order to better prepare students for workforce occupations and provide appropriate education.	Conduct exit interviews and/or surveys to ascertain which courses/workshops assisted with goal(s) attainment and other area(s) needed to improve their employability.	J. Celestin	4/11-6/11	100% of course(s)/workshop(s) will be maintained or enhanced as a result of survey results from students indicating which have or have not attributed to their goal(s) attainment.	<p>Antidotal feedback was gathered from advisors and instructors regarding course offerings. As a result, Four (4) Math Refresher courses and small group tutoring were offered. Ninety-two (92) students were enrolled</p> <p>165 students exited from the Adult Learning Center (ALC) program. Surveys were mailed to exiting students and 81 were completed and returned. Survey result yield 44 students were employed and 36 were not employed prior to enrolling in the program. However, at the time of the survey, 51 were employed and 30 were not. Of those employed, 38 enrolled to improve their workplace skills. 37 enrolled to improve their employability and 29 did not respond. 75 shared that they are able to apply the knowledge obtained from the program at work or to future employment.</p>	Survey results were analyzed and as a result, current course offerings will remain as selections for students in the GED program and the Math Refresher course will be added to AY'12 course selection.
1.a	1.3	11	Identify pathways for ABE/GED and ESL students to matriculate into post-secondary education that can led into credit or certificate attainment	Meet with credit and non-credit departments to determine appropriate transitions and identify additional skills needed	J. Celestin	1/11-6/11	Number of students who transitioned to post-secondary programs.	<p>10 students were referred to EOF's Pre-Freshman Summer, Rise Up and/or math Madness program.</p> <p>5 Adult Learning Center (ALC) students were transiting from College-Yes to Essex County College</p> <p>73 Student from the GED or ESL program applied to Essex County College</p> <p>56 students obtained US Certificate of Naturalization</p>	<p>During FY'12 ALC staff will continue to explore pathways through the college for its students to enter post secondary education.</p> <p>During FY'12 students who obtained US Certificate of Naturalization will be offered ESL or GED classes.</p>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a	1.2	7	Administer the TABE and BEST-Plus to every student.	Schedule and administer the TABE and Best –Plus assessment, observe classes and ascertain student feedback in order to increase overall learning	J. Celestin I. Arroyo-Martinez	9/10-6/11	100% of students will be pre-tested with TABE or BEST-Plus and classes will be observed and student/teacher evaluations will be administered.	<p>100% of students were pre-tested and assessments were reviewed by advisors and students. The Adult Learning Center served 978 students, 578 GED and 415 ESL, all of which had been pre-tested before or after 12 hours of instruction, as required by the Department of Labor and Workforce's requirements.</p> <p>Pre testing placed the students in the following levels: 11 ABE Beginning Literacy, 123 in ABE Beginning Basic Education, 251 ABE Intermediate Low, 152 ABE Intermediate High, 26 in Advance Secondary Education(ASE) Low, 161 ESL beginning Literacy, 28 Low ESL Beginning, 33 High ESL Beginning, 64 Low ESL intermediate, 66 High ESL Intermediate, 63 ESL Advanced High.</p>	During AY'12 Pre-testing of all students will be done upon entry or within the first twelve (12) hours of program participation.
1.a	2.1	9	Provide counseling to a small group of students who would like to be considered for reentry as a pilot program in order to increase retention.	Conduct group and/or one-on –one sessions for selected students who have submitted an appeal letter.	J. Celestin	11/10-6/11	Two (2) counseling sessions will be attended by students under consideration for reentry into the program.	<p>Counseling sessions were conducted during the fall and spring semesters for ten (10) and seventeen (17) students, respectively. An average of seven (7) sessions was attended by students. Out of the ten (10) students referred in the fall, six (6) attended the required minimum of four (4) sessions and re-entered the program and completed the semesters; one (1) decided to register for the following semester, One (1) moved out of state and Two (2) didn't continue after the first session. Out of the seventeen (17) referred in the spring, eleven (11) re-entered the program. Nine (9) attended required sessions and completed the semester. Two (2) could not attend because of employment schedule and being hospitalized.</p>	During AY'12 the aforementioned students will be monitored on an on-going basis for fall to spring retention and/or attainment of GED. In addition, a referral and counseling process will be developed to evaluate students for reentry into the program.

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1.c	2.2	12	Review textbooks, software, distance learning tools to enhance instruction.	Set up informational sessions with staff/instructors and publishing companies to review the latest instructional texts and materials.	J. Celestin I. Arroyo-Martinez	9/10-6/11	Two (2) informational sessions will be conducted.	<p>On October 8, 2011, a representative from Pearson Longman conducted an informational session for instructors at WEC and Main Campuses. As a result of the presentation, staff was trained, the ESL program and course curriculum were changed to include at- home computerized instruction. Textbooks were changed from the Grammar in Action and Voyager to the Future series for West Essex and Main Campuses as well as the extension centers</p> <p>On February 25, 2011, McGraw Hill conducted a workshop on Contemporary's online Suite ITTS, Pre GED and GED for online training for 35 Consortium members. The Consortium and Newark's Workforce Learning Link partook in a 90 day trial of the Contemporary's online Suite: ITTS, Pre GED and GED.</p>	<p>During AY'12 student post-test results will be assess to determine the effectiveness of new textbooks.</p> <p>During AY'12 the Consortium and Newark's Workforce will incorporate Suite ITTS, Pre GED and GED into their program.</p>
1.b	2.3	7	Continue to conduct professional development sessions for instructors in order to develop a unified assessment plan.	Provide professional development training for instructors in order to enhance student assessment.	J. Celestin	11/10-6/11	One (1) professional development training will be offered to all consortium instructors and teacher advisors.	A needs assessment survey was administered. The results of which were compiled into a cohesive professional development plan for the Essex County Consortium. Consortium partners' staff were invited to attend 8 (eight) workshops in order to improve and unify instruction /assessment. The following workshops/training sessions were conducted: TABE CLAS-E on October 21, 2010 and attended by 37 staff; Speak so Others Can Understand on November 19, 2010 and attended by 29 staff; Building TABE Scores on February 25, 2011 and attended by 35 staff members; Most Missed Questions on the GED in Math and Language Arts on March 25, 2011 and attended by 28 staff members; NJALL on April 8, 2011 and attended by 21 staff members; Maximizing Your Brains Potential and attended by 28 staff members; and Integrating Career Awareness to Enhance College and Career Pathway programs April 29, 2001 and attended	During AY'12 additional professional development workshops will be designed and offered to consortium partners.

						11/10-6/11	<p>By June 2011, at least 30% of contracted number of students with a high school completion goal will earn a high school diploma or recognized equivalent.</p> <p>By June 2011, at least 29% of students with a goal of advanced education will enroll in postsecondary education or training.</p> <p>By June 2011, at least 39% or more of Low Adult Secondary Education enrollees will acquire (validated by standardized assessment) the level of basic skills needed to complete the level.</p>	<p>by 34 staff members and lastly, Advocate and Influence on May 5, 2011 and attended by 18 staff members</p> <p>53 students reported having a goal of high school completion and 100 % obtained their GED. Students were made aware of post-secondary training opportunities. 33 (62%) out of the 53 GED enrolled in post-secondary education.</p> <p>Out of the 89 students reported having a goal of advance education, 73 (82%) students enrolled in postsecondary education or training.</p> <p>26 students were enrolled in Adult Secondary Education. 7 completed the level, 13 separated before completing the level and 6 remained in the same level.</p>	<p>During AY'12 all students will continue to be monitored in order to have goal met.</p> <p>During AY'12 students will continue to be monitored in order to ascertain if they have goal met</p> <p>During AY'12 additional efforts will be placed on those students at risk of remaining in same level and separating form program.</p>
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Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
4.c	3.1	10	Achieve and maintain a diverse faculty/staff.	Interview and hire faculty/staff in compliance with ECC's nondiscriminatory policies and reflective of the student body	J. Celestin	7/10-6/11	10 % of candidates will be interviewed; hired and/or maintained will be at various stages in their careers.	The student body of the Adult Learning Center composed of 47 % black or African American, 40% Hispanic or Latino, 7% White, 4% Asian, 1% Native Hawaiian or other Pacific Islander and American Indian or Alaskan Native. Similarly, the faculty /staff make up is 36% black or African American, 36% Hispanic or Latino, 21% White, 4% Asian, 3% Native Hawaiian or other Pacific Islander and American Indian or Alaskan Native.	During AY'12 we will continue to recruit staff with varied academic experience and ethnic backgrounds.
1.b	3.2	6	Provide a forum for staff and instructors to share ideas, give suggestions and find solutions	Continue to provide resources and training for faculty and staff growth and development.	J. Celestin I. Arroyo-Martinez	11/10-6/11	100% of faculty/ staff will be offered professional development training to ensure staff growth  Collect and assess data/ feedback from staff after forum and training sessions.	7 (25%) have 1 to 5 years of experience, 7 (25%) have 5 -10 years of experience and 14 (50%) have over 10 years of experience. Eight (8) professional development sessions were conducted all of which were opened to faculty and staff throughout the Consortium. On average, the sessions had 29 attendees.  Evaluations were disseminated and feedback was gathered on workplace skills, employability and strengths and weaknesses of the session?	In-service staff training sessions will be planned for AY'12.  During AY'12 responses from survey will be used to plan future trainings.

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2.b	4.3	3	Maintain and increase funding	<p>Comply with and meet New Jersey Department of Labor and Workforce Development goals and objectives.</p> <p>Seek additional funding for Federal, State and/or Local municipalities</p>	J. Celestin	7/10/6/11	<p>Continued WIA Title II funding</p> <p>Increase funds by 2% as a result of additional funding source(s)</p>	<p>The Consortium received WIA Title II funding in the amount of \$1,652,969. Of that total, the ALC received \$343,434.50.</p> <p>Through partnerships with the City of Newark and the Essex County, the ALC was able to increase funding well over the projected 2%. To date, we have received \$162,565. Eight (8) GED and two (2) ESL classes were conducted.</p>	<p>Apply for WIA Title II funding for FY 12.</p> <p>During AY'12 we will reach out to appropriate City of Newark and the Essex County representatives to discuss funding opportunities.</p>
D.2	5.2	7	Ensure instructors, staff and students are abreast of the available information resource(s) in order to improve instructional delivery and skill base.	Provide trainings in information technology for staff/ instructors and students.	J. Celestin	11/10-6/11	Offer two sessions on to improve the skills of students/ faculty and/or staff	Trainings were offered by McGraw Hill and Pearson Longman to ALC staff/instructors on online GED and ESL instruction.	During AY'12 we will expand training offerings to the Consortium.
2.b	6.2	7	Continue to conduct ongoing curriculum and program reviews to assess effectiveness.	<p>Schedule meetings with instructional and office staff.</p> <p>Review current curriculum, benchmarks and student outcomes.</p> <p>Make recommendations based on assessment of data.</p>	J. Celestin S. Hordge	11/10-6/11	Two meetings with staff and instructors will be conducted to review students' benchmarks and program outcomes.	Student outcomes are reviewed on a quarterly basis. 53 students that have obtained their GED, 21 have completed the ESL program, 73 are pursuing a post secondary degree and 56 acquired citizenship. 458 pre and post tested. Of that number, 263 completed the level, 166 advanced a level or more, 55 separated before completing and 140 remained in the level.	Make staff aware of FY' 12 benchmarks and collectively map out strategies to assess and reach goals.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2010**

Department: Africana Institute

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1 & A4	1.4	8	Continue developing the relationships the Africana Institute (AI) has with many of the local high schools and the Newark Board of Education (BoE); conduct further outreach in the local schools to expand the pool of AI-high school collaborations.	Meet with Newark Public School (NPS) personnel to discuss additional ways to incorporate Newark students into AI programs and events; establish new and improve existing relationships with key local high school personnel to increase the number of AI-high school collaborations.	Akil Khalfani	Fall 2011	The level of high school student participation in AI programs and events increases; the number of AI-high school collaborations increases.	Attempts were made to establish and further relationships with key NPS personnel and local high school administrators, but a lot of transition occurred in the Newark schools and the BoE. As a result, there was no <i>significant</i> increase in the level of high school student participation in AI programs or in the number of AI-high school collaborations.	Increase efforts to further develop collaborations with local high schools and the district in AY 2011 – 2012. Plan to offer AI programs and events on location at some local schools next year.
			Recruit high school AI-program/event participants as future matriculated ECC students, especially encouraging them to pursue the Liberal Arts: Africana Studies option.	Use AI programs and events as a recruitment tool by exposing students to the campus and by informing them of the Liberal Arts: Africana Studies option degree program.	Akil Khalfani	AY 2010 – 2011	Some previous AI-program/ event high school participants enroll at ECC.	No outcomes assessment study has been conducted yet.	Develop a brief survey in Fall 2011 for students who declare the Liberal Arts: Africana Studies option as their major, and administer the survey in Spring 2012 to determine in which AI programs or events, if any, they participated while attending local high schools.
A3 & B1	2.2	8 & 13	Provide high quality programs and learning opportunities for ECC students, staff and faculty.	Plan and offer the following AI activities/events: <ul style="list-style-type: none"> <li>• Bridging the Gap Symposium in collaboration with the Newark African Commission (to be held in 09/2010)</li> <li>• State of Black Writers (to be held in 10/2010)</li> <li>• Pre-Kwanzaa Celebration (to be held in 12/2010)</li> <li>• MLK Reflection (to be held in 01/2011)</li> <li>• Africana History Month (to be held in 02/2011)</li> <li>• Health and Wellness Expo (to be held in 03/2011)</li> <li>• Hip Hop Education Week (to be held in 04/2011)</li> <li>• 10<sup>th</sup> Anniversary Celebration (to be held in 05/2011)</li> </ul>	Akil Khalfani	AY 2010 – 2011	The AI activities are planned and offered; all events are well-attended and well-received.	All AI events were planned and held. These events were well-attended and well-received based on anecdotal evidence and event feedback survey responses. More time and staffing would be helpful.	Coordinate more effectively with other departments, on- and off-campus, to increase publicity and ECC class participation. Solicit more student and community volunteers for AI programs and events and use them more effectively (i.e., better match individual volunteer skill sets with task assignments).

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A4 & D1	3.1	2 & 3	Add/hire needed personnel for the AI.	Recruit and hire at least one part-time office staff member in order to develop and maintain a highly professional and proficient team that can further the Institute's objectives.	Akil Khalfani	08/2010 – 09/2010	One or more part-time AI office staff member is hired.	Three part-time AI office staff members were hired in Fall 2010. This enabled the Institute to develop additional and more professional outreach materials, including bookmarks, a blog, Facebook presence, YouTube presence and an enhanced website. However, all of these temporary part-time hires were eventually let go during the AY due to budget issues.	Advocate for and submit a budget request that includes a line for a full-time AI Office Assistant and to retain our current part-time funding in AY 2011 – 2012.
A4, B2 & D1	3.2	2 & 5	Participate in professional development opportunities.	Identify and participate in appropriate AI-staff and Director professional development training opportunities. (Secure funding as necessary.)	Akil Khalfani	AY 2010 – 2011	AI staff and Director participate in relevant professional development activities.	The AI Director attended several in-house training sessions, which were only marginally helpful, and the Association of Black Sociologists (ABS) annual conference, where he presented during the Closing Plenary and attended several informative presentations at the event. <u>NOTE:</u> No financial support was provided by ECC to attend the ABS conference. One AI staff member attended an in-house Excel training session.	Advocate for funding for necessary professional development activities for AI staff and Director. Identify improved leadership training opportunities. Participate in relevant HR online courses.
A4, B1 & B2	5.1 & 5.3	13	Provide a high quality learning environment with up-to-date and efficient audio/visual and IT capabilities.	Request the budget for the purchase and installation of new internet-ready, multimedia equipment to be used for movie screenings, meetings, workshops, and mini-conferences in the AI's conference room. ( <u>NOTE:</u> This equipment will allow for the expansion of AI programmatic offerings to students, staff, and the community.)	Akil Khalfani	May 2011	New internet-ready, multimedia equipment is purchased and installed in the AI conference room.	The budget request for this equipment was not approved.	Advocate for and resubmit the budget request for AY 2011 – 2012. Begin to identify outside funding sources to fund the purchase and installation of this equipment and other needed resources.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Athletics

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	2.1		Better educate student-athletes about availability and use of the college's online advisement and registration system.	<p>Team meetings to discuss registration process and advantage of online and early registration</p> <p>Identified student-athletes major and use of audit process</p>	M. Knight	On-going	<p>The number of students who applied for or responded to audit requirement</p>	<p>70% student-athletes completed a portion of registration on-line and during early registration.</p> <p>45% utilized the audit to determine and complete their major requirements.</p>	<p>Increase the number and percentage of online registration to include additional 20% of population. Ensure availability of classes and minimize schedule conflicts.</p> <p>Require 100% of returning student-athletes to request audit prior to registration for 3rd semester . . . progress toward degree</p>
	2.2		Develop additional approaches to better support the academic progress of student-athletes.	<p>Compile schedules of all athletes</p> <p>Submit to faculty, two academic monitoring reports per semester.</p> <p>Schedule mandatory weekly study sessions and tutorial assistance support tools.</p>	Melvin Knight	On-going	<p>100% monitoring reports will be submitted for all students.</p> <p>100% of teams participated in three mandatory study hall per week. Tutorial assistance including Learning Center and peer-tutoring sessions.</p>	<p>Faculty returned 80% of monitoring reports and indicated level of success. More than 65% of students needed some academic interventions.</p> <p>90 students completed the academic year with a GPA of 2.0 or better. 31% with a GPA of 3.0 or better.</p>	<p>Review syllabus to determine academic requirements to better advise students.</p> <p>Increase number of students who achieve at a GPA of 3.0 or better.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Auxiliary Services-Graphics

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1 D2	3.1	3 5	Recruit diverse staff of professionally trained graphic designers	Advertise in local newspapers and trade association publications	C. Attenborough	Ongoing	Attract high volume of diverse applicants	Pool of qualified applicants exceed the number of opportunities available by 20%	Hire trained graphic design professionals
D1 D2	3.2	3 5	Provide professional developmental opportunities for graphic design staff	Host professional development workshops and seminars offered by several industry related entities	C. Attenborough	Ongoing	Artists demonstrates ability to deliver enhanced design complexities	Increase the volume and/or sophistication of designs Increase satisfaction quotient of end users.	Coaching and counseling based on feedback of end users
D1 D2	5.2	2 3	Encourage the graphics staff to enhance their skill set with regard to the latest developments in graphics software and technology	Read relevant publications Participate in workshops and seminars to learn the use of the latest graphics equipment and technologies.	C. Attenborough	Ongoing	Obtain the highest quality products and software available for graphic designers use	-Increase in volume of work Higher quality of work products in terms of resolution and feedback Easier execution of designs Quicker turnaround of projects	Secure Feedback from end users Market the Graphics Department's capabilities to outside parties to generate revenue

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Auxiliary Services-Mailroom**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1 D2	3.1	3 5	Recruit diverse high quality applicants	Post in Essex County College job bulletin via. the Essex County College website	C. Attenborough	Ongoing	Attract diverse high quality mail clerks	Obtain pool of applicants that exceed the opportunities available by 20%	Assess and provide applicants with critical feedback
D1 D2	3.2	3 5	Provide professional development workshops and seminars offered by industry related entities	Require attendance at least one seminar or related ECC course per year	C. Attenborough	Ongoing	Successful completion of Essex County College courses Increased accuracy in the delivery of mail	Potential for professional advancement within the department -Annual customer satisfaction urveys	Complete evaluation of staff and provide with critical feedback
D1 D2	5.1	2 3	Develop a equipment purchase plan to acquire the most advanced equipment and technology related to mail distribution	Participate in trade shows and vendor exhibits Read vendor publications	C. Attenborough	Ongoing	Purchase new equipment and products relevant to the field	20% annual turnover in equipment based on five (5) year manufacturer longevity span Reduction is service interruptions due to equipment failure.	Evaluate the effectiveness of the equipment purchase plan
D1 D2	5.2	2 3	Encourage the mailroom staff to enhance their skill set with regard to the latest developments in technology and products related to their field	Read pertinent publications and information Participate in product educational initiatives i.e. workshops, seminars, etc.	C. Attenborough	Ongoing	100% of all staff cross-trained on all equipment	Reduction in service interruption due to human error	Step up monitoring of staff accuracy in delivery of mail

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Auxiliary Services-Food Service/Concessions/Vending

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
C	4.2	3	Provide optimum quality candy and other sundry items in the concession stands at an affordable price while maximizing profitability to the college and opportunities to contribute to college scholarships	Maintain membership in convenience retail industry- Conduct focus groups to identify potential top sellers that target the diverse constituents of Essex County College	C. Attenborough	Ongoing	Provide college community with potential best sellers in candy and sundry items	Increase of profits from sales of best sellers as identified	Review record of contribution to Auxiliary Services Enterprises Fund Conduct Accounting Analysis
	4.2		Provide nutritious affordable foodservice in compliance with health code regulations, while maximizing profitability to the college and opportunities to contribute to college scholarships	Go out for competitive bids Request designated scholarship monies	C. Attenborough	Ongoing	Receive designated scholarship monies from food service operations	Minimize cost factors for Essex County College students Underwrite at least one (1) event per year Track increase in enterprises scholarship contributions	Seek legal recourse to collect contractual obligation Review record of contribution to Auxiliary Services Enterprises Fund
	4.2		Provide quality snacks and brand name beverages reflecting the diverse constituents of Essex County College in vending machines	Go out for competitive bids Request designated scholarship monies	C. Attenborough	Ongoing	Receive designated scholarship monies from food service operations	Minimize cost factors for Essex County College students Underwrite at least one (1) event per year Track increase in vending entities scholarship contributions	Seek legal recourse to collect contractual obligation



ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Auxiliary Services-Print Shop

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1 D2	5.1	2 3	Develop an equipment purchase plan to acquire the most advanced equipment and technology related to printing	Participate in vendor exhibits and trade shows Read vendor publications	C. Attenborough	Ongoing	Purchase new equipment and products relevant to the field	Annual turnover in equipment based on product manufacturer's longevity span	Evaluate the effectiveness of the equipment purchase plan
D1 D2	5.2	2 3	Encourage the staff of the print shop to enhance their skills as a means to stay abreast of the latest developments in technology and products	Read pertinent publications Participate in conferences, seminars, workshops, etc. that are relevant to the field	C. Attenborough	Ongoing	100% of all staff cross trained on all equipment	Reduction in service interruption due to human error and equipment breakdowns	M monitor staff accuracy and timeliness and give critical feedback

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: **Bookstore**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	1.4	9	<b>Liaison with the Learning Center and Special Programs</b> to enhance students' experience and prepare students for Essex County College coursework	Obtain early adoptions of texts for the program pursuant to the Higher Education Opportunity Act 2008 (HEOA) amended and reauthorized 7/1/2010	M. Rudder	Every Semester	Books received in a timely fashion Compliance with the HEOA regulations	<b>Track number of books sold /was stock sufficient</b>	Require mandatory adoptions no later than ninety (90) days from the start of the semester
D1 D2	3.1	3 5	Attract diverse pool of seasonal applicants for the fall and spring semester who are computer literate with clerical and shipping and receiving skills	Advertise through the Essex County College job bulletin	M. Rudder	Beginning of Fall and Spring Semester	Attract diverse high quality candidates	Effective performance of applicants in the allotted positions Obtain pool of quality applicants that exceed the opportunities available by 20%	Increase or curtail recruitment based on the response
D1 D2	3.2	3 5	Provide resources for full time employees to advance professionally	Attend relevant conferences and seminars for texts and products critical to the store Encourage utilization of the e-learning resource as a means to enhance computer literacy skills	M. Rudder	Ongoing	Professional advancement within the department	10% Increase in number of staff who are eligible for promotion	Promote eligible staff and retrain of others
D1	4.5	3	To reduce volume of obsolete texts	Mandate submission of book adoptions no later than 90 days prior to the start of the semester  <b>Review the effectiveness of adoption policy</b>	M. Rudder	Every Semester	Books are received in a timely fashion Reduction in excess inventory	At least a 15% reduction in obsolete items each year	Reduce encumbrance for obsolete items in Essex County College budget

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Bursar

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A4 & C2	4.5	8 & 9	<p>Improve customer service by providing students with a more effective financial aid refund delivery method and the ability to explore other book purchasing options.</p> <p>In addition, determine strategies to reduce fraudulent check activity, returned checks due to bad mailing addresses, stop payments and the return of grant funds due to uncashed checks.</p>	Implement direct deposit and the branded Stagecoach Prepaid Visa Debit Card. Coordinate with the Financial Aid Dept. to advance approved book voucher funds to students using direct deposit or the debit card.	D. Miller M. Cofer	7/10/11 – 6/30/11 <ul style="list-style-type: none"> <li>Develop brand for Prepaid Visa debit card</li> <li>Market direct deposit and debit card to students</li> <li>Coordinate technical processing with IT</li> <li>Implement direct deposit</li> <li>Implement Visa debit card</li> <li>Offer direct deposit/debit card book voucher option.</li> </ul>	<ul style="list-style-type: none"> <li>Student enrollment in direct deposit or Visa debit card</li> <li>Reduction in returned checks</li> <li>Reduction in stop payments</li> <li>Reduction in fraud</li> <li>Reduction in the return of grant funds due to uncashed checks.</li> </ul>	<ul style="list-style-type: none"> <li>Enrolled 743 students in direct deposit</li> </ul> <p><u>Comparing Spring 10 to Spring11:</u></p> <ul style="list-style-type: none"> <li>Returned checks decreased from 40 to 31 or by 22%</li> <li>Stop payments decreased from 92 to 47 or by 49%</li> <li>Incidents of check fraud decreased from 7 to -0- or by 100%</li> </ul> <p><u>Comparing fy 9/10 to fy 10/11:</u> Return of Pell grant funds decreased from 264 checks @ \$135,476 to 206 checks @\$83,616. or a decrease of 22% and 38% respectively.</p>	<ul style="list-style-type: none"> <li>Goal is to increase direct deposit enrollment by 20%</li> <li>Implement the Stagecoach Prepaid Visa Debit Card</li> <li>Reduce stop payments, returned checks and the return of Pell grant funds by an additional 10%.</li> </ul>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Student Development (Formally, Career Resource Center)**

Actionable Fesight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	1.1	9	1.1 Develop curriculum for a two credit course in Career Development.	a. Identify book b. Identify professor c. Develop curriculum	Pamela Maynard	During Summer, 2009	Students will be able to improve their job readiness skills before graduation.	CEE 101 and CEE 102 were taught in the Spring Semester 2011. 25students registered for the classes. It is scheduled to run again in the Fall Semester, 2011. The course description and syllabus have been revised and approved by Susan Gaulden.	The course will be entered in the Spring Semester, 2012 schedule. The course was marketed
	1.2	9	1.2 Administer the Work Readiness Credentials test.	a. Schedule tests as part of the Career Develop course. b. Utilize software and career learning tools available in the CRC to insert a career component within the academic agenda of classes chosen for WRC initiatives	Pamela Maynard Fatima McMahon Léchiré McDonald Virginia Genardi	Starting with Summer II and going througho ut each Semester.	a. Students will get a certification that can be used for their resume and job interviews. b. Students in AAS Degree Programs will be certified as work-ready.	The test was administered throughout FY 2011. 197 students took the test with the following results: 126 students passed; 35students were incomplete; 15 students failed 1 part; 12 students failed 2 parts; 8 students failed 3 parts and 1 student failed 4 parts. 126 students received certificates from the Department of Labor as compared to 38 in FY 2010.This is an increase of over 200%. The percent of students passing rose from 32% in FY 2010 to over 76% in FY 2011. Overall, student participation increased from 131 to 197. Those who passed all parts were given additional certificates from the CRC and the accomplishment was added to their resumes.	Funds have not been identified for the purchase of the tests for FY 2012. Funds were requested through Perkins, but their funding was reduced. The excitement and interest that was generated by faculty and students suggest a need to administer the test again, so I will try to identify funding.
	1.3	9	1.3 Advise students and market the Cooperative Education courses CEE 298 and CEE 299.	a.Set up recruitment tables, talk to faculty, counselors, and teacher advisors about the courses to encourage them to register students in Co-op.	Vernie Fernandez Sybil Wormley	Starting in the Fall 2010 and continuing through the Spring 2011 semester	Students will be trained in their career related experience and receive Cooperative Education credit with the opportunity for employment at the end of training.	17 students were placed in career related experiences. 6 Full Time Faculty served as Teacher Advisors. The program was marketed to students through Career workshops.	The number of student participants will be increased in FY 2012 by 20%. The CRC has hired a Part Time Job Developer and an Associate Director of Job Development to increase Co-op opportunities.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A4	2.1	9	1.1Review advisement and registration procedures for new students to improve efficiency, accuracy and customer service.	a. Identify and train Academic Advisors to understand test results, course requirements and restrictions, block scheduling , remedial fast track courses, curriculum guides and sequence of courses for new students. b. Identify key personnel who will be available and are willing to take on this responsibility from late March through September for Fall and late November through January for Spring. c. Schedule training sessions for Advisors to also include Academic Counselors and schedule staff to cover all advisement/registration dates d. Develop an evaluation tool for students to complete rating their satisfaction with the quality of service .	Pamela Maynard Fatima McMahon	Prior to the beginning of New Student Registration for Fall, Spring and Summer.	a. 95% of new students who came from the Admissions Intake process were advised and registered for Fall Semester. b. 80% of the new students rated their overall experience positive. c. Wait time for the advisement session will not exceed 30 minutes.		<p><b>The CRC will continue to do periodic training and increase the number of advisors as needed.</b></p> <p><b>The CRC will shadow a group on students who are now registering themselves with the help of advisors to ensure a timely process.</b></p> <p><b>The CRC will continue the New Student Survey for FY 2012</b></p>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A3	2.1	9	1.2 Develop for new students post-registration orientation sessions (Exit Conferences) designed to interpret the bill and review college regulations, procedures and new student responsibilities.	a. Request updated information from Bursar, Registrar, Financial Aid, Counselors and CRC to prepare student packets b. Identify and train staff to conduct Exit Conferences for every advisement registration date. c. Update and print Curriculum Guides for all majors.	Pamela Maynard Robert Mahon Fatima McMahon	Prior to the beginning of New Student Registration for Fall, Spring and Summer	New students will be able to register on-line, pay on-line and access their e-mail in future semesters.	New students were given comprehensive information regarding their bills, payment options, college regulations, and campus layouts for the colored areas. They received this information, verbally and written at the Exit Conferences where they were able to ask questions.	Steps were taken to implement the on-line registration process for new and probation students. This will continue throughout FY 2012.
A4	2.1	9	1.3Sufficient Academic Counselors/Advisors/CRC staff will be available to assist new students and students on Probation on scheduled advisement days..	a. Inform counselors, advisors, CRC staff of the dates for advisement/registration in advance. Look at vacation schedules and assign responsibilities for each session.	Pamela Maynard	Prior to the beginning of New Student Registration for Fall, Spring and Summer	Counselors and advisors will be available to assist students and prevent them from waiting no more than 30 mins.	Counselors, advisors and CRC staff were required to schedule their vacations around registration dates to ensure sufficient staff. Of the seven counselors, four were required to be present for each registration.	The CRC will continue to require the four counselor attendance policy in addition to staff and advisors scheduling vacation around registration. A cutoff date for vacation requests will be established.
A1	2.1	9	1.4 Design a plan and flowchart for delivery of services for students who self-identify themselves to the CRC Disability Services Staff.	Meet with Marketing and Admissions to discuss new procedures.  Design informational material to distribute to students. Track all students who register and complete the disability application.  Refer students for testing, contact professors for assistance and provide software and hardware to assist in learning.	Patricia Pallante Phil Maraviglia	Summer I 2011 and continuing	Students with Learning Disabilities will be tracked and services given to those students will be identified.	CRC developed attribute codes for 458 disability students in the Banner system. 138 students were served and 146 were new in FY 2010. This allowed the CRC to track these students for the first time.  An ATC Loan Program hardware and software agreement was entered into for loaning equipment to be used by disability students.  A new procedure and flowchart was developed so that Admissions and other personnel would know how to direct self identified students.	Increase knowledge of disability services for students with disabilities.  Continue to use interpreters as needed requesting reimbursement from the Division of Rehabilitation Services.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A3	2.1	9	2.3 Improve the current website of the CRC to include information on services offered, links, and announcements.	a.Review other college websites. b.Review institutions that utilize eRecruiting. c.Determine appropriate information for students and community. d.Develop links and appropriate information to improve the look and utility of the website. e.Update/re-organize the CRC website with all relevant CRC information and links to software to provide ease-of-use and access for the college and community. f.Request an Educational Services and Career Resource Center link on the main page of the ECC website.	Pamela Maynard and entire staff	Ongoing	Improved communication with students, faculty and community about the services offered in the Career Center. Inform the students, faculty and community about events such as Career Fairs and panels.	CRC website has been used to notify students, faculty and community about the Fall and Spring Career Fairs, Instant Admit and Transfer Fairs, Employer Panels, Resume Clinics, and other opportunities which increased participation over previous years.	The CRC plans to utilize two Digital Media Technology students through the Cooperative Education Program to update and maintain the CRC website.
A3	2.2	9	2.1 Develop strategies and activities for "Career Week" for all Fall Semester College Success Seminars, scheduled for October 25-29.	a. Request sites, MPT support, and schedule from Business Division of times for each class meeting. b. Plan the presentation and produce the Power Points. c. Identify staff to make presentations and practice. d. Develop and print packets for over 1000 students enrolled in the CSS classes. e. Develop an evaluation form for both students and faculty.	Pamela Maynard and entire staff	In Sept. for Fall Semester and Feb. for Spring Semester.	a. 100% of all CSS classes will participate in Career Week  b. 80% of Student and faculty evaluations would strongly agree with the questions asked and that the overall evaluation was excellent.	Career Week presentations were given to all CSS classes in the Fall and Spring semesters.  97% of students and faculty responses to the evaluations rated the presentation as excellent.	The CRC will include additional information and are scheduled to present to the Fall 2011 CSS classes in November.  CRC will spotlight 3 careers and provide career guidance and job openings to current students. The spotlighted careers will be in the field of Business, Allied Health, and Paralegal Studies Program.
A3	2.4	9	2.2 Develop strategies and marketing pieces for students to learn more about careers, majors to lead to careers, job availability and forecast for career choices.	a. Schedule class room visitations and present "CRC in a Nut shell", a video and Power Point presentation developed by CRC staff to inform students about the services offered and register them in e-Recruiting, the job search soft ware. b. Attend college wide "Open	Léchiré McDonald Fatima McMahon Sybil Wormley and entire staff	Through FY 2011	a. The number of students that come to the Career Center will increase by 50% over the year before.  b. The Swipe counter and the e-Recruiting database will	The CRC increased its outreach to students by marketing departmental services to classes during the week as well as those on the weekend.  Staff created and printed bookmarks which were given to new students during Career Week and during classroom visitations.	CRC will send at least one article to the student newspaper, ECCO, to better inform students on CRC services and career options.

				House" events, orientations, Hot Careers workshops, and registration exit conferences to distribute Career Center media and talk to students about the services. c. Spot light two careers per year and invite students in those majors to attend d. develop website to include information on most popular careers and career software. e. a. Develop a professional line of strategic media (i.e. bookmarks and postcards ) to distribute throughout the College.			reflect the usage of the Career Center and the reasons for student visitations.  c. Website will show number of hits.	<b>The department participated in college wide events such as UNCF "Empower Me" Tour, the Paralegal Studies Opening Ceremony, EOF career workshops, Summer Bridge Youth Program, Work Study Orientations, and PBI Young Male Recruitment Program.</b>	
<b>D1</b>	<b>6.1</b>	<b>9</b>	Integrate the Career Resource Center data collecting tools into BANNER.	a. Meet with IT to determine how to make the integration. b. Request reports from BANNER for the SWIPE machine.	Pamela Maynard Léchiré McDonald	Nov., 2010	Data from the CRC can be confirmed through BANNER.	<b>The swipe machine is functional and includes CRC Staff and Counselors. Reports can be generated.</b>	<b>Reports will be generated on a monthly basis. Reports on Total Withdrawals will be requested daily for distribution to Counselors for follow up.</b>



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Center for Academic Foundations

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A2, A3, A4, C2	2.2	12	1.1 Review and improve textbooks, curriculum and syllabi for AFM 083 and AFE 083 CAF sections to align with the Math and Humanities departments course outlines and MPO's.	CAF staff will review and revise the custom AFM and AFE textbook.	Ernest Abad Arturo Vera/Troy Hamilton	5/15/2010	The First meeting on the revisions with book rep March 16, 2010. As a result the new books were ordered and are ready for purchase by students.	The previous CAF Math book was not aligned with the Math Department's curriculum. The new revised CAF Math book avoided the confusion of different chapters not aligned with the MATH department curriculum. Students were properly prepared for the departmental Finals Success rates: Fall 2010 - 48% Spring 50.1%  Revised the CAF AFE syllabus according to the new CAF supplemental book Success rates: Fall 2010 62.6% Spring 46%, Summer 70%	CAF will continue using the revised CAF Math book in the next school year 2011-12.  CAF will retain the revised syllabus that is aligned to the Math Department and Humanities Division.  Evaluate decrease in Spring and the increase in Summer I. Adopt necessary changes for next Fall 2011
A1, A3	2.2	9	Incorporate CSS topics/component for CAF students in the current classroom environment which would entail the following topics: orientation, note-taking, time management, math anxiety, and test taking skills.	Develop a plan to schedule and implement workshops into CAF classes during the Fall and Spring semesters.	Ernest Abad	First 4 weeks of classes in Fall 2010 and Spring 2011	Information will help students' awareness and preparation for college.	CAF student resource specialists visited the CAF classes to explain the workings of ECC, note taking and exam anxiety/preparation. CAF students are still not fully aware and prepared for college education based on the Withdrawal rates and overall success rates.	6 CSS sections were created within the CAF block to address this need. Courses begin Fall 2011.
A3, B2, B3	2.3	14	Coordinate Online Skills Set Assessment with Learning Center	Establish procedures with Learning Center on using the on-line assessment for tutors to help CAF students	Ernest Abad	Ongoing	Monitor the number of sections using the Assessment.	CAF students have different needs in their learning process and preparation for their respective courses. CAF students, instructors, SI and tutors need to know how to use the "Skills Set summary" in the Learning Center. Result showed that not every instructor used the skills set worksheet for their sections.	Train Instructors, SI and learning associates in the use of the "Skills Set" to properly assist CAF students in august prior to the Fall 2011 start. Expand to Humanities and Math Divisions.

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A2, A3, A4, B1, B2	2.3	14	Develop student tracking process for CAF students.	Implement tracking system to reflect success in English and Math, overall persistence and completion rates.	Ernest Abad	May 2010 - ongoing	Identify the success rates of CAF students in their progression in succeeding semesters	<p>Success Rates:  AFM Fall 2010 56.4%  Spring 2011 49.2%  AFE Fall 2010 62.9%  Spring 2011 54.2%</p> <p>Persistence Rates:  Students who passed Spring 2010 and registered in the following terms:  AFM:  138 out of 220 (63%) passed  AFE:  148 out of 159 passed (93%) passed</p> <p>CAF students who graduated:  Fall 2010 = 7 students  Spring 2011 = 16 students</p>	<p>Fall 2010 success rates are higher than the Spring 2011. We will review the changes needed to keep up the success rates for Spring semester</p> <p>We will track and evaluate more into the different courses</p> <p>Improve graduation rates of CAF students.</p>
A1, A2, A3, A4, C2	3.2	13	Continue to implement CAF staff and Instructors'/SI training programs which will include an online software component and discussion on student evaluations concerning the teaching styles of instructors and mentoring the styles of the supplemental instructors.	Meetings and workshops with Instructors and SI's on curriculum, book, lab, and classroom improvement and instructional enhancement.	Ernest Abad	8/17/2010 8/19/2010 01/4/2011 01/6/2011	AFM Fall 2010 workshop AFE Fall 2010 Workshop AFM Spring 2011 Workshop AFE Spring 2011 Workshop	<p>The workshops have been well attended as demonstrated below and provide useful information tools for staff to use technology within the classroom.</p> <p>12-21-10 Aplia - 11 attendees  12-22-10 WebAssign - 14  01-11-11 Aleks - 23  01-13-11 MySkillsLab - 19  01-29-11 Teaching Styles - 43</p>	<p>CAF will continue training sessions for all Instructors and Supplemental Instructors throughout the academic year.</p> <p>Implement additional training sessions for the Instructors and Supplemental Instructors to address emphasis on student success for the next academic year.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Child Development Center

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	2.1	3, 9	Insure that students and the college community understand that the Child Development Center is a resource... available at an affordable cost... making it possible for them to pursue their educational careers	Include Child Development Center in the college admission package so students are aware of the resource Promote Child Development Center in college marketing materials Connect with all recruitment entities to bring awareness of the child development center as a resource Host quarterly fundraisers to keep the resource affordable	D. Grimsley	Ongoing  (Reference in every publication n at least twice a year)	Increased enrollment of students' children due to the Child Development Center being offered as a resource	The enrollment for the year exceeded last year's enrollment by 21% (90 for 2010 vs.109 for 2011).	Aggressively advertise outside of college publications Provide outreach directly to high schools and connect with high school guidance counselors Revise Child Development Center application to include tracking device for increased enrollment.
	2.1	3, 9	To provide children of students with high quality pre-school education in a safe and healthy environment	Only hire certified P3 teachers Monitor the curriculum consistent with state guidelines Provide nutritious meals and snacks consistent with the Department of Agriculture guidelines Provide suggestion area for customers to feel free to provide input regarding facilities and activities of the children	D. Grimsley	Four (4) times a year Ongoing	Success on state assessments -ESI.R (Early Screening Inventory) -A Violence Prevention Curriculum -PIRT (Pre-School Intervention Referral Team) -ECERS-R (Early Childhood Environment Rating Scale -National Association for the Education of Young Children -Pass all state inspections	<ul style="list-style-type: none"> <li>State assessments were successful</li> <li>A Violence Prevention curriculum was developed</li> <li>Passed all State inspections</li> </ul>	(1)Remedial students are to participate in PIRT (Pre-School Intervention Referral Team) (2)Follow up with improvements based on results of the questionnaire
D1	3.1	8	Continue to attract high quality teacher through NAEYC (National Association Education of Young Children)	Provide additional training through workshops and conferences Encourage staff to gain higher education Encourage web based support training	D. Grimsley	Ongoing	Teachers to attend two (2) workshops per year	All teachers attended more than two (2) workshops per year.	Evaluate job performance Provide staff acknowledgement and recognitions

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: College - Yes

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A.4	2.1	9	Create a method to encourage students to become familiar with and comfortable with ECC	a. Work with ECC Talent Search that can provide College tours and help with Applications and Financial Aid.	Renita Ragan	Ongoing	* 70% of the students will feel more prepared and supported students will stay in college and refer others.	*76% of the students referred to college stayed in their first year.	*C-Yes for the first time has its own code in the system (CY) and has been given full access to banner. C-Yes will be helping the students with the Applications to College, Financial Aid, and Registration.
				b. Provide an ECC college ID so that the student can utilize the services of ECC and become familiar with a college campus.	LaVonne McIver	Ongoing	* Students will feel more comfortable on a college campus and it would increase the chances of the students joining a postsecondary institution.	*50% of the students served chose ECC to go to college.	*Students are being exposed to the college and are aware of the various opportunities. For the first time, C-Yes had students in the EOF summer program and will continue in-house collaborations.
A.4	2.1	11	Increase retention.	a. Develop and schedule workshops designed to expose and educate the students to various career and educational opportunities and tutoring help.	LaVonne McIver	Ongoing	* At least 70 students will fully utilize the distance learning tutoring/instruction and 40 students will be exposed to career opportunities.	*298 students utilized the distance learning tutoring. *Three workshops were developed for the students that were run by Community in Schools of New Jersey. Citibank participated. There were 73 students involved. A C-Yes Board member gave several career workshops for the students; 47 attended.	*Workshops are good for the students, but need to be more tailored to the at-risk youth served. A number of projects are being worked on that will include soft skills and work skills. Students are mainly focused on the accelerated college prep classes.
				b. Continue to develop relationships with educational and career counselors to refer students appropriately.	Renita Ragan/Staff	Ongoing			
				c. Expand the requirements of the mentor and continue to test On-Line Mentoring for students to develop goals and objectives and connect with leaders in their field of interest.	LaVonne McIver	Ongoing	* Contribute to retention by taking care of all the students' needs by 5%.	*Online Mentoring was discontinued because of a lack of effectiveness but retention still increased by 24%.	*Online Mentoring was too tedious and more of a distraction. There's no research that confirms this method of mentoring works. C-Yes was chosen to participate in a summer mentoring certificate program at Rutgers to enhance one-on-one mentoring. Mentoring will expand through a detailed
				d. Complete a plan for the students to comprehensively	LaVonne McIver	October 2010		* An Increased number of students have been utilizing the distance learning program. For the 3rd year in a row, over 80% of the students who took the GED test passed. There is a	

A.1	2.2	11	Decrease students' needing remediation by changing and improving teaching strategies	utilize distance learning educational services away from and while in the classes.				higher retention/college – readiness rate for the C-Yes students from 50% to 72%.	follow-up system.
				a. Improve the Math and English classes to be more creative and effective, by reviewing and revising the curriculum in preparing students for postsecondary education.	Renita Ragan/Staff	Ongoing	* Increase Retention for students by 5% for those entering the College - Yes classes and Postsecondary Institutions by better preparing the students, in a more interesting way, for what is expected in their first stage of postsecondary education.	* Retention increased by 24%	* Increase the student usage of the distance learning tutoring software because it was found to significantly increase the chances of the students being college ready. Hour usage will become mandatory.
				b. Mentors will be available for students to develop an individualized life/lesson plan to not only succeed on the assessment tests but to take care of other barriers that may get in the student's way	Renita Ragan/Staff	Ongoing		* Students who tested into College Math and/or English without remediation increased by 16%.	
								* Developed a list of Math Strategies to work with the students. For English, developed skits for collaborative learning and introduced oral presentations.	*Integrating the Math Strategies into the Curriculum and Tutoring; continue the creative English learning skill collaborations.
								*Had 82% of the students pass the GED test.	*Ask the very low skilled learner to work on distance learning first until the skill level is increased to where the students will be able to handle the classes; had one student increase from 3 <sup>rd</sup> grade level math to 6 <sup>th</sup> grade level math in 3 months using distance learning only.
A.4	2.2	13	Utilize effective partnerships to attract the youth and create a Web Page.	a. Develop materials for outside agencies and continue to increase collaborative partnerships within the community and/or county, that has the 18-24 year old at risk population, and work out a reciprocal relationship through Memorandums of Understanding. Develop a Web Page to identify who C-Yes is and to effectively define issues relating to transitions and our youth.	Renita Ragan/Staff	Ongoing	* Increased exposure will bring more students. There will be 3 more partnerships added.	*The students participating in the classes almost doubled from last year to 341 students. The same effect has continually happened since C-Yes began.	* Essex County Youth Division was pleased how C-Yes was working with the students and offered funds to work with the County Youth Division and Training Inc. C-Yes was awarded \$40K of which \$20K was awarded for completion; the offer came too late in the year to fully utilize the award. Another \$20K is being offered to be approved for the 2011/2012 school year. C-Yes will continue with new partnerships.
				b. Work more closely in a referral relationship with the One-Stop Centers throughout New Jersey.	Renita Ragan	Ongoing		*New Partnerships included High Schools, Essex County Youth Division, and the Opportunity Reconnect One Stop and Training Inc. in ECC.	
								*An ECC C-Yes website has been created.	*C-Yes students in the classes almost doubled to 341; C-Yes will not expand too quickly as to not dilute the quality of the program..

A.4	2.2	13	Reduce the large classes to better manage the educational progress and the comfort level of the students to learn with class sizes of 15-20.	a. Expand to 6 classes a semester; four initial math and English classes, and two second classes designed with more projects and individualized learning.  b. Complete a student survey	Renita Ragan  Staff		* Better understanding of the needs and desires of the students.	*C-Yes decided not to expand the number of classes to keep quality high.  *Surveys were developed and given at the end of each class.	*Surveys have contributed to retention. Advice has been given for curriculum and how the classes have been run.
A.4	2.3	4	Work to create state policy on transition issues and clearly define College - Yes and "at risk" youth".	a. Continue to utilize consultants to identify key players and have a dialogue with the state to set policy on transition programs. A research paper will be produced as to what other states are doing and a model for New Jersey.	Renita Ragan	Nov. 2010	* Help develop state policy for a funding pool to transition the large amount of 18-24 year old idle young, not in school and/or not working that would include transitioning students in general. 2 or 3 state agencies/organizations will be solicited to help establish state policy. A research paper is being developed and will be presented to address the need.	*The research paper to help establish state policy on transitions was completed in April 2011 by the consultant, Hal Beder.	*C-Yes will participate more often with the state on youth issues so when the discussion of transitions begins full force, C-Yes would already have an established relationship.  *The research paper will be more thoroughly reviewed in the fiscal school year 2011/2012.  *The C-Yes Director participates on a monthly Education Coalition team in Trenton run by the Director of African American and Educational Affairs in the Governor's Office, and will continue to participate in the upcoming school year.  *The C-Yes Director will participate in a Youth Strategy Forum lead by the NJ Director of Labor and Workforce Development Division of Grant and Program Management. This will continue C-Yes in developing good relations in Trenton. There will be a follow-up Youth Adult conference in Boston for working collaboratively to provide work and learn opportunities for Young Adults (18-24); A conference for teams that cross delivery systems.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B.1	4.3	5	Obtain Funding for yearly operation.	a. Besides working on developing transition policy in the state to fund transition programs; contact foundations and apply for grants for College - Yes and with partnerships.	Renita Ragan	Ongoing	Secure funding from new sources.	*In addition to PBI Formula grant funding, C-Yes received a \$40K award from the Essex County Youth Division in March of 2011,	*The PBI formula grant allows C-Yes to continue and improve on the quality of its work for several years to come, but the award may not be enough so more funding must be researched and secured.  *C-Yes should again pursue the Essex County Youth Division for \$20K to have a reciprocal referral relationship to help the 18-21 year old at-risk youth get their GED and get ready for college
B.1	4.3	2	Enhance Physical Space	a. Continue to work on the formal request to ECC for space specified for College - Yes, including a study space for the students and an office for the mentors.	Renita Ragan	November 2010	<p>* Students can spend more time together at the college before and after classes, to help each other study and have a feeling of belonging. Employees will have comfortable room to operate.</p> <p>* Accommodations could meet the growing demand for College - Yes from the Agencies and the Youth themselves; thus more "ready for college", college bound students.</p> <p>* Storage space of sensitive and confidential files and documents would be taken care of.</p>	* Under restructuring, C-Yes is now under Dean Lovallo. C-Yes expanded to 3 rooms instead of 2 in the area of Support Services.	*Additional space was obtained but will need more space

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Community & Extension Programs**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken
1.a.	1.2	8	Establish an on-going process to review labor market trends, student demands for new sections offerings and support services, and programs at other institutions and potential collaborative program efforts in order to recommend new credit and non-credit program development.	Develop student survey to be administered to potential students of the FOCUS and Ironbound Extension Centers. Administer student surveys to a minimum of 75% all active Extension Center credit students after each mid-term period.	I Rojas	Oct 2010 and Feb 2011  Nov 2010 and Mar 2011  Dec 2010 and April 2011  May 2011	Create and/or revise Student Survey to be administered to all Extension Center Students enrolled in credit-bearing classes.  Generate final Credit Enrollment Reports and use to determine effectiveness of credit registration offerings. Based on student survey results, credit Enrollment Report analysis and current Academic offerings, create Extension Center credit schedule for AY2012.	Based on prior year's student responses, the student survey was revised to be clearer and more focused on obtaining specific data responses.  Survey was administered to 71% of all active students that enrolled in AY '11 after mid-term period.  Based on survey, more than 80% of students are Education major. Comparing Enrollment Report course offering; no change was necessary than just adding new sections for Business and Liberal Art major students.  Based on final Credit Enrollment Report, BUS 101 and SPN 101 were offered in the Fall 2010 semester to satisfy requirements for Business and Liberal Arts students. A new section was added to AY 2012 at both centers SOC 108 for Education Major students or can be use as a free elective.	During AY'12 data collected from AY'11 surveys will be use for planning and implementation of academic services at the Extension Centers.  F/aid workshop calendar was developed based on students' responses from the survey.
2.a.	1.3	11	Develop, along with Academic Chairs, a program designed to offer student with a link between non-credit and credit offerings • Coordinate registration and academic advisement activities geared toward enrolling and monitoring students enrolled in pathway-centered program • Develop and implement pathway-centered non-credit ESL program	Establish learner-centered pathway to transition student from non-credit to credit Collaborate with a minimum of two College Divisions to create an action plan (Humanities/Bilingual Studies Department and the CCE/Adult Learning Center)  Maintain and monitor all student registration and advisement activities • Offer Financial Aid workshops to all eligible students enrolled in non-credit ESL courses at the Centers.	I Rojas M Alvarado	Jul 2010 – Aug 2010  Jul 2010 – Jun 2011  Jul 2010 - Jun 2011  Sep 2010- Jun 2011	Offer a minimum of 2 non-credit ESL courses per academic year.  Recruit at least 5% of the total non-credit students enrolled during AY 2011 into credit ESL courses offered during AY 2012.	Two ESL non-credit courses were offered in AY '11 with an enrollment of 42 students which represents 93% of student that were pre-test.  Pre-test was given to 45 new students for FY '11 and (42) 93% enrolled in classes. Post test was administered to (38) 90% of enrolled active students.  F/aid workshop was offered to 40% (17) of all eligible non-credit ESL students at the centers.  Recruited 7% (3) of ESL non-credit students to credit courses for AY 2012.	Continue offering ESL Non-credit courses and develop F/Aid calendar for AY 2012.  Administered the Bilingual Placement test and orientation to ESL non- credit students to take credit courses for PY 2012.  Will develop a marketing and recruitment plan to increase non-credit student enrollment into credit courses by 10% during AY'12.



Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.c.	2.3	8	Enhancing developmental education at the Extension Centers.	Administer student surveys to assist in the process of ascertaining the effectiveness of student support services offered at the Extension Centers in conjunction with the Colleges IR department and Academic Divisions. Compile survey data and generate a report of survey findings. Create and/or adopt a student survey that is designed to specifically gather information related to student support services aimed at enhancing developmental education.	I Rojas	Nov 2010 and Mar 2011          Dec 2010 and Apr 2011	Administer student survey.  Compile and analyze data results from student survey and generate report of findings.  Make recommendations for improvement/enhancement of services based on student survey outcomes.	Student's survey was revised to gather specific information related to student support services.  A new section was offered for Fall 2011 based on information collected from the survey.  Two classrooms were enclosed and doors were added for privacy, a new computer lab was done and a lab technician was contracted to work at both centers. About 40 chairs were taken to Ironbound for our ECC credit and non-credit students.  Student survey was administered to 57% (259) active students in PY 2011. Data was compiled and analyzed and a report was generated based on the students' survey.	During AY'12 data collected from PY'11 surveys will be use for planning and implementation of student support services at the Extension Centers and then re-evaluated for effectiveness.  A lab technician was hired to maintain the computer lab at the Ironbound Extension  Center and to help students with F/aid workshops, WEB registration and other support services.  Based on the survey new courses were offered for Spring 2011 semester.  Based on the compiled information, a new computer lab was put in place at Ironbound due to the need of a computer lab at the center.
1.c.	4.1	4	Create new platforms for established student clubs to activities at both Extension Centers in an effort to increase Extension Center students' involvement in said clubs.	Invite established student clubs (i.e. Alumni to showcase their activities at both Extension Centers in an Association, Phi Theta Kappa, Student Government Association, and Dominican Student Association) to events at each Extension Center.  Distribute club literature during platform activity.  Maintain a log of all Extension Center students who expressed an interest in joining student clubs.  Disseminate information packets in an effort to increase student's knowledge of said club activities and recruit future members.	K Kirkland	Nov 2010 and Mar 2011	Schedule an activity per semester at each Center to serve as the platform for clubs.  One percent (1%) of our student's population at the Extension Center joined the Phi Theta Kappa and the Dominican Student Association club after getting information from each club member at the Cultural Night.	A representative from the Dominican Student Association participated in our Annual Cultural Night.  Club literature from Phi Theta Kappa was distributed to all students that participated in our Cultural Night and our Welcome Back Reception.  Of the 453 Extension Programs students, 9 (2%) students joined one of the clubs.	During AY'12, funds will be requested from Student Life and Activities to support extra-curricular activities at our Extension Centers.  An invitation will be extended to the Phi Theta Kappa and the Dominican Student Association to participate in our Annual Cultural Night to share information and encourage our Extension Center students to join these clubs.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.c.	5.2	9	Increase the usage of Web Services and Financial Aid services.	<p>Establish on-going training sessions for new and returning students</p> <p>Develop and facilitate workshops throughout the academic year to train new and returning students on the use of ECC Web Services and the completing of Financial Aid applications on-line both on and off-campus</p>	I Rojas	Jul 2010 – Jun 2011	<p>Offer a minimum of two workshops per semester on ECC Web Services and FASFA application training. Schedule individual training sessions for new and returning students as needed.</p> <p>Provide on-going technical support to students during established computer open lab sessions.</p> <p>Measures and monitor all student registration and advisement activities.</p>	Based on the computer lab log, 24% of Extension Programs students registered on line at the centers.	<p>Will offer at least four workshops per semester at the centers for FY'12.</p> <p>Developed new computer lab workshop schedule that includes: open lab, one-on-one training sessions, WEB registration and Add/drop at both centers for AY'12.</p> <p>More workshops one-on-one will be provided to all new and returning students in PY '12.</p> <p>Developed monthly schedule for the computer lab and open lab.</p>
2.a.	5.2	9	Utilize basic computer literacy skills.	<p>Develop and facilitate workshops throughout the academic year to support students while using the ICC computer open lab.</p> <p>Establish on-going training sessions for new and returning students.</p>	I Rojas	Nov 2010 through Jun 2011	<p>Offer a minimum of two workshops per semester on computer literacy skills training.</p> <p>Schedule individual training sessions for new and returning students as needed.</p> <p>Provide on-going technical support to students during established computer open lab sessions.</p> <p>Maintain and monitor all student registration.</p>	<p>Financial Aid workshop resulted with a 64% of students that filed the FAFSA and 7% for ECC WEB services, including MyECC Portal and emails account.</p> <p>One-on-one sessions were provided to all new and returned students at the centers.</p> <p>More than 60% of s AY '12 students have received their Financial Aid.</p> <p>A log was created to maintain registration forms and files for all new students.</p>	<p>Summary of the students log will be analyzed and used for AY'12 planning of student support services.</p> <p>The computer schedule will be modified based on the needs of the students.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Corporate and Business Training

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	1.4	13	Create, promote and support a new “cutting edge” academic program to meet emerging needs and labor market demands	<p>Market and promote a nine credit pilot Homeland Security Management Program for delivery to TSA employees at Newark International Airport</p> <p>Recruit new students and retain current students for enrollment in a Spring 2011 credit program</p> <p>Hold pre-registration days, obtain college application, register students Deliver books &amp; student ID’s. Secure room arrangements Hire Adjunct credit faculty Invoice TSA</p> <p>Develop flyers and host an open house for Q &amp; A to promote Essex County College for TSA Employees</p> <p>Coordinate and secure arrangements for a graduation ceremony for students who have successfully earned the “TSA Achievement Certificate” by completing the nine credit pilot program</p>	<p>M. Behr</p> <p>M. Behr</p> <p>M. Behr</p>	<p>Fall 2010-Spring 2011</p> <p>Fall 2010-Spring 2011</p> <p>Fall 2010-Spring 2011</p>	<p>Obtain approval for the federal funding of two new off-site credit sections of homeland security classes with TSA employees</p> <p>Obtain a minimum of 10 -12 students to enroll in each credit classes</p> <p>Ceremony scheduled, students notified of eligibility, obtain confirmations, invite DC Headquarters and confirm speaker for event Print media and local television are notified of event and invited to cover and promote event Photographs taken for publicity in ECC monthly newsletter certificates are provided to achieving students One-two new homeland credit</p>	<p>Funding and enrollment approved for 4 off-site credit classes Spring and Fall 2011</p> <p><u>Fall 2010:</u> 4 classes 1 Communications and 3 Intelligence Analysis (Revenue \$18,000)</p> <p><u>Spring 2011:</u> 4 classes 1 Homeland, 1 Intelligence Analysis and 2 Border Transportation (Revenue \$18,000)</p> <p>Programs generated \$36,000 for fiscal year with an annual enrollment of 119 credit students</p> <p>NJN media invited. Did not make the event.</p> <p>TSA took photographs and a short video of the ceremony achievement event at Newark Airport on 5/25/11</p>	<p>May 25, 2011 TSA Inaugural Achievement Ceremony for the Associates Program. 47 TSA employees graduated successfully passing the 3 credit class with a C or better.</p> <p>Continue with fall and spring credit classes and student enrollments</p>

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

A1	1.1	13	<p>Increase non credit program revenue by 5% over FY2009-10</p> <p>Increase enrollment by 2% over FY2009-10</p>	<p>Develop additional credit classes for Homeland Security Management Program sequentially working towards an AAS Degree</p> <p>Market corporate/business training programs to businesses, not-for-profits, and governmental organizations in Essex County and NYC</p>	M. Behr	Fall 2010- Spring 2011	<p>course outlines are developed and approved by credit curriculum committee</p> <p>Ascertain federal funding for additional credit classes to lead to an AAS degree in Homeland Security Management</p> <p>Increased program revenue by 5% over FY2009-10</p> <p>Enrollment increase by 2%</p> <p>Secure 1-2 direct pay projects</p> <p>Develop five new training workshops/programs based on business needs</p>	<p>One 3 credit course was sent to the academic committee and approved Introduction to Homeland Security-HLS101.</p> <p>Two experimental courses were developed and submitted for approval Intelligence Analysis and Border Security.</p> <p>Program revenue decreased by 37%</p> <p>Enrollment decreased by 5%</p> <p>Direct pay projects were with VA of East Orange, FBI (Newark), and Newark Pre-School Council</p> <p>Developed five new non-credit programs based on business market requests:</p> <p>1-Broadband Technology Opportunity Project-LRCN 700</p> <p>2 and 3-DCA/EPA Renovator Program-ESCN 702 and ESCN 703</p> <p>4- Time Management-BUSN-735</p> <p>5-Writing Effectively in the Business Environment-ENGN-711</p>	<p>Offer Homeland Security HLS101 in the fall.</p> <p>Develop a new credit course Terrorism and Counter-terrorism HLS105 for TSA.</p> <p>Submit four new credit course submittals for TSA program</p> <p>Continue to explore and develop Essex County opportunities for credit and training proposals during the 2011-12 fiscal year</p> <p>Marketing efforts will be: phone calls, direct mail, emails, faxes, flyers</p> <p>Arrange for short speaking engagements at various meetings and events to secure direct pay or grant funded training.</p> <p>Continue to explore Essex County opportunities for credit and non-credit training in 2011-12</p> <p>Assess business needs and develop programs accordingly</p>
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Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	2.4	13	<p>Continue to partner with the Council of Community Colleges to promote and engage business owners in the grant funded NJBIA IV state wide Literacy grant training initiative</p> <p>Target a 5% revenue increase in program revenue offered by the consortium</p>	<p>Create and post a web blurb</p> <p>Place ad in CE brochure</p> <p>Place an advertisement in the newspaper</p> <p>Write a press release on NJBIA free training program</p>	M. Behr	Fall 2010- Spring 2011	<p>Achieve a 5% revenue increase on grant funded programs offered through Consortium programs.</p> <p>NJBIA ad was published in Star Ledger on 9/30/2011</p> <p>Ad is written</p> <p>Blurb posted on website</p> <p>News ad placed</p> <p>Posters placed at four college locations</p> <p>Press release written</p>	<p>Revenue increase of 5% not achieved through the Consortium programs.</p> <p>Marketing was accomplished to advertise the word and promote attention to program</p> <p>Feb-June 2001: secured instructors and ran three – 20 hour Lead Renovator programs at WEC with a total of 61 participants only receiving costs to the college.</p> <p>Focused on BTOP Library Program which includes 4-4 hour computer programs. We successfully completed 28 programs @ 4 hours each for Irvington, East Orange, Nutley, West Orange and South Orange. Only costs to the college were paid by the Consortium.</p> <p>NJUA Grant Program run through the Consortium allowed us to work with two major utility companies in NJ: PSE&amp;G and NJ Resources to customize 10 workplace programs including: Word, Access, Excel, Business Writing and Team Building.</p> <p>NJ HITEC Information Evening was scheduled for April 6, 2011(6:00-8:30 pm). A plug for NJBIA grant classes was mentioned which did not yield business.</p>	<p>Formula for college payment was changed and now is much smaller in relation to work involved.</p> <p>Continue marketing efforts with companies in Essex County to ascertain interest for Renovator training</p> <p>Continue marketing efforts with companies in Essex County to ascertain interest in BTOP</p> <p>Continue marketing efforts with companies in Essex County to ascertain interest In NJUA</p> <p>Secure grant funded fall 2011 programs with PSE&amp;G and possibly NJ Resources based on company need and training interest</p> <p>No further action will be taken as community colleges are no longer involved.</p>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	2.2	13		Initiate 15-20 phone calls a month to follow up and ascertain interest and participant eligibility	M. Behr	Fall 2010 Spring 2011	Mail out over 150 packets with corporate training information  Over 100 flyers handed out promoting training opportunities at meetings	Marketing efforts generated these results:  350 phone calls were made 154 mailing pieces were sent to new companies in Essex County 207 emails were sent 35 faxes were sent 125 flyers were created and passed out  March 17 <sup>th</sup> 2011, Corporate Training Department had a short speaking engagement at a Newark Airport Council.  This engagement generated two new companies exploring and taking NJBIA computer classes at ECC.	Continue with all forms of marketing and focusing more on Customized training grants and direct pay clients.  Continue speaking engagements to inform Business groups of the training available through state grants.
A4	3.1	13	Recruit and enhance pipeline of diverse non-credit adjuncts for Corporate and Training Programs	Network at Business meetings Ask other community colleges if they have referrals Ask Professional organizations Search website Interview, screen paperwork and approve for corporate training programs	M. Behr	Fall 2010- Spring 2011	Outreach and develop four to five (4-5) new non-credit training adjuncts  Outreach and develop a small pool of credit adjuncts one to two (1-2) that may teach upon request of the company	Outreach yielded five (5) new diverse training adjuncts  Outreach yielded two (2) qualified credit adjuncts	Continue outreach for corporate trainers.  Continue to outreach for credit adjuncts that instruct off campus.
A2	3.2	10	Recruit diverse credit adjuncts for off-site programs (as needed)  Offer professional development opportunities for adjunct credit faculty to learn and employ current instructional strategies in the classroom	Ask current instructors for referrals  Offer Sakai Training Schedule for adjunct faculty to learn new technology tools  Invite credit adjuncts to attend			Adjunct faculty (1-2) enroll in Sakai training to employ current instructional strategies in the classroom	Adjuncts were invited to attend Sakai training at ECC. Opportunities conflicted with other teaching assignments. Training did not occur.	Director attended two Sakai programs and will attend more in fall2011.  Reach out and extend invitation to credit adjunct instructors to participate in the Sakai training program at ECC for 2012.



Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A2	6.3	13	Select clearly defined pre/post national and/or requested assessment tools in accordance with current business, industry and professional standards	Explicit criteria is sought using national and/or requested pre/post assessment tools that help with business competencies	M. Behr	Fall 2010-Spring 2011	Administer TABE pre/post assessments and pre-post computer self assessment tools to indicate learning achieved in classes as required to meet grant requirements	<p>TABE pre/post assessments Were used for soft skill sessions under NJBIA grant.</p> <p>Computer pre-post assessments were used for the NJBIA grant funded training</p> <p>CASAS pre/post assessment was used for ESL assessments as required</p> <p>Student program written evaluations/surveys are given out for completion at the end of every credit class and non credit training program</p> <p>Staff reviews and incorporates student recommendations</p> <p>Instructor observations are completed in writing one time (1x) a semester for credit adjuncts</p> <p>A meeting is held once a semester with credit adjunct faculty to assess students, teaching environment, challenges, etc.</p> <p>Instructor observations are completed in writing one to two times (1-2) a year for non-credit</p> <p>Continual dialogue is held with non-credit adjuncts over the semester to monitor participants feedback and instructor experience</p> <p>Site Supervisor discussions are held with companies after each training program to ascertain program success</p>	<p>Continue to use standardized assessment measure where possible for measureable individual and class outcomes</p> <p>Customized Training will continue to use TABE, CASAS and computer self assessments</p>



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: **Bilingual Studies**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1 & A4	1.1	8	Clarify and publicize the offerings of the Division to the entire College community.	Prepare a brochure that explains program objectives, placement and exit procedures, benefits of second language proficiency, and other relevant Divisional policies (e.g., the ESL writing rubric).	Bilingual Studies Chair	Spring 2011	The brochure is created and disseminated.	The brochure was not yet created.	Create the brochure in consultation with Bilingual faculty in AY 2011 – 2012.
				Develop a webpage for the Division with descriptions of programs, registration and testing procedures, and important Divisional announcements.	Bilingual Studies Chair & assigned faculty/staff members.	Spring 2011	The webpage is created and is receiving 'hits'.	The webpage was not yet created.	Create the webpage with assistance from identified Bilingual faculty/staff in AY 2011 – 2012.
A1 & B1	1.1	1 & 8	Offer an ESL Certificate of Completion.	Identify required courses for the ESL Certificate of Completion; prepare and submit all required forms and the proposal for a new certificate program to CCAC.	Bilingual Studies Chair	Spring 2011	The ESL Certificate of Completion curriculum is identified; the proposed new program is approved by CCAC.	The ESL Certificate curriculum was not yet developed.	Prioritize this project in AY 2011 – 2012.
B1	1.2	14	Prepare an assessment plan and collect and analyze student learning outcomes (SLO) data for each course offered in the Division to determine the level of student mastery of at least one MPO per course.	Train and support each MPO Assessment Coordinator to develop and implement an appropriate course assessment strategy, which should be submitted to and review by the Division Chair.	Bilingual Studies faculty (MPO Assessment Coordinators) & Chair, Susan Gaulden	Spring 2011 (ongoing)	Identified MPO Assessment Coordinators develop and implement appropriate assessment tools to collect SLO data, which can be analyzed to determine the level of student mastery of at least one MPO per course, in all Division courses offered in Spring 2011.	All of the Divisional courses offered in Spring 2011 were assessed for student mastery of one MPO. The results/findings indicated that most of the students mastered the assessed MPO in each course. A few of the course outlines were modified/changed slightly in response to the conducted assessment studies.	An action plan must be written and implemented to address any identified student underperformance on course MPOs. Also, to expand on Divisional SLO assessment activities, every part- and full-time faculty member must include course goals and measurable performance objectives (MPO) in class syllabi and one Divisional faculty member will be added to SLOAT each academic year.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	5.1 & 5.2	1 & 9	Incorporate computer-based Language Labs into all Division course offerings to improve students' computer competency skills.	<p>Revise course pedagogical methods and teaching approaches (which will be indicated in the course outlines) to increase lab instruction component.</p> <p>Request the update of Language Lab hardware and software; propose to acquire additional computers to accommodate all students in each class section.</p> <p>Secure necessary funds for Language Lab assistants/tutors.</p> <p>Introduce and train all adjuncts in the use of the Language Lab.</p>	<p>Bilingual Studies Chair</p> <p>Bilingual Studies Chair</p> <p>Bilingual Studies Chair</p> <p>Assigned Bilingual Studies faculty</p>	<p>Spring 2011</p> <p>Spring 2011</p> <p>Spring 2011</p> <p>Spring 2011</p>	<p>All Division courses include a Language Lab component as part of their instructional strategy.</p> <p>The Language Lab hardware, software, and number of computers meet the demands of the Division.</p> <p>Funds are secured and at least 2 Language Lab assistants/ tutors are hired to begin Fall 2011.</p> <p>Adjuncts are given appropriate Language Lab training.</p>	<p>At present, roughly 35% of all classes taught in the Division include a Language Lab component.</p> <p>At present, the Language Lab offerings do not meet the needs of the Division – much of the hardware is not working, some software is obsolete or not installed on the computers, and there are not enough computers to match the number of students enrolled in each class section.</p> <p>No funds were secured yet.</p> <p>No training was provided to adjuncts.</p>	<p>Encourage <i>all</i> Divisional full- and part-time faculty to incorporate at least one weekly Language Lab session into their class.</p> <p>Advocate for the repair, maintenance and upgrade of the Language Lab facility. Attempt to obtain 5 more computers and have relevant, already-purchased software installed on the computers in the Language Lab in Fall 2011.</p> <p>Advocate for the hire of at least 2 lab assistants/ tutors in AY 2011 – 2012.</p> <p>Language Lab training should be developed and offered in Fall 2011. At least 25% of all Divisional adjuncts should receive training.</p>
B1	6.3, 6.4 & 6.5	14	Revise all course outlines as per the new ECC Course Outline format to include specific course goals and corresponding measurable performance objectives (MPOs), Out comes Assessment information, and Course Content Outline (tentative content distribution schedule) among other items.	Revise all Divisional course outlines as per the new format.	Bilingual Studies faculty (Course Coordinators)	Fall 2010	Faculty members “complete” the revision of all Divisional course outlines.	26 course outlines were revised. The only outlines that were not prepared in the new format were for ESL 128 & ESL 129, courses that should be recommended to CCAC for inactivation.	No further action is necessary at present, except for recommending to CCAC that ESL 128 & ESL 129 be inactivated; however, any newly developed courses or courses re-activated in the future must have course outlines in the new format.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Biology /Chemistry

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Develop a new Sustainability Technology program for the Division.	<p>Build/develop new courses to start the program and enroll students.</p> <p>Create and implement strategies to attract students to the new ENS courses.</p> <p>Cross market this certificate program through recruited partners in the NJ County College network, where possible.</p> <p>Develop a Green Technology certificate comprised of the 4 new courses.</p> <p>Promote courses through the ETCS Division via ENS 201, which is a required course in their Energy Certificate program.</p>	<p>BIO/CHM Division Chair</p> <p>Marketing/ PR Office</p> <p>BIO/CHM Division Chair</p> <p>BIO/CHM Division Chair</p> <p>BIO/CHM &amp; ETCS Division Chairs</p>	<p>10/2010 – 01/2011</p> <p>11/2010 – 08/2011</p> <p>10/2010 – 06/2011</p> <p>Summer 2011</p> <p>11/2010 – start of classes in 01/2011</p>	<p>Courses developed are offered in the course schedule for registration.</p> <p>Courses are advertised in newspapers, local media, posters, flyers and around local businesses.</p> <p>NJ County Colleges that host these courses share the availability of these courses offered at other NJ County Colleges.</p> <p>The new certificate program is approved by the Divisional Curriculum Committee.</p> <p>The courses are promoted in ENS 201 and information is shared between the Divisions.</p>	<p>Four courses – ENS 201, ENS 225, ENS 226 &amp; ENS 227 – were built and were available to students for registration in Spring 2011 and Fall 2011.</p> <p>Limited announcements of the new ENS courses were made. One recent announcement in a circulated magazine was perhaps too late to have a meaningful effect. A Division-made flyer that was circulated at a local Sustainability Conference generated interest in the courses.</p> <p>BCCC has announced the presence of this program.</p> <p>Activity not yet completed.</p> <p>ETCS students were made aware of these new courses; one section of ENS 201 successfully ran with 8 students enrolled in the class.</p>	<p>Determine the direction for program development – investigate what type of degree(s) (e.g., A.S. and/or A.A.S.) in Sustainability Science/Environmental Science should be offered at ECC.</p> <p>Marketing needs to be more heavily engaged to inform the community and target populations of the existence of this new program.</p> <p>Efforts to reach other NJ County Colleges should be made; determine whether there is interest to run these IPI grant-developed courses themselves and have them link with other participating NJ County Colleges in cross-marketing them.</p> <p>Seek approval for the new certificate program from the Divisional Curriculum Committee, CCAC, and the state in AY 2011 – 2012.</p> <p>A larger partnership between the BIO/CHM &amp; ETCS Divisions is being planned to develop synergistic programs.</p>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	2.2	9	Increase student success rates in the Anatomy and Physiology courses and General Biology courses, with cascading improvements in successive courses (e.g., BIO 211).	Enforce course prerequisites to ensure that students are adequately prepared for the courses in which they are enrolled.	Banner administrator s	2010/11-catalog rule development schedule	100% of students meet course prerequisites (with the exception of extenuating circumstances).	Anecdotally, there have been fewer indications that students are being permitted to <u>add</u> classes without the necessary prerequisites.	A brief assessment study should be conducted to determine the actual percentage of students enrolled in BIO 121 in a chosen semester (e.g., Fall 2011) without the correct prerequisites and whether this correlates to poor final course grades. <u>NOTE</u> : Enforcement of prerequisites should continue since faculty reports suggest that some students are still getting into classes where they have not met prerequisites.
				Develop a pre-test to assess how prepared the student was for the class.	BIO/CHM Division faculty	Spring 2011	A pre-test is developed and conducted in all A&P classes.	One Biology Department faculty member, Jill Stein, developed and administered a pre-test in BIO 121 (see BIO 121 Spring 2011 SLOAT Final Report for findings).	More faculty should incorporate a pre-test to give students a 'wake-up call' and to determine a meaningful baseline for input assessment.
B2	2.2	14	Prepare an assessment plan and collect and analyze student learning outcomes (SLO) data for each course offered in the Division to determine the level of student mastery of at least one MPO per course.	Train and support each MPO Assessment Coordinator to develop and implement an appropriate course assessment strategy, which should be submitted to and reviewed by the Division Chair.	MPO Assessment Coordinators, BIO/CHM Division Chair, & Susan Gaulden	Spring 2011 (ongoing)	Identified MPO Assessment Coordinators develop and implement appropriate assessment tools to collect SLO data, which can be analyzed to determine the level of student mastery of at least one MPO per course, in all Division courses offered in Spring 2011.	Many MPO Assessment Coordinators developed and implemented appropriate assessment tools and successfully collected SLO data. A few MPO Assessment Coordinators need more diligent coaching.	A detailed protocol of how the 1 MPO/course assessment studies should be conducted must be created (institutionally) and clearly communicated to faculty.
B3	2.2	14	Utilize SLO assessment study findings as soon as possible to develop and implement action plans to address any identified areas of concern in order to improve the course.	Evaluate, in consultation with Division colleagues, findings to determine how areas of concern will be addressed and what means will be employed to effect student improvement.	Course MPO Assessment Coordinator & BIO/CHM Division faculty	Spring 2011 (ongoing)	Data is analyzed and student underperformance on learning objectives is identified and addressed via well-constructed action plans.	SLO data was analyzed only in a perfunctory manner. Action plans have not yet been created or implemented.	Action plans must be created and implemented to address any areas of concern regarding poor levels of student mastery of specific course MPOs in Fall 2011.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	3.1	10	Hire a full-time Chemistry professor.	Advertise, interview, and recommend the 3 top candidates for the position.	BIO/CHM Division Chair & Divisional Search Committee	by 06/2011	A full-time Chemistry professor is hired to start in Fall 2011.	3 of the 12 applicants interviewed by the Divisional Search Committee were recommended to administration. Emmanuel Aouad was hired to begin at ECC in Fall 2011.	No further action is necessary.
B1	5.3	2	Provide input, as requested, related to the design and construction of the BIO and CHM classrooms, laboratories, and laboratory preparation areas.	Prepare refinements to layouts and schematics for classrooms, laboratories, and laboratory preparation areas.	BIO/CHM Division Chair	09/2010 – 10/2010	Layouts and schematics are provided to and accepted by the Project Manager/ Director of Facilities.	The input was accepted and incorporated into the ongoing construction activities.	No further action is required.
				Provide anticipated needs-assessment information (e.g., utilities, case work).	BIO/CHM Division Chair	AY 2010 – 2011 (ongoing)	Needs-assessment information is provided to the Project Manager/ Director of Facilities as requested.	Supplied needs-assessment information on utilities, case work, equipment, equipment layout to accommodate lab workflow, hardware connections, furnishings, etc. was included as part of the construction contract.	Continued needs-assessment information will be supplied as per the request of the Project Manager/Director of Facilities.
B1	6.3	12	Evaluate Division courses for student learning effectiveness.	Assess student outcomes across all Division courses.	BIO/CHM Division faculty (especially SLOAT participants)	Ongoing	SLO data is collected in and analyzed for all active Division courses. Action plans are developed and implemented as necessary to address areas of student underperformance. Post-intervention data is collected and compared to original SLO data to determine the efficacy of the intervention.	The SLO data was collected in all Division courses; however improvements are needed to make the assessment tool (instrument) consistent for all sections of a given course. The data was only analyzed in a perfunctory way and no action plans were developed or implemented.	A single assessment tool (instrument) should be developed to be used in all sections of each course. Action plans need to be developed and implemented as necessary to improve student performance on the course learning objectives.
B2	2.2	14	Revise all course outlines as per the new ECC Course Outline format to include specific course goals and corresponding measurable performance objectives (MPOs), Outcomes Assessment information, and Course Content Outline (tentative content distribution schedule) among other items.	Revise all Divisional course outlines as per the new format.	BIO/CHM Division Chair & faculty, Susan Gaulden	09/2010 – 03/2011	Faculty members “complete” the revision of all Divisional course outlines.	17 course outlines were “completed”.	No further action is necessary at present; however, any newly developed courses or courses re-activated in the future must have course outlines in the new format.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Business Division

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	1.4	11	1.1 Assure courses and degrees offered in the Business Division are consistent with what is expected at senior institutions	Meet with and maintain relationships with deans, faculty and representatives of senior institutions.	Chair of Business	Ongoing	Attend twice yearly meeting of the New jersey Collegiate Business Administration Association (Deans, Division Chairs, and Faculty).	Meetings were attended by division chairs and members of the division's faculty.	The division chair and faculty will continue to attend these sessions.
				Periodic meetings with ECC counselor in charge of transfer.	Chair of Business	Ongoing	Meetings are held.	The meetings have produced value added for the division. Inroads have been made in some problem areas with Rutgers.	These sessions will continue to take place.
				Develop agreements with senior institutions that benefit our students	Chair of Business	Ongoing	Meetings are held.	Although no formal agreements were completed this year, the effort in seeking these agreements is worthwhile.	We will continue to pursue this activity.
A1	1.4	13	1.2 Maintain, enhance ECC/ Montclair High School Business Academy and work with other public high schools on Twelfth Grade Initiative	Meet with high school personnel. Schedule course.	Chair of Business	Ongoing	Meetings with HS held, courses are scheduled, students are recruited and registered and faculty members are assigned.	This past Spring we had a very successful business academy with fifteen students participating from MHS. The students are fully integrated into the Business Division's classes that are held on campus.	It is the division's plan to continue to work with MHS to continue this worthwhile program.
				Work with High School Initiative Office in assigning faculty.	Chair of Business	Ongoing	Meetings Held.		
				Recruit and register students.	Chair of Business	Ongoing	Students registered.		
				Monitor student progress.	Chair of Business	Ongoing	How many students started course and how many successfully completed the courses.	Twelve of the students successfully completed ECC courses.	Working with the High School Initiatives Office we will try to improve on our excellent success this Spring Semester.

Dept./Div. Head: Michael C. King Date: 8/24 /11

Revised: 07/26/2011

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.3	11	1.3 Continue to award college credit based on demonstrated student competency.	Meet with Training Inc., and other entities to review course offerings where credit might be awarded.	Chair of Business	Ongoing	Meetings held and content reviewed.	Meetings were held with Training Inc., and exams were administered and credit was awarded.  After final exams are passed and competency shown credit is awarded.	To date the program has been very successful, giving students the opportunity to earn college credit while learning marketable skills.  Students move on from Training Inc., to college classes.
				Administer division exams if appropriate to students seeking credit based on competency.	Chair Of Business	Ongoing	Exams are given and graded.		
				Assign credit to students.	Chair of Business	Ongoing	Credit is assigned as appropriate.		
A.1	2.4	1	2.1 Continue to promote compressed time-frame for degree completion	<p>Work with Recruitment and Marketing to coordinate the program.</p> <p>Meet with division faculty to insure continued support of the program</p> <p>Develop a course schedule to assure degree can be completed in a compressed time frame.</p>	<p>Chair of Business</p> <p>Chair of Business</p> <p>Chair of Business</p>	<p>Ongoing</p> <p>Regularly scheduled division meetings</p> <p>Fall/ Spring</p>	<p>Meeting held / program promoted.</p> <p>Meetings held. Faculty get behind and support program.</p> <p>Schedules are developed that satisfy the needs of students.</p>	<p>Division continues to schedule course so that students can take course throughout the academic year and complete a degree within eighteen months</p> <p>Faculty continue to express their support for the program</p> <p>Courses have been scheduled to help students achieve the eighteen month goal.</p>	Although we had no students graduate within the eighteen month period this academic year the faculty believes that scheduling the courses in this manner affords students a maximum opportunity to complete a Business Degree.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2	6.4	11	6.1 CIS Five Year Program Evaluation.	<p>Meet with faculty teaching in program and develop plan for completion.</p> <p>Write the Evaluation.</p> <p>Submit Document to Outside Evaluator.</p> <p>CIS faculty responds to the report of the evaluator and the Academic Assessment Council.</p> <p>Continue to review all divisional syllabi and course outlines to insure compliance.</p>	<p>Division Chair</p> <p>Division Chair</p> <p>Division Chair</p> <p>Division Chair</p> <p>Division Chair</p>	<p>Fall Semester</p> <p>Fall and Spring Semester</p> <p>Spring Semester</p> <p>Summer I and II</p> <p>Ongoing</p>	<p>Meeting held plan developed.</p> <p>Document written</p> <p>Document submitted to Academic Affairs.</p> <p>Meeting held with evaluator and Academic Advisory Council.</p> <p>Meetings and Discussion with faculty.</p>	<p>A meeting was held and a plan developed. How-ever, the division did not adhere to the plan. The CIS faculty priority shifted to the rewriting of course outline and the development of new syllabi based on those course outlines.</p> <p>Division programs were reviewed to insure compliance with state requirements.</p>	<p>The CIS program evaluation has been postponed and will be completed in the current academic year.</p> <p>The SLOAT indicates that all degree programs with the exception of one are in complete compliances. The program out of compliance will be changed to comply.</p>
B1	6.3	12	6.2 Assure all division programs comply with state general education requirements.	<p>Create course outlines that reflect and measure student learning outcomes.</p>	<p>Division Chair</p>	<p>Fall and Spring Semester</p>	<p>Drafts approved by the Student Learning Outcomes Coordinator.</p>	<p>All division courses with fulltime division faculty teaching them submitted course outlines in a timely manner to SLOAT. HMM which has no fulltime faculty member and is staffed by adjuncts has not fully complied with completed course outlines.</p>	<p>Outlines for HMM will be completed in the Fall Semester.</p>



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Engineering Technologies & Computer Sciences

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Develop and offer a Green Energy Certificate program.	Identify and/or develop curriculum for the new program. (NOTE: The program will consist of 8 courses total, including three new courses – UTII 111, Alternate Energy Sources; UTI 112, Energy Audit and Weatherization; and UTI 113, Solar Installation Technology.)	Prof. J. Park, Program Coordinator	Fall 2010	The new program and all associated new courses are developed, approved by CCAC, and offered to students. 10 students are enrolled in the program.	The program and all associated new courses were developed and approved by CCAC. Enrollment in key program courses for AY 2010 - 2011 was as follows: UTI 111- 11 students; UTI 112-14 students (Spring 2011); and UTI 113-13 students (Spring 2011). The program was renamed the Renewable Energy Technology Certificate program.	Make efforts to increase student enrollment in the program. Seek state approval of this certificate program in AY 2011 - 2012.
B1	1.1	11	Update the major course requirements for the Engineering (0399) A.S. program.	Compare required curriculae at NJIT, Rutgers and other county colleges and then propose to the CCAC necessary changes to the 0399 program.	Prof. H. Assadipour	Spring 2011	Proposed changes to the 0399 program requirements are approved by CCAC.	The proposed revised 0399 program requirements were approved by CCAC in Spring 2011.	No further action is required.
A3	2.2	9	Update and enhance the MESA Center operation and student usage.	Update computers; update and add new productivity software; increase student usage of the Center (e.g., by hosting an orientation session in the MESA Center for Divisional majors).	ETCS Chair & MESA Center Coordinator	AY 2010 – 2011 (ongoing)	The computers and software are sufficient in number and up-to-date; student usage of the Center increases by 10%.	The computers and course-relevant software have been updated/purchased to meet the needs of the Center. Enrollment data has shown about 15% increase in student usage. An orientation session was held in Spring 2011 to introduce students majoring in ETCS programs to the Center.	Continue to update hardware and software as necessary. Continue making efforts to increase student usage of the Center.
D1	3.1	5	Hire a new ETCS Division Chair.	Advertise for the position, interview candidates, and recommend the top 3 candidates to administration for hire in Fall 2011.	Dept. of Human Resources, Dean of Faculty & the ETCS Chair Search Committee	Fall 2010 – Spring 2011	The new ETCS Division Chair is hired.	Ravichandran Manimaran was hired to begin as Chair of ETCS in Fall 2011.	No further action is required.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A2	3.1	10	Hire one new full-time Computer Science faculty member.	Advertise for the position, interview candidates, and recommend the top 3 candidates to administration for hire in Fall 2011.	Dept. of Human Resources, Dean of Faculty & the CS Faculty Search Committee	Fall 2010 – Spring 2011	One new full-time Computer Science faculty member is hired.	Candidates were recommended to administration for hire but no further action was taken.	Advocate for the hire of one of the proposed Computer Science faculty top candidates in AY 2011 – 2012.
A2	3.1	10	Hire one new full-time Architecture faculty member.	Advertise for the position, interview candidates, and recommend the top 3 candidates to administration for hire in Fall 2011.	Dept. of Human Resources, Dean of Faculty & the Architecture Faculty Search Committee	Fall 2010 – Spring 2011	One new full-time Architecture faculty member is hired.	Candidates were recommended to administration for hire but no further action was taken.	Advocate for the hire of one of the proposed Architecture faculty top candidates in AY 2011 – 2012.
B1	4.3	3	Secure continued grant funding that supports Division activities.	Secure approval of the continuation of the NSF grant, which provides nearly \$1 million for faculty and student mentors in the MESA Center.	Prof. J. Yue	ongoing (NOTE: The NSF grant runs from 2006 – 2011.)	NSF approves the MESA Center's annual report and releases next year's funding.	The MESA Center's annual report was submitted on time; NSF approved the report and released next year's funding.	Apply for an additional-year extension of the NSF grant. The added funding will be used to support more STEM students.
B1	5.1	2	Enhance the CFT – that is, upgrade the facilities to make it a world-class technology center. (NOTE: Improvements may include acquiring and/or installing additional or upgraded hardware, software, lab equipment, furniture, and activities.)	Upgrade hardware and software as necessary; purchase and install a flat-screen monitor in the entrance lobby of the CFT to show CFT events and other important Division information; purchase and install additional flat-screen monitors around the CFT to display student work; purchase and install solar panels on the roof of the CFT; purchase and install smart projectors in several CFT classrooms and labs; activate data ports in all classrooms and labs; purchase and install wireless routers in every corner of the CFT building and/or in relevant rooms.	ETCS Chair, Dean of Faculty & IT	AY 2010 – 2011 (ongoing)	Hardware and software is updated; monitors, solar panels, smart projectors, and wireless routers are installed; data ports are activated.	Submitted purchase requests for hardware, software, and the various listed equipment were denied by administration. Although several wireless routers were requested, only one router was installed at the entrance to CFT.	Conduct needs-assessment studies to determine hardware, software, and other listed equipment purchase <i>priorities</i> . Advocate for the purchase and installation of the top-needed hardware, software, equipment, etc. in AY 2011 – 2012.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	6.3	7	Renew/receive ABET accreditation for CET, EET, and MET programs.	Write and submit ABET self-study reports; prepare for and host the on-site ABET visit; begin planning for the revision of programs in accordance with ABET findings.	ETCS Chair & faculty	Summer 2010 – Spring 2011	Reports are submitted to ABET on time; the on-site ABET visit is conducted; ABET accreditation is received/renewed; ABET findings are discussed and plans to address any areas of concern are formulated.	Full ABET accreditation was renewed for the CET & EET programs and was received for the first time for the MET program. ABET findings were discussed.	Continue monitoring these programs for compliance with ABET standards.
B1	6.5	7	Revise all Divisional course outlines as per the new ECC Course Outline format to include specific course goals and corresponding measurable performance objectives (MPOs).	ETCS faculty will attend Course Outline Revision Training workshop and revise all ETCS course outlines.	ETCS faculty	Fall 2010	All ETCS faculty attend the Course Outline Revision Training workshop and revise all Divisional course outlines as per the new format.	All ETCS faculty attended the workshop and revised the course outlines as required.	No further action is necessary; however, new courses should submit course outlines in the new format and existing course outlines should be maintained/updated as necessary.



Department: Humanities Division

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1	1.4	11	1.4.1. Maintain, enhance, and further develop the partnership ECC currently has with IDT.	Continue meeting on a regular basis with Prof. Mike King, Chair of the Business Division and ECC Coordinator of the ECC-IDT Partnership, and with the academic directors from IDT.  Select Humanities courses to be offered at IDT.  Staff IDT sections.  Review and approve IDT calendar with Academic Affairs and Registrar.	Chair of Humanities  Chair of Humanities  Chair of Humanities  Chair of Humanities	Ongoing  Ongoing  Ongoing  Ongoing	Hold at least one meeting every semester with the directors of IDT.  Courses will be selected and scheduled.  Courses will be duly staffed with qualified instructors.  Regular meetings will be held.	Continuation of partnership  Continue to offer courses We have offered Eng 101, Eng 102, and Eng 109 as well as literature courses.  For the last four years the divisions have reviewed the credentials of faculty they seek to hire. If we approve the faculty member they hire and pay them.	Continue to liaise with the Directors of IDT  Continue to offer more courses for IDT students  Continue meeting and consulting with Prof. Mike King, Chair of the Business Division and ECC Coordinator of the ECC-IDT Partnership.  Introduce Hybrid courses to the Directors at next meeting
			1.4.2. Maintain, enhance, and further develop the partnerships ECC currently has with outside institutions, such as local high schools.	Meet and consult with Prof. Mike King, Chair of the Business Division and ECC Coordinator of the ECC-IDT Partnership.  Continue meeting on a regular basis with Mr. Jerry Bruno of Educational Services, ECC Coordinator of the ECC High School Initiative, and with the instructors involved in this program.  Recruit and register students.	Chair of Humanities  Chair of Humanities  Chair of Humanities	Ongoing  Ongoing  Ongoing	Regular meetings will be held.  Meetings will be held to ascertain the needs of students and provide guidelines and ongoing orientation to the instructors.  Screening/orientation of students.		Monitor long term instructors at IDT who have been previously approved to teach and make sure they are on target with our course outlines.  Continue program. Students are now taking courses with CAF.

				<p>Schedule courses.</p> <p>Register students.</p> <p>Monitor progress.</p> <p>Provide faculty for assigned sections.</p>	<p>Chair of Humanities</p> <p>Chair of Humanities</p>	<p>Ongoing</p>	<p>Schedule courses.</p> <p>Register students.</p> <p>Evaluate student success.</p> <p>Staff courses.</p>		
			1.4.3. To get local high school students involved in academic activities on campus or closely related to ECC.	To establish and develop an annual writing contest for local high school students. These early and positive ties with the College will hopefully translate into their considering ECC to begin their college career.	Chair of Humanities And Faculty Members	Ongoing	Annual High School Writing Contest has been organized and carried annually. Categories include essays, short stories, and poems.		Expand contest to involve more schools. Obtain corporate sponsorship (Publishers and Local Businesses)
A1	2.3	11	<p>Correctly test, grade, and place students in developmental English and Reading courses.</p> <p>Minimize the number of students who do not successfully complete developmental courses.</p> <p>To enhance student success at the college level and shorten the time spent in developmental courses.</p>	<p>Oversee and coordinate the activities of the Testing Committee of the English Department, especially in their articulation with students coming from ESL.</p> <p>Identify at-risk students at an early stage, preferably early stage, preferably early on in the semester.</p> <p>Work with the Learning Center to provide support and tutoring to qualified students seeking to shorten the time spent in developmental courses by way of specialized programs, such as the Bridge Program.</p> <p>Identify potential students.</p> <p>Register students.</p>	<p>Chair of Humanities and Testing Committee</p> <p>Chair of Humanities</p> <p>Chair of Humanities and Faculty</p> <p>Chair of Humanities and Faculty</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Monitor and coordinate the activities of the Testing Committee for optimal results including the articulation with the ESL Program.</p> <p>Track students identified by faculty through the Early Intervention Program.</p> <p>Work with Learning Center in assessing program effectiveness, such as the Move-up Workshops.</p> <p>Program was approved and created in 2005 and is operational at present.</p>	<p>The ENG-ESL Articulation Committee has been discussing and analyzing exit and admissions criteria for ESL 105-106 and ENG 101 courses</p> <p>Provide exam preparation and other academic support programs for students</p> <p>Advise and monitor students</p> <p>Correctly advise and register students.</p>	<p>Insure a smooth transition between ESL and English college-level courses.</p> <p>Make sure there is uniformity between our programs.</p> <p>Continue to track and provide support and tutoring to at-risk students, such as the Move-Up Workshops</p> <p>Exam preparation workshops are still operational</p> <p>Continue the successful move-up program</p> <p>Avoid long lines and student frustration by making advisement and registration an ongoing process and not wait for major registration dates.</p>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A4	1.2	14	1.5 Utilize findings as soon as possible to develop and implement an action plan.	Address areas of concern and improve the courses.	Chair of Humanities and faculty members	Ongoing	Courses are changed to improve student learning.		Expand High School initiative. Liaise with Learning Center to offer more courses
	2.4	11	Work with local community organizations to reach out to Latino/Hispanic enclaves in Essex County and northern New Jersey in an attempt to increase the number of Latino/Hispanic students enrolled in our programs.	Contact and work towards establishing partnerships with Latino/Hispanic community	Chair of Humanities  Chair of Humanities	Ongoing	<p>Students will be identified and registered.</p> <p>Several open houses have been and will continue to be organized specifically for prospective Latino/Hispanic students and their community leaders to promote and recruit for our programs.</p> <p>A. Once we reach the 25 % mark of Hispanic full-time equivalent enrollment, we will be in a position to apply for and receive Title V grants from the Federal Government.</p>	Aim to reach the 25 % mark of Hispanic full-time equivalent enrollment.	<p>Bilingual education courses offered in major courses. Students are advised by the Bilingual Department. FOCUS and Ironbound centers serve the Latino students.</p> <p>As a result of our recruitment efforts with the Latino/Hispanic communities of northern New Jersey, Essex County College has become eligible to apply to the Hispanic Association of Colleges and Universities to be officially recognized as a Hispanic-serving institution</p> <p>When we reach 25% benchmark of full-time Hispanic equivalent enrollment, we will reapply for and receive the Federal Government's Title V grants.</p>
A2	3.1	10	3.1.1. Meet full-time faculty staffing needs by developing and promoting high quality faculty in the Humanities.	Assign a screening and search committee to identify, interview, and recommend qualified candidates for positions in the Humanities Division that may become available in the 2010-2011 academic year	Chair of Humanities	Ongoing	Screening and search committees are currently in place and ready to start work reviewing and identifying qualified candidates for positions in the Humanities Division that may become available in the 2009-2010 academic year.	The most qualified candidates were interviewed	One candidate Margaret Botney was hired for English.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	3.2	10	3.2.1. Provide adequate academic and professional support as well as development opportunities for adjunct instructors and full-time faculty to enable them to devise and use innovative instructional strategies.	Hold Divisional meetings at least four times every semester and, whenever possible, include adjuncts.	Chair of Humanities	Ongoing	Whenever possible, at least four Divisional meetings will be held in the Humanities Division every semester.		Professor Richard Bogart met with representatives of Pearson Longman to discuss the use of the online resources My Writing Lab and My Comp Lab in his sections of ENG 085 and 101. As the coordinator of ENG 101, Prof. Bogart is responding to the clear need for improved instruction in grammar and mechanics. If the use of the resources proves successful, Professor Bogart will encourage other ENG 101 instructors to implement the resource with their classes as well.
			3.2.2. Provide professional support and development opportunities to faculty.	<p>Orient and mentor new full-time faculty.</p> <p>Orient and mentor adjunct faculty.</p>	<p>Chair of Humanities</p> <p>Chair of Humanities</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Senior full-time professors will be asked To serve as mentors to new full-time faculty.</p> <p>A new committee has been established and full-time faculty members will be asked to serve as mentors and guides to adjunct instructors in the Division. Moreover, all full-time faculty will be asked to participate fully in the classroom observation and evaluation of all adjunct instructors in the Division to make sure we have uniformity and quality control throughout all academic programs in the Division.</p>	Success and vibrancy of faculty /adjunct relationships	Committee established and is actively mentoring and supporting adjunct instructors.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
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A-1	4-4	3	Provide academic support for students	Place copies of textbooks on reference in MLK Library	Faculty Members	Every semester	To provide resources for students	Effort to reinvigorate and upgrade the library's collections	Excellent service. Program is very popular. Textbooks are effectively used.
				A faculty member Jeff Curtis serves as Library Liaison	Faculty	Yearly-in September	Recommends and supports the purchase of books for the library		Insure that most frequently borrowed texts are available in their latest editions
				Faculty obtain Teacher's Editions of texts from publishers to save college funds	Faculty and Chairperson	In June and in May			
				Create course outlines that reflect and measure student learning outcomes.	Fall and Spring semester	Every semester	Drafts approved by the Student Learning Outcomes Director		Reinforce and continue policy
B2	6.3	14	6.3 Revise all course outlines as per the new ECC Course Outline Format	Include all specific course goals and corresponding performance objectives (MPOs), Outcomes Assessment Information, and Course Content Outline (tentative content distribution schedule) among other items.	Spring Semester		Drafts approved by SLO Director		Professors Hayes and Bogart worked together to revise Liberal Arts Program goals. These revised goals will be presented to the Humanities Division as a whole at our meeting on Convocation Day.
B2A1	6.5	14 14	6.4 Prepare an assessment plan and collect and analyze student learning outcomes (SLO) data for each course.	Determine the level of student mastery of at least one MPO per course.ENG 102	Spring Semester Chair of Humanities		Assessment completed/ feedback loop closed.		Professor Hayes finished a SLOAT assessment report for English 102 focusing on student compositions analyzing literature. He identified that students had difficulty moving beyond a summary of the literary text to provide analysis, and he will be writing a memo to English 102 instructors asking them to focus upon helping students develop analytical skills and providing instructors with advice about how to accomplish this.
			Improve the Humanities Division's methodology to assess student learning in English	Sample ENG 102 research papers representing a range of grades on the assignment --the major assignment in ENG 102-- are submitted from every section taught by both full-time and adjunct faculty. Research papers are read against a rubric (a modified rubric based on a national standard originally proposed by ETS Educational Testing Services of Princeton, New Jersey) that reflects the learning outcomes for the English 102 course. With information obtained from reading these papers in this manner, Dr. Scott Drakulich was able to generate a report in this area for the upcoming	Faculty and Chair of Humanities, Faculty and Pat Bartinique		Students should write a fully documented, multiple source, literary research paper with citations based on the result of personal investigation;		
									Make student learning outcomes assessment an ongoing handled through the English Testing Committee



				Middle States visit. As with other assessment activities carried on in the English Department, this work is ongoing and will continue to allow the faculty to monitor student learning outcomes and the overall outline of English 102 for the Middle States visit and beyond.					
B1	6.3	12	6.2 Assure all division programs comply with state general education requirements.	Continue to review all divisional syllabi and course outlines to insure compliance	Chair of Humanities	Ongoing	Meetings and discussions with faculty	Faculty members work with SLOAT Director to review course syllabi	Ongoing review of courses

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Math & Physics Division

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11 and 12	Mathematics Program – 0604 - is of superior quality and responsive to academic and labor market demands.	Conclude in January 2011 assessment of the Mathematics Program. – self study.  Conclude in June 2011 assessment of the Mathematics Program – outside evaluator.	Standards and Assessment Committee to lead all MAP faculty.	Report due in January.  Outside Evaluator Report due in June.	Program Assessment Report – Self Study due to Dean of Academic Affairs and Dean of Planning and Assessment.  Outside Evaluator Report due to Dean of Academic Affairs and Dean of Planning and Assessment.	Outcome met on time.  Outcome met on time.	All recommendations will be incorporated into the goals of divisional committees for the coming years and into the college's plans and budget.
B1	1.2	14 (Assessment of student learning)	Students demonstrate knowledge, skills and competencies acquired in all courses offered by the Division.	Develop assessment plans for all mathematics and physics courses: MTH 086, 092, 100, 101, 103, 113, 114,119, 120, 121, 122, 221, 222, 136 and 239; and PHY 101, 102, 103, 104, 113 and 114.	Chair and All MAP faculty.	Fall 2010.	Fall 2010 - Course Assessment Reports for all mathematics and physics courses.	Outcome met.	Academic enhancements have been incorporated into the outlines of 30 % of the courses offered in Fall 2011.
B1	1.2	14 (Assessment of student learning)	Students demonstrate knowledge, skills and competencies acquired in all courses offered by the Division.	Participate in SLOAT in Fall 2010 and Spring 2011. Conduct course-level assessment of courses with poor success rate and high enrollment.	Chair and All MAP faculty.	Fall 2010.	SLO Assessment in: MTH 0092 , and MTH 100.	Outcome met.	Academic enhancements have been incorporated into the outlines of MTH 092 and 100 for Fall 2011.
B1	1.2	14 (Assessment of student learning)	Students demonstrate knowledge, skills and competencies acquired in all courses offered by the Division.	1.- Blueprint goals and measurable performance objectives (MPOs) to ALL exams in MTH 086, 092 and 100. 2.-Prepare 10 versions of ALL Exams in MTH 086, MTH 092 and MTH 100.	Examinations Committee: C. Wang, Chair, C. Castillo, I. Figueiras, B. Satterwhite, E. Aboelnaga.	Spring 2011. Ongoing.	MTH 086 and MTH 127 In MTH 086, 092 and 100: MPOs are blueprinted in exam questions.	Outcome met.  Outcome met.	Academic enhancements have been incorporated into the outline of MTH086 for Fall '11. Examinations Committee is to continue developing exams following this policy.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.2	14 (Assessment of student learning)	Students demonstrate knowledge, skills and competencies acquired in all courses offered by the Division.	Blueprint goals and measurable performance objectives (MPOs) to ALL exams in courses other than 086, 092 and 100.	All course coordinators.	Ongoing.	MPOs are blueprinted to ALL exams in courses other than MTH 086, 092 and 100.	Outcome met for all mathematics and physics courses.	Course coordinators to continue this policy.
B1	1.1	11	1.- Revitalize existing Mathematics Program. The revised program would allow students to opt into several specializations and upon graduation transfer to a four-year institution.	Create Task Force to develop a plan.	Chair de la Torre / T. Stafford.	Spring 2011 and Fall 2011	Approval of Mathematics Education option in spring 2012.	N/A.	N/A.
			2.- Review program to hold it to 60 – 63 credits including all courses starting from first college level math (MTH 100).	Meeting to discuss programmatic needs.	Chair de la Torre	Ongoing.	Enhance Mathematics Program.	Plan delayed.	No action.
B1	1.4	13	Partner with High Schools.	Coordinate course offerings with participating High Schools: MTH 086, MTH 092 and MTH 100.	Chair de la Torre and faculty at High Schools.	Ongoing.	Increase mathematics proficiency of high school students participating in the program.	Successful program.	Continue current policy.
				Evaluate possible course offerings: PHY 101, 102, 103 and 104.	Chair de la Torre and Professors Rozak and Lvov,; and faculty at High Schools.	Spring 2011	Transfer agreement signed in Fall 2011.	N/A.	N/A.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B	2.2		Provide research opportunities to students as part of the LSAMP grant.	1.- Partner with faculty in area Universities to mentor students..	N. Lvov	Ongoing.	Graduate 12 students from Program	Fifteen students graduated from Summer research program.	Continue current strategy to recruit and place students.
B	2.2	11 (Educational offerings)	Enhance academic instruction as part of the PBI-STEM grant.	Offer recitation period in four sections of MTH 100.	C. Castillo, I. Figueiras, and E. Aboelnaga, D. Yee, L.Shi, and Chair de la Torre	AY 2010-2011.	In MTH 100, improve: 1.- Student learning. 2.- Student success rates.	Rates improved.	Encourage students to do homework and reduce absenteeism.
B	2.2	11 (Educational offerings)	Enhance academic instruction.	Offer voluntary math lab periods at instructor's choice in T-105.	All faculty and Chair de la Torre	Ongoing.	Increase Success Rates in all MTH courses.	N/A.	Offer training to math adjunct faculty and encourage students to acquire WebAssign access card.
B	2.3	14 (Assessment of student learning)	Placement Testing out of MTH 086, 092, and 100 and above.	<ol style="list-style-type: none"> <li>Develop Schedule.</li> <li>Faculty Assignments.</li> <li>Testing</li> </ol>	R. Bannon, C. Wang, I. Figueiras, Alvin Williams and N. Moheb & Chair de la Torre.	Testing Dates: April 28 and 29.	Improve academic progress of all students in need to satisfy pre-requisite courses.	<p>One hundred students tested out of developmental courses.</p> <p>Fifty students tested out of MTH 100 and above,</p>	Continue to promote "Placement Testing".
B	2.1		Implement the Early Warning Notification System to reach individuals or groups of students in a class.	Inform students of progress in the course.	All faculty.	Spring.	Decrease undesired withdrawals.	Very few opportunities to intervene with students.	Improve communication with students by way of e-mails.
B	2.4		Market ECC as an institution which is dedicated to academic excellence.	The College and the MAP Division will host the MAA-NJ Conference and GSMUC.	The 2011 MAA-NJ and GSMUC Committee: Chengwen Wang, Chair, N. Lvov, M. Vyas, C. Castillo, L. Shi, B. Orosz, E. Aboelnaga; and Chair de la Torre.	April 2	One hundred faculty and one hundred fifty students from two-year and four-year institutions in New Jersey convened at ECC for their annual gathering and competition on April 2.	Complete success.	Plan organization of another statewide conference.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B	3.1	10 Faculty	Meet staffing needs.	Develop and execute a faculty hiring plan. Review of applications.	Chair de la Torre	Ongoing.	Build an adjunct pool.	Pool is insufficient.	Assign more time to develop adjunct pool.
B	3.2	10 Faculty	Employ best practices for teaching mathematics courses.	Faculty training in Computer Assisted Instruction.	Chair de la Torre	Ongoing	Increase Success Rate. Improve use of physical plant.	Training did not reach all adjuncts.	Invest more resources.
B1	5.4	3	Renovation of Physics Laboratories.	Oversee project. 1.Developed design requirements for the Astronomy / Meteorology lab. 2.- Meetings to identify deviations from design requirements. 3.- Reported observations / deviations in construction from the Phase I design to Dean Linfante.	S. Mittman, J. Shapiro, M. Seddiki, F. Linfante, and Chair de la Torre.	Phase I  Phase II	Increment physics course offerings.	Many problems in the design.	Improve communication / meetings with project manager.
B	5.3		Offer Elementary Algebra, MTH 092 HYBRID courses.	1. Schedule hybrid courses in Summer I, Summer II and Fall 2011. 2. Faculty Assignments.	Instructor Douglas Platt and Chair de la Torre.	Ongoing.	Improve retention. Increase Success Rate. Improve use of physical plant.	Mixed results.	Train more instructors.
B1	6.4	14	Improve assessment of general education goals.	Perform Course-Level Assessment of Gen Ed Goals.	All faculty and Chairperson.	Ongoing.	Meet institutional assessment goals.	N/A.	enhancementsN/A.
	6.5	14	Improve assessment of student learning in math courses.	Standards and Assessment Committee Meeting: Perform Course-Level Student Learning Outcomes Assessment in all mathematics and physics courses.  Analysis and recommendations submitted	Figueiras, S. Romero, C. Castillo, E. Aboelnaga, B. Orosz and Chairperson.	Ongoing.	Student Learning Outcomes evaluated.	Successful.	Continue effort by all MAP faculty to conduct assessment.

	6.5	14	Coordinate Divisional efforts to improve academic planning, assessment of student learning, and institutional assessment.	as part of the Academic Plan. Divisional meeting agenda: 1.- Middle States Visit RESULTS. 2.- Student learning Outcomes Assessment.  Analysis and recommendations submitted as part of the Academic Plan.	All MAP faculty and Chair de la Torre	Ongoing..	Faculty is knowledgeable of the re-accreditation visit results. Preliminary analysis of recommendations.  Execution of MAP plan in the area of student assessment. Student Learning Outcomes evaluated.	Successful. Academic enhancements adopted in Fall 2011 in 30 % of all mathematics courses.	Engage in second round of assessment
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# ESSEX COUNTY COLLEGE – Departmental Objectives

**AY 2011**

**Department:** Nursing and Allied Health

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)
Actionable Foresight	Objective	M.S. Standard					
A1	1.4	1.1	1.1 Assure courses, certificate programs and degrees offered in the Division of Nursing and Allied Health are consistent with expectations of accrediting agencies and clinical facilities	Yearly program curriculum review within specific program advisory committee(s).	Nursing Program Administrator LPN Program Coordinator PTA Program Director RTC Program Director Vision Care Program Director Coordinator of Allied Health Programs	Ongoing	Minutes from Advisory Committee
			1.2 Assure courses, certificate programs and degrees offered in the Division of Nursing and Allied Health are consistent with expectations of senior and partner institutions	Meet with appropriate personnel and develop agreements with senior institutions that benefit our students	Nursing Program Administrator LPN Program Coordinator PTA Program Director RTC Program Director Vision Care Program Director Coordinator of Allied Health Programs	Ongoing	Meetings held (minutes) and articulation agreements defined or renewed by Fall, 2011.

# ESSEX COUNTY COLLEGE – Departmental Objectives

**AY 2011**

**Department:** Nursing and Allied Health

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)
Actionable Foresight	Objective	M.S. Standard					
A1	1.4	1.3	Develop a career ladder with multiple entry/exit points and internal articulation processes between health career courses in Training, Inc. and LPN and RN Programs; allied health programs and four year institutions	Meet with Dean of Community and Continuing Education and Staff to develop proof of concept.	Chairperson of Nursing and Allied Health	January, 2011	<p>(August 25, 2011)</p> <p>Unanticipated process issues identified in the AS in Health Sciences. Plan of correction defined and implemented.</p> <p>Concurrently activities with colleagues in Training, Inc have defined internal articulation models and frameworks. These have been submitted to the IAC, and comments and suggestions returned.</p> <p>A new framework for defined credits to be placed into the Professional Transfer Block will be completed by next week and submitted to the IAC for review. Following anticipated review implementation to begin.</p> <p>The initial areas will include health sciences and practical nursing.</p> <p>Advanced standing mechanisms developed, reviewed and implemented</p>
			Develop methods to award college credit based on demonstrated student competency.	Meet with Training Inc., and other entities to review course offerings where credit might be awarded.	Chairperson of Nursing and Allied Health Appropriate Program Coordinator (s)	March, 2011	
				Meet with Dean of Educational Services and Staff to develop proof of concept	Chairperson of Nursing and Allied Health	January, 2011	
				Meet with Dean of Educational Services and other entities to review course offerings where credit might be awarded.	Chairperson of Nursing and Allied Health Appropriate Program Coordinator (s)	March, 2011	
				Administer division exams if appropriate to students seeking credit based on competency.	Chair of Nursing and Allied Health Appropriate Program Coordinator (s)	May, 2011	
				Assign credit to students.			
	6.3.1		Update all course outlines in the Division to include Measured Program Outcomes (MPO's)		Program Coordinator Chairperson	March, 2011	Submission of Revised Course Outline with MPO's (Completed)
	6.3.2		Update all course syllabi in the Division to include MPO's		Program Coordinator Chairperson	June, 2011	Submission of Revised Course Syllabi with MPO's (Completed)



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: SOCIAL SCIENCES**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A-3 B-1	1.1 1.2 1.3	11	Seek National Accreditation from (CSHSE) Council for Standards in Human Services Education	Prepare a Self-Study Based upon the criteria established by (CSHSE)	Professor Bridgeforth (Dr. Reid and Prof. Said)	May 2012	Awarding of National Certification	Received report from outside evaluator listing areas to be addressed to meet national certification.	Preparing formal field placement handbook. Establish Life Span and development course and integrated into 2202 curriculum. Membership rest on Evaluation Committee presentation.
A-3 B-1	1.1 1.2	11	Apply for membership in (NOHS) National Organization for Human Services	Submit Formal Application	Professor Bridgeforth (Dr. Reid and Prof. Said)	May 2011	Awarding of Membership Credential	Received report from outside evaluator listing areas to be addressed to meet national certification.	Preparing formal field placement handbook. Establish Life Span and development course and integrated into 2202 curriculum. Membership rest on Evaluation Committee presentation.
A-3 B-1	1.1 1.3	11	Provide Career Ladder for those interested in CDA or those who desire an Associate Degree in Education but do not wish to pursue a B.A.	Develop a A.A.S. Degree in Early Childhood Education	Professor Bridgeforth (Professor Roig and Prof. Harvest)	May 2011	A.A.S. Degree approved by the Institution	A.A.S. Degree developed and evaluated by Divisional Curriculum Committee.	Degree ready for presentation and formal vote of Divisional Curriculum Committee in Sept. 2011. Ready for submission to College Curriculum Committee for the first 2011 meeting.
A-3 B-1	1.3 1.1	11	Retain Approved CADC Course Provider Status	Renew N.J. CADC Membership	Professor Bridgeforth (Dr. Reid)	2011-2012	E.C.C. Listed by State of N.J. On Website as Approved Provider	Outcome Met	Essex County College listed as approved provider.
A-3 B-1	1.1 1.3 1.4	11	Revise the Psycho-Social Rehabilitation and Treatment Degree	Rewrite Curriculum to reflect A.S. Degree Requirement	Professor Bridgeforth (Dr. Reid)	January 2011	Approval of A.S. Degree	A.S. Degree Approved.	Discussion continues with UMDNJ regarding recruitment of ECC students for joint program.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: SOCIAL SCIENCES

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A-3 B-1	2.1	9	Prepare Students for the World of Work via Image Revamping	“Your Future Today” Day Long Workshops geared to professional exposure and marketplace behavioral expectations	Professor Bridgeforth ( All Faculty)	May 2011	Student Survey to Assess the Value of Event Number of Students Who Actively Participate	125 students participated Presentations by 15 agencies	Student surveys 90% positive. Will host workshops for evening students Fall 2012.
A-1 A-3 B-1	2.1 2.2	8, 9	Increase Social Sciences Graduation rate by 5%	Pre- Graduation individual mentorship meetings with faculty of all students who have reached 44 credits.	Professor Bridgeforth ( All Faculty)	June 2011	5% increase in Social Sciences Graduation Rate	2% increase in Social Sciences graduates.	Will enhance Pre-Graduation mentorship meetings.
B-1 B-2	2.2 2.1	8, 9, 11	Determine if the Social Sciences General Education Courses are achieving the stated goals.	Institute a Divisional Assessment Committee to recommend an instrument or process to access the Social Sciences General Education Courses.	Professor Bridgeforth (Dr. Khalfani, Dr. Reid, Dr. Davis and Dr. Carter)	June 2011	Development of Assessment Tool or Process. Experimental Application of Tool or Process to One Day and One Evening PSY 101 Class and One Day and Evening SOC 101 class.	Outcome met. All SOC 101 and PSY 101 courses on all campuses were assessed.	Data is currently being evaluated by Dr. Reid and Dr. Khalfani for report.
A-3 B-2	2.2 2.1	8, 9, 11	Equip students with the tools necessary to conduct academic research that reflects Scholastic Standards and Integrity.	Conduct writing symposiums for Social Sciences Majors focusing on established formats for research papers and proper source documentation.	Professor Bridgeforth  (All Faculty)	Oct. 2010  Feb. 2011	Pre and Post Survey Administered to Students Regarding their Understanding of Writing and Submitting Scholarly Papers.  Survey Conducted of Faculty Regarding their View of Student Improvement in the Areas of Academic Integrity and Scholastic Standards.	500 students attended two sessions of the Writing Symposium for Social Sciences majors. Pre and post test administered to students.	All students in SOC and PSY will be required to write the equivalent of a 15 page scholarly paper.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: SOCIAL SCIENCES

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B-1 D-2	3.1	10	Fill the Psychology and Sociology positions	Convene Search Committee , Screen Applicants, Conduct Interviews	Professor Bridgeforth  <u>Faculty Search Committee:</u> Professor Said, Dr. Reid, Dr. Davis, Dr. Khalfani and Professor Freedman	Nov. 2010	Faculty Hired by December 2010	Psychology faculty and Sociology faculty search incomplete.  Psychology faculty and Sociology faculty search incomplete.	Search continued for faculty. Psychology faculty candidate submitted to Dean August 2011.  Sociology Search Continues
B-2 B-3	6.4	7	Determine if the Social Sciences General Education Courses are achieving the stated goals.	Institute a Divisional Assessment Committee to recommend an instrument or process to access the Social Sciences General Education Courses.	Professor Bridgeforth (Dr. Khalfani, Dr. Reid, Dr. Davis and Dr. Carter)	June 2011	Development of Assessment Tool or Process. Experimental Application of Tool or Process to One Day and One Evening PSY 101 Class and One Day and Evening SOC 101 class.	Tool developed and administered to PSY 101 and SOC 101 students.	Evaluation of data underway.
B-2	6.3	7	Demonstrate Responsiveness to Program Assessment Recommendations	Education Department will develop a written plan to address those issues articulated by the outside evaluator based upon the Program Assessment Document submitted by the Education Faculty.	Professor Bridgeforth  (Professor Roig and Professor Harvest)	April 2011	Completion of Plan and Submission to College –Wide Assessment Committee.	Education Department identified aspects of the report that was inconclusive and portrayed inaccurate data.	Professor Harvest and Professor Roig have joined SLOAT to assist with addressing the issues raised by the outside evaluator.
B-2	6.3	7	Complete Social Sciences 5 year Program Assessment Document	Convene Divisional Assessment Committee to complete Discipline Component of the Assessment Document.	Professor Bridgeforth  ( All Faculty)	April 2011	Completion of Assessment Document and Submission to Outside Evaluator.	Assessment process is underway.	Graduate Survey, Program Goals and Objective are being reviewed.  New faculty committee organized.  All member of SLOAT.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: **SOCIAL SCIENCES**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B-2	2.2	14	Revise all course outlines as per the new ECC Course Outline format to include specific course goals and corresponding measurable performance objectives (MPOs), Outcomes Assessment Information and Course content Outline	Assign all full-time faculty the tasks of rewriting the course outlines in their teaching discipline.	Professor Bridgeforth	March 1, 2011	All Courses in the Division of Social Sciences have been rewritten	Courses in the Division have been revised.	ANT 105 - Dr. Myers PHE 258, 260, 262, 263 – Prof. Freedman  CJI 120, 121, 123 & PLS 108 – Dr. Linda McDonald Carter
B-2 B-4	2.2	14	Prepare an assessment plan and collect and analyze student learning outcomes (SLOAT) data for each course offered to determine the level of student mastery of at least one MPO per course.	Assign all full-time faculty the tasks of developing the assessment instrument for course taught within their discipline.	Professor Bridgeforth	December 2010	Sociology 101 and Psychology 101 Assessment of one MPO completed.	Data for SOC 101 AND PSY 101 MPO currently tabulated.	EDU 103, 205, 235, 236 – Professor Roig and Harvest Must be submitted.  PSY 101 and SOC 101 faculty will meet to discuss aspects of a standardized mid-term and final examination.
B-4	2.2	14		Faculty will assess the data and prepare a report to be shared with the Division regarding individual Discipline assessment data and intra Discipline assessment data.		March 2011 On going	Data for Sociology 101 tabulated and the findings were submitted to the Division and college community at large.  All courses in the Division of Social Sciences Assessed one MPO and data is currently being tabulated		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: SOCIAL SCIENCES**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B-3	2.2	14	Utilize findings as soon as possible to develop and implement an action plan to address any area of concerns found by the assessment and improve the course.	Convene a Divisional Meeting to discuss the individual course findings discipline by discipline and across disciplines.	Bridgeforth	May 2011	One day Divisional Assessment Meeting Scheduled before the end of May 2011.	Assessment Meeting Held	Continue Assessment Meetings
B-4	2.2	14		Make recommendations and determine the strategies needed to improve the courses.	Bridgeforth	March-June 2011	Distribute the findings and recommendations of adjunct faculty for their comments and input.	Only 6 Adjuncts Submitted Comments	Ask Adjunct faculty to attend Assessment Meeting. Stress importance of participation.
				Share strategies and ideas with adjunct faculty.	Bridgeforth	March-June 2011			
				Select a control group of courses to utilize the new strategies.	Bridgeforth	March-June 2011	Select control group courses and meet with faculty to discuss and distribute new strategies for the selected course and their implementation process.	Only one control group selected	Select 3 Groups: 1 - Main Campus 1 - West Essex Campus 1 - Bilingual Sept. 2011
				Implement new strategies.	Bridgeforth	September 2011	All control classes will utilize the new strategies for the Fall 2011 Semester.	No new strategies identified	Identify Strategies
				Compare the performance of students in the control group with those sections of the Discipline not in the control group.	Bridgeforth	December 2011	Develop a written report of the analysis of the respective MPO(s) of the control group with those sections not a part of the control group.	No report developed	Submit Report December 2011

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department:** Educational Opportunity Fund Department 8/31/11 – I. Romano

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.2	1.3	3;8;9	Recruit new students by promoting EOF to students in ECC internal departments. Develop learner centered pathway -	<ul style="list-style-type: none"> <li>Send information regularly to Directors of programs such as flyers, newsletter, etc.</li> <li>Have special informational events for Internal Directors each semester.</li> </ul>	Romano	1 yr.	<p>(2-3) students from each of the appropriate internal programs -will become EOF Students. Present two informational events for ECC Directors twice per year.</p> <p>1/3 of the new students in Student Support Services will have enrolled in EOF at least 50% of the graduate of ABE (GED) will have enrolled in EOF.</p>	<p>30% EOF Pre-Freshman Summer Program Students 2011 came from various CCE programs. 18% EOF Pre-Freshman Summer Program Students came from different State Agencies (Half Way Houses) 52% EOF Pre-Freshman Summer Program came from different High schools from Essex County.</p> <p>Established a priority day for early admissions for internal programs referred by college departments</p>	Continue to enhance relationships with CCE and College departments as well as other agencies from the State of New Jersey. Track referrals more closely. Continue with reach out campaign aim for at least 25% of new EOF student population will come from internal recruitment
1.2	1.4		Maintain and further develop relationships with area HS	<p>Send newsletter to Guidance Counselors each month (email, face book, post)</p> <p>Visit and speak at area high schools Speak at ECC Guidance Counselors events</p>	Beretta Romano		<p>Recruit from two (2) additional area high schools.</p> <p>Meet with ECC college recruitment staff at least once per month to coordinate more effectively</p>	<p>Contacts and visits were made to two (2) additional High Schools – HS of History and St. Vincent's Academy. Several meeting took place with ECC recruiters in 2011 – they were supplied with literature about EOF program and how to apply. Both EOF administrators participated in guidance counselors events that resulted in student enrollment.</p>	Review appropriateness of EOF recruitment efforts from High Schools in light of limited openings in the program.
1, 2, 3	2.0	4, 5, 9	Expedite student access to EOF program and services Increase staff efficiency.	Develop and implement Open Application Campaign.	Romano	1 year	75% of the students will be funded and referred to counselors by Oct.30, 2011.	85% of the students were funded and referred to counselors by October 30, 2011	Continue with this strategy. Refine processes

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

07/26/2011

Revised: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Educational Opportunity Fund Department

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1-a 2-a	2.1, 2.2		Improve quality of retention activities	<p>Produce and promote <b>Forums/workshops</b></p> <p><b>Individual contacts</b> with students will be promoted, carried out and documented. Counselors will have less written tasks in order to focus on sessions.</p> <p>Provide high quality <b>tutoring</b> program.</p> <p>Provide effective reach-out and communication system with students</p>	Romano/Beretta	1 year	<p>Produce eight (8) group Forums (15 sessions) per academic yr. Attendance of forums will increase by 10%</p> <p>Swipe machine will be installed</p> <p>Student Satisfaction on Counselors Survey will be administered.</p> <p>Student Satisfaction Survey will be administered to tutees.</p> <p>Ten (10) monthly newsletters were published and distributed</p> <p>Four (4) special drives were carried out to help students with registration, fin. aid. renewal, advisement, etc</p> <p>Website updated</p> <p>Social Media started</p>	<p>Produced 8 Forums - attendance to EOF Forums increased 21% from prior yr.</p> <p>Swipe machine installed. Administrators now write and distribute newsletter. Satisfaction survey for Counselors was developed not yet administered.</p> <p>Student Satisfaction survey (pilot project) was developed and administered – 95% of the respondents (n74) reported that they were very satisfied with the EOF tutors.</p> <p>Nine (9) newsletter produced and distributed</p>	Continue to provide comprehensive support services Evaluate and modify as necessary

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

07/26/2011

Revised: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



## Department: Educational Opportunity Fund Department

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
					Romano/Beretta	1 year	EOF students will have higher retention and graduation rates than ECC cohort	<b><u>EOF Program students exceeded college 3 year institutional graduation rate. EOF: 18% vs. ECC: 6%</u></b>  <b><u>EOF 3<sup>rd</sup> semester retention rate was 71% vs. 48% institution wide 87% of the EOF students earned a GPA of 2.0 or above.</u></b>	
1.2;1.3	3.2	9;13	Counselors will become more effective by using new information and skills	Encourage counselors to participate in conferences, workshops	Beretta	1 year	Five (5) EOF Counselors will each have attended two (2) conferences and/or training sessions	EOF counselors participated in two (2) state wide conferences.  Three (3) participated in a weekend EOFPA Counselors Training Institute; two (2) participated in two conferences and trainings in the Person Centered Practice	Continue to encourage professional development
1.2;1.3;3.4	4.1	9;13	Develop the EOF Alumni Group	Designate an EOF Alumni column in the monthly EOF newsletter – EOF Matters Have an EOF Alumni get-together at least once per semester	Romano	1 year	At least 20 EOF alumni will have actively participated in one or more departmental activities – such as: tutoring, fundraising, presentation to student’s state lobbying events, etc.	19 EOF Alumni participated in different events during the academic year. Four (4) were interviewed for the newsletter – EOF Matters. Three (3) assisted with graduation festivities, ten (10) came to the alumni supper and three (3) assisted with the EOF Forums on careers and transferring.	Continue to develop EOF Alumni group.  Increase alumni participation in EOF events by 5%
3.4;3.2	4.3	5;2	Seek additional Funds to assist EOF Nursing Students program	Meet with Dean to identify proper timing and sources for grant request			At least one meeting with Area Dean to plan grant seeking venture.	Met with Dean. He has encouraged meeting with ECC fundraising staff regarding a proposal to help pre and current EOF nursing students.	Plan is to flesh out current proposal and meet again with Fundraising staff.

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

07/26/2011

Revised:



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Educational Opportunity Fund Department

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1	5.2	4;3	Provide on-going staff development and training activities	<ul style="list-style-type: none"> <li>•Provide staff opportunities for professional development training through college and grant association</li> <li>•Provide new staff with mentors from others within the position classification.</li> </ul>	Romano Beretta	Ongoing	100% of staff will attend at least one workshop training during the academic year	75% of staff attended at least one workshop training during the year	Continue to provide training opportunities in technical skills.
2	6.3	7	<b>Improve method of evaluating the EOF Program</b>	<b>Meet with IT personnel to properly use Banner System to produce program statistics.</b>	Romano	1 year	<b>Statistical tables comparing EOF Program with college –wide student body will be produced.</b>	Tables were produced to provide accurate information about: Fall to Spring Retention rate	<b>Continue to track and document program statistics</b>
2		7;9			Beretta	1 year		Fall to Fall Retention Rate  GPA Graph – year end  Graduation Rates	

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

07/26/2011

Revised:

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Student Success – Enrollment Services

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4	2.1	8, 9	Improve student services by providing access to enrollment information and student self-service.	<p>1. Post clear and detailed registration steps and procedures on ECC Web site and send to students via e-mail.</p> <p>2. Develop enrollment information packet including step-by-step instructions for student self-service, via MyECC portal, E-mail, Web Services.</p>	<p>Zee Kassa Linda Caldwell</p> <p>Zee Kassa Linda Caldwell Information Technology</p>	<p>2010 - 2011</p> <p>2010- 2011</p>	<p>The number of students that register early.</p> <p>The number of student that register online.</p>	<p>7,231 students registered early for Fall 2010, compared with 6,045 for Fall 2009.</p> <p>5,807 students registered early for Spring 2011, compared with 5,520 for Spring 2010.</p> <p>More students registered online for 2010-2011 compared with 2009-2010.</p> <p>949 students or 46% (Sum II '10) 5,121 students or 57% (Fall '10) 6,356 students or 67% (Spring '11) 2,362 students or 67% (Sum I '11)</p> <p>688 students or 40% (Sum II '09) 4,802 students or 55% (Fall '09) 5,978 students or 60% (Spring '10) 2,399 students or 63% (Sum I '10)</p>	<p>More direct and frequent communications to students about early registration. Increase the number of students that participate in early registration by 3% for 2011-2012.</p> <p>Update online registration instructions and information. Increase the number of students that register online by another 3% in 2011-2012.</p>
A1, A3	2.1	8, 9	Develop a form to track students throughout the enrollment process and improve communications and customer service.	<p>1. Submit proposal for enrollment tracking form.</p> <p>2. Work with Information Technology to implement tracking form.</p> <p>3. Identify data elements in Banner pertinent to tracking students' enrollment.</p> <p>4. Develop a process to track students' testing and registration appointments.</p>	<p>Zee Kassa Information Technology</p>	<p>2009- 2010</p>	<p>Recruiters, intake staff, advisors, counselors will be able to view students' information on one form eliminating the need to search in several Banner forms.</p> <p>Enrollment Services staff will be able to track dates when acceptance letters, testing, and registration appointments were issued to students.</p>	<p>The tracking form has made the advisement and intake process more efficient. Staff used the tracking form to look up admission, test placement, financial aid information at a glance for more than 5,500 new students during the 2010-2011 intake process.</p> <p>Data from tracking form was used to identify students that have missed their testing and/or registration appointments. In 2010-2011 we were able to send reminders to 2,100 students that missed their initial test appointment.</p>	<p>Update tracking form by adding more data elements that can further improve the new student advisement and intake process.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Student Success – Enrollment Services**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4	2.1	8, 9	Provide online self-service for students, make processing more efficient, and improve customer service.	<ol style="list-style-type: none"> <li>1. Implement online student course withdrawal request via MyECC/Web Services.</li> <li>2. Set up policy and procedures for online course withdrawal.</li> <li>3. Set up withdrawal and refund calculation rules and parameters in Banner.</li> <li>4. Run tests and make adjustments to ensure accurate and timely processing of withdrawals.</li> <li>5. Develop information sheet and step-by-step course withdrawal instructions for students.</li> </ol>	Information Technology  Zee Kassa	Spring 2011	<p>Students will have the convenience of submitting their withdrawal requests online.</p> <p>Instructors will be notified of students' withdrawal requests via auto e-mail allowing timely intervention.</p> <p>After intervention by instructors, students will have a set number of days to cancel their withdrawal request.</p> <p>Online self-service will reduce paperwork, long lines and waiting time at the Enrollment Services service counter.</p>	<p>During the Spring 2011 semester, 95% of the course withdrawal requests were submitted online by students.</p> <p>1,982 students didn't have to wait in the Enrollment Services line to have their withdrawal processed.</p> <p>Reduced cost of printing.</p>	Upgrade system to track reasons students choose to withdraw from classes. Data can be used in the study and research of student retention.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department:   EVENING WEEKEND SERVICES  

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4	1.3	8,9	PROMOTE INTRA-COLLEGE, DEPARTMENTAL COLLABORATION	<p>SECURED SERVICES OF: FACULTY; AND STAFF; PLANNED SIX (6) WORKSHOPS. AND SEMINARS</p> <p>COLLABORATE IN TWO (2) OPEN HOUSE RECRUITING EVENTS.</p> <p>HOST 3 SLOA EVENTS</p> <p>SECURED STUDENT COUNSELING SERVICES</p> <p>SECURED ACADEMIC ADVISEMENT SERVICES</p>	RON ROSS	2011-2012	<p>DELIVERED THIRTEEN (13 ) WORKSHOPS/ SEMINARS, SERVING , 906 ATTENDEES PARTNER</p> <p>COLLABORATED IN FOUR (4) OPEN HOUSE EVENTS.</p> <p>HOSTED 5 SLOA EVENTS</p> <p>COUNSELORS SAW 1386 STUDENTS {12%} INCREASE YEAR TO DATE.</p> <p>ADVISORS SAW 131 STUDENTS {9%} INCREASE YEAR TO DATE.</p>	<p>95% OF ALL ATTENDEES VOICED HIGH PRAISED AND EVENT SATISFACTION; REQUESTED MORE PRESENTATIONS.</p> <p>SERVICED 57 RECRUITS. ALL SHOWED HIGH INTEREST IN AND STRONG WANT FOR EWS SERVICES</p> <p>SLOA REQUESTED GREATER EWS PARTICIPATION</p> <p>CLIENTS GAVE HIGH PRAISE AND SERVICE SATISFACTION</p> <p>MOST USED SERVICES , HIGHLY VALUED AND REQUESTED CLIENT FEEDBACK STATED HIGH PRAISE AND SATISFACTION</p>	<p>INCREASE WORKSHOPS/ AND SEMINARS BY MINIMUM 20%</p> <p>ATTEND ALL OPEN HOUSE EVENTS, INCREASE CONTACTS BY MIN 50%</p> <p>INCREASE PARTICIPATION IN SLOA EVENTS</p> <p>MAINTAIN COUNSELING SERVICE, INCREASE CONTACTS BY MINIMUM 25%</p> <p>CONTINUE COUNSELING SERVICE. INCREASE CONTACTS BY MINIMUM 25%</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: EVENING WEEKEND SERVICES**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1,A3,A4,	2.0,2.2	1,8,9	IMPLEMENT STUDENT SUPPORT PROGRAMS AND SERVICES.	<p>PLANNED 15 WORKSHOPS, SEMINARS AND STUDENT EVENTS.</p> <p>ADVERTISE , AND HIGHTEN AWARENESS OF EWS SERVICES AND EVENTS</p> <p>PROVIDED FULL SERVICE COUNSELING SERVICES</p> <p>PROVIDED NOTARY SERVICE</p> <p>PARTICIPATE IN RECRUITING NEW STUDENTS</p>	RON ROSS	2011-2012	<p>ACTUAL PRESENTED: 23 WORKSHOPS SEMINARS AND STUDENT EVENTS. TOTAL ATTENDEES, 2559, 11% INCREASE YEAR TO DATE</p> <p>PUBLISH EWS (PERSPECTIVES) NEWS LETTER</p> <p>COUNSELORS SAW 1386 STUDENTS {12%} INCREASE YEAR TO DATE.</p> <p>NOTARIZED SEVENTY SIX(76) DOCUMENTS</p> <p>PARTICIPATE IN 4 OPEN HOUSE SESSIONS SERVICED 76 RECRUITS.</p>	<p>INIATIVE SUCCESS MEASURED BY INCREASED ATTENDANCE , POSITIVE FEEDBACK AND REQUEST FOR MORE EVENTS AND ACTIVITIES</p> <p>PUBLISHED, DISTRIBUTED 2000 PERSPECTIVES. DISTRIBUTION. READERSHIP INCREASED BY 12%</p> <p>STUDENTS GAVE COUNSELING SERVICE 97 % APPROVAL RATE.</p> <p>NOTARIES UP BY 46% YEAR TO DATE. FEEDBACK INDICATE NOTARY IS ESSENTIAL AND NEEDED SERVICE,</p> <p>RECRUITS (100%) EXPRESSED HIGH REGARD FOR EWS SERVICE AND FURURE USE.</p>	<p>INCREASE OFFERINGS AND.INCREASE PARTICIPATION BY 10 % MINIMUM</p> <p>PUBLISH 'PERSPECTIVES' EACH SEMESTER. INCREASE READERSHIP BY MIN 10%</p> <p>MAINTAIN SERVICE. INCREASE CONTACT S BY MINIMUM 10%</p> <p>MARKET SERVICE. WORK FOR 20% SERVICE INCREASE.</p> <p>MAINTAIN SERVICE. INCREASE CONTACTS BY MINIMUM 10%</p>
A3,A4	4.0, 4.2,	1,3,8,9	RAISE SCHOLARSHIP FUNDS	SCHEDULED ONE (1) BOOK SALE	RON ROSS	2011-2012	ACTUAL; TWO BOOK SALES RAISED \$750. DOLLARS-	EXCELLENT FUND RAISING TOOL AWARDED \$250.00 SCHOLARSHIP	<b>SCHEDULE TOTAL OF FOUR (4) BOOK SALES PER YEAR. WORK TOWARD A 20 % REVENUE INCTEASE</b>
<b>A1, A4</b>	<b>6.0, 6,3</b>	<b>1,3,8,9,10</b>	Improve EWS'S methodology to assess program effectiveness.	DISTRIBUTED 1000 STUDENT OPINION SURVEYS.	<b>RON ROSS</b>	<b>2011-2-12</b>	709 STUDENT.RESPONDED	709 STUDENT.RESPONDENTS EXPRESSED 68% OVERALL SATISFACTION WITH SERVICES RECEIVED, IDENTIFYING 11 WAYS TO IMPROVE SERVICES.	CONTINUE SURVEY DISTRIBUTION WORK TOWARD 100% STUDENT RESPONSES

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Facilities

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2 D1 D2	5.4	2 3	Completion of science lab as the construction manager	-Once a week meeting with the contractor -Bi-Weekly meeting with construction team -Monitor construction progress to ensure compliance with construction drawings -Monitor the general contractor to ensure appropriate staffing	J. Shapiro	Weekly  Bi-Weekly  Daily  Daily	Minimize cost overruns and delays in the completion of the project Obtain certificate of occupancy before 11/30/2011	-Labs up and running by November 30, 2011	Litigation and recovery of damages

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Financial Affairs

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D-1	4.5	3	Complete the year end audit and ensure that an unqualified opinion is issued for the financial statements and that no substantial weaknesses are discovered by the auditor	Sound fiscal management and strong internal control procedures are in place.	Louis D. Genovese, Jr.	On or before March 31, 2011	Audit report was issued on Feb. 28, 2011 with clean opinion. Information was used to satisfy requirements of reporting federal spending of student aid through the EZ Audit web site.	College complied with State of New Jersey, Office of Management and Budget requirement to submit long form report on or before March 31, 2011.	The audit firm issued one comment for the management letter regarding timely financial reporting of PELL payment data. A production calendar has been developed to ensure that the information is sent on a monthly basis to correct this finding.
D-1	4.5	3	Implement an electronic disbursement of student aid checks.	Will follow the banking specifications.	Louis D. Genovese, Jr. Darlene Miller	March 2011.	Activated direct deposit of student aid checks for Spring semester. Activated use of Smart Card during Summer 2.	Reduced cost of issuing checks, stop payments, and fraudulent transactions. Return of funds for uncashed PELL funds will be substantially reduced.	Increase enrollment by 20% for direct deposit, and the Stagecoach prepaid Visa debit card.
D-1	4.5	3	Recertification and approval of the College to receive funds under the Title IV federal student aid programs.	Completion of the electronic report to be submitted to the U.S. Department of Education.	Louis D. Genovese, Jr. Susan Mulligan	March 2011.	Complied with U.S. Department of Education directive to receive application for review on or before March 31, 2011	U.S. Department of Education has determined that the college meets the requirements and is certified to participate in the Title IV Student Aid Programs thru June 30, 2017.	The Financial Aid department can continue to award PELL, SEOG, and Work Study to students. These programs have a value estimated to be \$29,000,000 for fiscal year 2012.
D-1	4.5	3	Review bank discount rates used for credit card purchase (tuition).	Place business with the appropriate bank charging the lowest discount rate.	Darlene Miller	January 2011.	In January 2011, the College selected Wachovia Bank to receive the credit card transactions. This banking change allows the College to be charged a lower discount rate for its credit card transactions.	Bank service charges attributable to credit card transactions have been reduced by approximately \$50,000 for the six month period ended June 30, 2011. On an annual basis, the savings will exceed \$100,000.	Budget funds have been freed up for other spending plans.
D-1	4.5	3	Preparation of fiscal year 2012 budget	Review and summarize the director's request for operating and capital aid and share the summaries with the cabinet.	Louis D. Genovese, Jr.	Through March 2011.	The budget process allowed directors to align their request to actionable foresights, institutional objectives and Middle States standards. This process supported Middle States standards #2 and #3.	Personnel, operating, and capital requests were summarized and compared to actionable foresights. Funds were provided after an extensive review by cabinet.	A number of new appointments have been approved by the board. Also, area heads have received an approved summary of capital requests and will advise their directors to begin the purchase requisition process.

**AY 2011**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A3, A4, C2	1.4	1	Provide assistance to high school students in completing the federal application for student financial aid (FAFSA).	Go into the high schools and conduct workshops to assist students in completing the FAFSA.	Financial Aid Staff	Fall 2010	Students will enroll at ECC and will have their financial aid information completed when admitted.	The office conducted 12 workshops for high school student new to ECC. A total of 135 students attended all of the workshops.	Continue the workshops and expand the number of workshops to provide more assistances as required.
A1, A3, A4, C2	2.0, 2.4  2.1	1	Develop communication plans using Banner capabilities to include continuous, deliberate, and targeted interventions at various points of the enrollment process to keep applicants and students engaged, informed and empowered.  Develop standards of service excellence for each point of student contact (in-person, email, telephone, and web services).	Open up communication with students through cyber an social communication such as Twitter and Facebook.  Conducted Information Sessions for financial aid students to discuss topics of interest for financial aid students.  Provided Customer Service Training to staff	Mildred Cofer  Mildred Cofer and FA Staff	7/2011  Spring 2011	Increase knowledge of financial aid students to understand the financial aid process.  Assist students to be self-directed by reducing the % of students standing on line outside the office. Increased use of web and portal by students.  Increase the % of students who take advantage of our online services and information.  Provide 24 hour access to FA information.  Have students attend open information sessions to discuss financial aid topics and provide insight on the financial aid process for students.  Improve the service and delivery of information to students at our Counter.	Students who accessed our facebook page: 1981 students access the wall. 294 connected to the wall from essex.edu., 202 from google. 65% Female, 32% Male 0.78% of the females were 13-17 30% of the females were 18-24 19% of the males were 18-24 23% of the females were 25-34 5.1% of the males were 25-34 7.8% of the females were 35-44 4.3% of the males were 35-44 3.1% of the females were 45-54 2% of the males were 45-54 1.2% of the females were 55+ 1.6% of males were 55+ The office has 106 followers on Twitter.  Customer Service Training: Attended a seminar conducted for all college employee at ECC. Also presented a training video by IADS Training Corporation for FA staff only on customer service. Our staff are monitored frequently on their performances at the student service Counter.	Based on the data collected. The office will continue to use these sites as tools to communicate with students.  Based on the attendance and interest of the students, the workshops proved to be a helpful instrument. to communicate directly with students. The office will establish a survey to assist in capturing student feedback on our operations and their request for additional information on financial aid.  Continue efforts to reduce student complaints and long lines. Develop a student survey to evaluate our proformance.



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Financial Aid Department

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4, C2	3.2	3	Enhance existing and develop new initiatives to promote greater student success and retention.	<ul style="list-style-type: none"> <li>Purchase Imaging Software: "Image Now" a comprehensive system to manage documents and forms, establish a workflow between departments. Provide the power to capture process and collaborate on important documents and information and protect data integrity through everyday processing.</li> <li>Electronically capture, store and route documents.</li> <li>Provide a means to alleviate time consuming manual functions of filing and retrieving documents. Enhance service productivity, reduce overhead costs like physical storage space, paper, filing cabinets and streamline and improve the overall operation of the office.</li> </ul>	Mildred Cofer and IT	9/2011	<ul style="list-style-type: none"> <li>Increase the % of awards processed.</li> <li>Reduce the intense manual process of awarding.</li> <li>Increase the % of accountability.</li> <li>Increase % of student satisfaction.</li> <li>Reduce student lines</li> <li>Improve customer service</li> <li>Improve workflow</li> <li>Improve staff morale</li> </ul> <p>Objective not accomplished</p>	<ul style="list-style-type: none"> <li>Met with IT to make this project a reality.</li> <li>Committee was formed to research imaging products.</li> <li>Chose Image Now as a viable product.</li> <li>Visited Middlesex County College to see product live.</li> <li>Project was approved by ECC administration for purchase.</li> <li>Product has been submitted for bid.</li> <li>Project to be implemented in 2011-2012.</li> </ul>	Based on review of imaging products, the College is awaiting a final approval of purchase, which has to go through the bidding process. Once purchased, we will continue to evaluate and assess the product and its impact on the operations of the financial aid office.
				Developed Direct Deposit and Smart Card System for the FA Refund Process: Implement an electronic process for the delivery of excess student funds.	Mildred Cofer, Darlene Miller, IT.	9/2010	Faster and more efficient delivery of refund checks.	This process was established for Fall 2010. 661 students signed up for the Direct Deposit program.	Based on the need to ensure all students receive their refunds fast and safely, the financial aid office and the Bursar will work to increase participation in these two programs over the 2011-2012 Academic Year. The process will be monitored for success and convenience for use by the students. In addition, the College hopes to introduce a smart card to this process.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Gateway to College

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2	2.2	13	To maintain the integrity of the ECC GtC model regarding program mission, rigor, and administration.	a. Attend all training (online and on active sites), Webinars, conference calls, and workshops sponsored and/or proposed by the National Network	Coordinator	Ongoing	All staff will participate in at least 80% of training offered	All Full-time staff attended 9 of 12 training sessions offered by the National Network. This constituted for 75% of the training offered.	Staff will continue to take advantage of all training offered by the National Network as a means of continued professional growth and cost effectiveness.
				b. Participate in all Instructional Coaching opportunities extended by the National Network	Coordinator	December-10	Curriculum and instructional practice will reflect coaching concepts	Instructors developed lesson plans for at least 3 topics in each foundation course that reflected coaching concepts on student engagement and classroom differentiation.	Instructional staff will develop lesson plans for "All" lessons taught to reflect coaching concept on student engagement and classroom differentiation.
				c. Implement Workshop strategies proposed by the network	Coordinator		Instructor evaluation will reflect implementation of new practices	4 classroom observations for each foundation course reflected improvement needed in implementing classroom strategies that promote student success.	More structured classroom observation to keep teachers focused on implementing strategies that were demonstrated during professional development workshops.
A1, B2	2.4	13	Expand partnership to other school districts	a. Follow-up with districts who made previous program inquiry	Coordinator and Department Head/Dean	December-10	Acquire one more district at the conclusion of the academic year	One district-Orange-was acquired to pilot program/partnership. 10 students were contracted to services; 6 students follow through.	Solidify partnership and continue to solicit new partnership
A3	2.1	9	To encourage/motivate students' success during their initial term	a. Schedule workshops relevant to their class work and major exams	Coordinator	4 workshops per semester	Achieve a 85% pass rate for students retained in the Foundation term	Achieved approximately 70 % pass rate of students retained foundation term	Increase academic rigor and student engagement

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Gateway to College

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A3	2.1	9	To increase student attendance	a. Daily follow-up on students' attendance	Coordinator	Ongoing	All registered students will be accounted for	Most registered students were accounted for.	a. Implement the swipe system for returning students to use. b. Utilize support staff for non-interrupting classroom visit to account for students' attendance. c. Increase frequency in follow up with college faculty on students' attendance.
				c. Incorporate participation and attendance percentage grade in course	Coordinator	Within the course of the academic year			
				d. Schedule individual student/parent conference and student social assessment	Coordinator		Student attendance will increase by 10%	Attendance declined by at least 10%	Program has to adapt a more effective means of tracking students and following up.
				e. Inform students with brochures, flyers, and scheduled workshops on campus programs/services that benefits their personal and academic progress and serve as community service hours to fulfill their graduation requirements	Coordinator	Ongoing	All potential graduates will satisfy their community service hours and each student would participate and benefit from at least one workshop/service	a. Most potential graduates met their community service hours. b. Few potential graduates participate and benefit from at least one workshop/service.	a. Marketing strategies suggested must be implement to keep students informed of community programs and services that will accommodate their community service requirements. b. Program Social Worker must make more outreach efforts to keep community involved in program and servicing GtC students.
A2, B1, B3	2.3	10	To improve instructional practices in effort to equip our students for 21st century workforce	a. Implement into foundation curriculum technological tools that is proven to increase student outcomes	Coordinator		All students will complete at least 85% web-based tutorial, assignments, and quizzes	All active students completed 85% of web-based tutorial and assignments assigned to Math and English in the foundation term.	Continue to use web-base tutorial as part of the foundation Math and English curriculum.
				b. Implement more web-based assignments through project-based learning activities	Coordinator		All students and instructor would participate in Project-Based Learning	All foundation students participated in Project-based Learning in the Fall 2010 semester.	Implement Project-based Learning for the whole academic year verses one semester

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Gateway to College**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A3, B1	2.1	9	Increase academic support/wrap around services	a. Schedule the following: i. information sessions and surveys to inform students of the various counseling/social services both ECC and participating school district ii. student conference to inform students on resume clinics, financial aid workshops, and other student support services activities provide	Coordinator	Ongoing	All students would have attended at least one workshop/seminar during the academic calendar	Approximately 38% of students participated in at least one workshop-career fair/resume building-offered by the college-wide community and the department	All students will be informed using marketing materials, about campus-wide activities to improve participation.
A3, A4	2.4	9	Increase parent involvement	a. Schedule pre-semester parent orientation to keep parent privy to the goals and objective of the program	Coordinator	August-10	All parent/guardian will be informed about program goals and expectations with regards to their child	a. Most parent/guardian of students who were not meeting program expectations were informed about program goals and expectations. b. Few parent/guardian of students who were meeting program expectations were informed about program goals and expectations. c. 20% of active students' parent/guardian attended a semester Parent Conference.	All parents will be mandated to a pre-semester conference to be informed about the program's goals and expectations.
A4, B2	2.4	13	To ensure continuous participation of current district(s)	a. Schedule meetings with current district partners on students' performance	Coordinator	Ongoing	All partners and ECC Gateway staff will be privy to student progress/success	All partners and ECC Gateway staff were informed about student progress/success and graduation.	Continue to keep all partners and ECC Gateway staff informed about student progress/success and graduation
				b. Schedule presentation with District Superintendant and Board of Education			One (1) presentation for each district	Each partnering district and two other districts were invited to presentation to maintain current relationship and initiate new partnership	Maintain partnership through information session
				c. Present data to district partners on program success			Each will receive mid-year/final report	Participating district received graduation report	District received graduation report
				d. Schedule a network presentation to district partners			Each district partners will receive nation wide report and progress on the Gateway to College national programs.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Gateway to College

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A3, A4	2.2	9	Strengthen the relationships with GtC administration and faculty.	a. Submit letters to faculty extending classroom and student support.	Coordinator	August-10	All faculty will share GtC's vision with regards to program's mission	a. A program introductory letter that included all the names of GtC students being serviced, was sent to all faculty members that were serving GtC students. b. Some faculty established relationships with program Coordinator and Resource Specialist to address student progress and responded to student academic feedback form.	a. Continue to effectively communicate with all faculty members servicing students to support the program's mission and students success. b. Program Coordinator will Invite/visit all faculty that are servicing students in the program to establish a work relationship, keep communication open and support student success. c. Establish formal tracking system of faculty meeting with GtC staff.
				b. Provide instructors with pertinent information that addresses program and student success and how it affects the institutional goals	Coordinator		All instructors will be privy to the names of GtC students in the course(s)		
				c. Schedule follow up conferences with individual faculty	Coordinator		100% of all faculty involved will meet and establish a work relationship with program Coordinator		
				b. Request student success/attendance feedback from faculty	Resource Specialist	Pre-post all academic departmental exams	Each faculty will meet with GtC staff to address student progress		
A1, D2	2.1, 2.2	9	Increase rapport between GtC students and faculty	a. Schedule student conference to inform them on the importance of communicating with their instructor(s) regarding their academic progress and attendance issues	Coordinator	On-going	All continuing students will have had at least one teacher-student conference within their individual semester.	Some transition students had at least one teacher-student conference within their individual semester.	Encourage all students to meet with their professor to discuss their academic progress.
A1	2.1, 2.2	9	Increase students' awareness of college facilities for recreational use and academic support	a. Schedule student conference to inform them on the availability and usage of the schools' recreational and other academic facilities	Coordinator	Ongoing	Each student will be able to locate and have access to all ECC facilities	Each continuing student met with their respective Resource Specialist to be informed of college-wide facilities that serves academic and recreational purposes.	Continue to encourage each transition student to meet with their respective Resource Specialist to be informed of college-wide facilities that serves academic and recreational purposes.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Gateway to College

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D2	2.1	9	To minimize students' potential of exceeding age requirement prior to completion of program	a. Provide academic counseling to ensure students are following the curriculum alignment with ECC's and their school district	Coordinator	Ongoing	No student will age out	Two students were identify as failing classes consecutively. Students were counseled and referred to GED/YES program before meeting age limit.	Continue to follow up with students' academic progress
				b. Collaborate with participating school district/ECC supporting departments (College YES) for additional credit recovery options (Plato) and high school credit evaluations	Coordinator	Ongoing		Partnering school districts facilitated credit recovery for several, at least 15-20 potential high school graduates.	Continue to solicit the support of partnering districts to see that students receive all support to graduate
				c. Provide social/wrap around services to ensure students are minimizing any obstacles that may affect their academic success	Coordinator	Ongoing			
D2	2.1	9	To ensure that students who have high school senior status graduate within the academic year	Provide on-going academic support and credit recovery opportunity on the college level and participating school district level, to see that all potential graduates meet their graduation requirements.	Coordinator	Jun-10	Graduate at least 70% of potential June graduates by June 2011. The percentage difference will be students who will meet all graduation requirements by August 2011.	a. 60% of potential June 2010 graduates graduated by June 2010. Of the remaining, 57% of students met all graduation requirements for August 2011 graduation. b. With the inclusion of August Graduates, the graduation rate is 78%..	Early academic interventions of seniors to increase June graduates.
B2	6.2	7	Use Share drive to help increase ability to assess program	a. Input and use share drive	Coordinator	July-10	All full-time staff members will have access to share drive and use it as an efficient tool to meet program goals and objectives.	75% of full-time staff members are actively using share drive to meet department goals and objectives	Secure a share drive system for all instructional staff and encourage its continued usage.
B2	4.3, 4.2	13	To secure future/prospective grants/funding with National Network and other charitable/non-profit organization	b. Use data to strengthen proposals	Coordinator	On-going	Acquire future funding from current partner(s)	Montclair High School and Newark Public Schools are maintain their partnership with Gateway to College at ECC.	Continue to use data to make decisions on program improvement and to show our partners factual outcomes of program operation.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: AAC Academic Advisory Council**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1,3;2,3	<u>2.2</u> ; <u>3.2</u>	8, 11, 14	<p>AAC will continue to develop strategies to improve student retention and student success</p> <p>Review, deliberate and develop recommendations with respect to any proposed changes to the General Education requirements</p>	1. AAC conducted a review of a cohort of students with 55-60 credits. A sample of 200 students was reviewed to determine if there were certain “killer courses” that posed more difficulty than other did for continuing students.	Davis	Completed	Performed and Evaluated cohort study	25% of the sample (800) manually analyzed	<p>A list of “killer courses” was developed and recommendations were forwarded to IAC. In addition to college level math courses (Math 092 &amp; Math 100 particularly difficult), writing intensive courses such as English 102, English Literature (200 level), and other courses that require research papers had a higher incidence of attempts, withdrawal, repeats, and failure.</p> <p>Data reviewed for the 55-60 credit cohort seemed to dispel an Essex County College myth. Until now, it was widely believed that if students survive the first year that they will probably graduate. The review of student progress showed that there were certain general education courses that affected persistence and completion.</p>	<p>AAC recommended that an additional Math Course be developed and submitted for General Education approval and submission to Curriculum Committee.</p> <p>AAC will explore math anxiety issue next year.</p> <p>AAC will form a committee to make recommendations re: Tutors for students with repeated attempts.</p> <p>AAC began looking at ways to improve support for college level students. The Business Division employs academic tutors within the divisions. Essex County College should explore installation of a writing lab. Models, such as MESA tutoring and PTK “How to Get an A” seminars are examples of innovative approaches that should be evaluated</p>

			<p>AAC will continue to develop strategies to improve student retention and student success (Continued)</p> <p>AAC will continue to develop strategies to improve student retention and student success (Continued)</p>	<p>2. AAC conducted an Academic Forum. Institutional Obstacles and Academic Advisement were discussed during the Forum. The results of the forum were shared with the Council and a report was presented to the Dean of Faculty in Academic Affairs.</p> <p>3. Disseminate results of Mack's preliminary for AAC. Research model for student success/retention provided to Forum. The research looked at 3,217 first time Fall 2007 students, identified using Banner.</p>	Davis	Ongoing	<p>Developed a booklet containing best practices for Advisement and Retention for dissemination during the Forum with results of Essex County College student surveys (SENSE and Noel Levitz) and Mack preliminary research indicating the importance of registering as a full time student and identifying a major</p> <p>Solicit input from faculty for best practices</p> <p>Report findings to AAC</p> <p>Forward findings to Academic Affairs</p>	<p>Completed Materials for dissemination</p> <p>Conducted Forum</p> <p>Presented findings</p> <p>Forwarded recommendations to Academic Affairs</p>	<p>class size, primarily in the developmental classes is a major problem</p> <p>Advise students during class when online registration begins (sample PowerPoint)</p> <p>Mack research indicated the registering as a full time student and identifying a major was statistically related to persistence</p> <p>the use of student self-evaluation survey should be encouraged</p> <p>Depletion of resources over the last 27 years</p> <p>Student support representatives are gone</p> <p>Counseling is not centralized</p> <p>Many coordinators are gone</p> <p>Taking resources away from the department</p> <p>Resources for full time faculty are needed</p> <p>Must put resources back into the areas that we say are important</p> <p>Sending students to the web—sometimes they self-advise improperly</p>	<p>Collect information from faculty and develop an Advisement manual next year</p> <p>Recommend Advisement training</p> <p>Conduct another Academic Forum next year</p>
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# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: AAC Academic Advisory Council**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
			<p>AAC will continue to develop strategies to improve student retention and student success (Continued)</p> <p>AAC will act as the appropriate forum for review, fact-finding, analysis, and deliberation of issues that impact upon the effective delivery of academic instruction and affect the academic life of the College.</p>	<p>4. President Abdullah asked the Academic Advisory Council (AAC) to begin a dialogue about the number of credits currently required for some of the AA and AS programs. "Should all AA and AS programs consist of 60 credits, i.e. 4 semesters of 15 credits each, absent some compelling reason that is based on licensure requirements or the mandates from the receiving school?".</p>	Davis	2011-2012 Academic year	<p>Conduct a state wide survey of community colleges</p> <p>Review of other community college requirements for similar degree programs throughout the state</p> <p>Review of all of the degree course offerings for additional prerequisites;</p> <p>Review of all of the degree course offerings for additional prerequisites;</p> <p>Meeting with the Division Chairs to discuss the specific programs;</p> <p>Perform cohort study</p> <p>Evaluate the cohort study</p> <p>Present the results to the Council for recommendations to IAC</p>	<p>Completed review of community college requirements</p> <p>Completed review of all degrees for additional prerequisites</p> <p>Met with Chairs</p> <p>Evaluation of Cohort sample completed</p> <p>Findings presented to AAC, Division Chairs, Dean White, Dean Linfante, and President Abdullah</p>	<p>Hidden prerequisites is a issue and there should be a college-wide uniform policy of the way to identify these courses—</p> <p>Math offers frequent test out opportunities.</p> <p>Business courses are 4 credits because the 4-yr equivalent is also 4 credits.</p> <p>None of the Essex County College programs were outside the statewide norm for the number of credits</p> <p>The cohort study revealed that the number of credits was not a significant barrier to success. General ED courses "killer course" presented the real "barrier"</p> <p>The appropriate number of credits for each program should be reviewed by the Divisions; future programs should target 60 credits</p>	<p>AAC will continue inquiry next year and develop additional retention recommendations</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: AAC Academic Advisory Council**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1,3;2,3	<u>2.2 ; 3.2</u>	8, 11, 14	<p>To promote student success, AAC will continue to develop strategies to enhance and promote student competency building and develop strategies for the effective integration and delivery of these methods into academic instruction</p> <p>AAC will provide input and direction in the implementation of the Student Success Seminar initiatives.</p>	1. Implementation of the Student Success Seminar initiative. The Council approved significant enhancements and substantial changes in the delivery and design of the new revitalized CSS 101 course. This year several classes will run.	Rivera	Ongoing	<p>The course's success requires input from all of the constituencies on the Council.</p> <p>Incorporation of Mack research findings in design of Revitalized CSS very important to look at continuous registration (Fall to Spring to Fall). Other models that look at Fall to Fall are based on four year institutions where spring registration is much more likely. Out of the 2,409 complete records only 973 had continuous registration from Fall to Spring to Fall (40%). This research led to concrete suggestions for the revitalized CSS101 course. Several suggestions were incorporated and fine-tuned during the 2010-2011 course.</p>	<p>FALL SEMESTER 2010</p> <p>Forty (40) sections running</p> <p>Students enrolled – 900</p> <p>Registration linked to 080/090 Eng.&amp; Math</p> <p>NJ Stars section developed.</p> <p>Faculty Training Workshops conducted in August, 2010</p> <p>ECC Customized Textbook of the Staley text developed and in use. Discounted retail price to students (\$20.) maintained.</p> <p>CSS Syllabus Updated to reflect learning outcomes.</p> <p>Library visit included in the course</p> <p>Career Center visit included in the course</p> <p>SPRING SEMESTER 2011</p> <p>CSS Chapter coverage reordered to reflect timing of academic calendar</p>	<p>In a nutshell, the new course changes combined the best of the various approaches to the Freshman Seminar. The Task Force included a strength-based instrument for a nominal charge to build positive self-esteem, a major factor in student success. The Task Force reviewed several book options and selected Focus, a book described by its author —as a tool based in positive psychology   . The Task Force matched the course content to the academic calendar to ensure that students were equipped with the necessary academic tools in time for midterms. And, the Task Force incorporated the recommendation of Tinto that outside school-based activities require the student to use various components of the institution, to increase student engagement.</p>	<p>Continue to monitor and provide input and direction for course implementation</p>

2,3	2.2	14	<p>To promote student success, AAC will continue to develop strategies to enhance and promote student competency building and develop strategies for the effective integration and delivery of these methods into academic instruction (continued)</p> <p>AAC will conduct periodic Academic Forums on student learning and effectiveness.</p>	2. AAC will conduct periodic Academic Forums on student learning and effectiveness-- Academic Forum held on November 30, 2010	Davis	Completed  Ongoing	Developed and disseminated a booklet containing some best practices for Teaching and Learning and suggestions. Content included brief summary of best practices in teaching; suggestions for working in groups; suggestions for teaching problem solving; verbs used in essay descriptions.	<p>Complete Materials for dissemination</p> <p>Conduct Forum</p> <p>Present findings</p> <p>Forward recommendations to Academic Affairs</p> <p>During the forum, Essex County College professors shared their own best practice teaching strategies.</p>	<p>In addition, the forum also raised several issues that may influence teaching effectiveness</p> <p>class size, primarily in the developmental classes is a major problem</p> <p>(see additional findings in Retention)</p>	Continue to conduct Forums to support teaching and learning effectiveness
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# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Academic Foundations Advisory Council (AFAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	2.3	13	To begin the process of documenting the rubrics which were developed last year concerning the elements of placement, curriculum, and evaluation for the developmental programs.	<p>1. Separate rubrics have been developed for English and Reading, Mathematics, and ESL in outlining the procedures followed for activities such as placement, syllabus and outline development, book selection, course testing and innovative strategies.</p> <p>2. Programs were placed on an annual schedule. It was decided that English and Reading would be looked to first for documentation of current activities.</p> <p>3. The coordinators of the developmental English and Reading courses were contacted.</p> <p>4. Data and documentation has been received from the coordinator of RDG 096 and reviewed at the February AFAC meeting.</p> <p>5. Data is still awaited from the remaining courses.</p>	<p>AFAC Chair</p> <p>AFAC Chair</p> <p>AFAC Chair</p> <p>AFAC Chair</p> <p>AFAC Chair</p>	<p>October 2010</p> <p>October 2010 to June 2013</p> <p>January 2011</p> <p>February 2011</p> <p>March to June 2011</p>	Memos were given to the coordinators of ENG 085, ENG 096, and RDG 096, requesting documentation regarding the rubrics.	It was anticipated that responses would be received from the three coordinators.	<p>Prof. Sean O'Connell provided a description of available documentation regarding RDG 096, the course he coordinates</p>	<p>Further reviews need to be scheduled for the coming years, on a three-year cycle.</p> <p>The current coordinators of ENG 085 and ENG 096 need to be contacted regarding follow-up to the 2010-11 task.</p>

A3	2.3	13	To review the grading policy for developmental courses.	<p>1. AFAC has begun to examine alternatives to the granting of “F” grades to students who have not successfully completed course work.</p> <p>2 .Form a committee to examine various possibilities including the granting of “Repeat” grades, and the implications of such a recommendation for advisement and registration for subsequent academic terms.</p> <p>3. Consider the recommendation of proposal to the Instructional Affairs Council</p>	<p>AFC Chair</p> <p>AFC Chair</p> <p>AFC Chair</p>	<p>October 2011</p> <p>March to April 2011</p> <p>June 2011 to October 2011</p>	A proposal will be discussed and voted upon by the council, and, if appropriate, sent on to the Instructional Affairs Council.	A sub-committee has been charged to examine the issue and make a recommendation to the council.	<p>Preliminary research from the sub-committee has found institutions similar to ECC which utilize alternative gradeing policies.</p> <p>These are under review and discussion.</p>	A recommendatio n will be made by the sub-committee to the council, discussed by the council, and acted upon during the 2011-12 Academic Year.
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# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: COLLEGE CURRICULUM ADVISORY COUNCIL (CCAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.0	11,12	Develop new credit and non-credit programs, courses and community offerings that meet emerging needs while ensuring that all current programs and offerings are of superior quality and responsive to academic and labor market demands and community interests.	Hold regular meetings, usually once a month, in order to review, debate and pass on or send back new course proposals, new program proposals, changes to existing courses and/or programs, and deactivation or reactivation proposals.	Barbara Pogue, Chair of CCAC	Fall, 2010 to Fall, 2011.	Meetings and minutes of meetings, plus signing and forwarding of proposal forms.	Reviewing all proposals for new courses/ programs, changes to existing courses/programs and deactivation/ reactivation of courses/programs. All approved proposals signed, then forwarded to the Academic Dean.	The CCAC approved the deactivation of 7 courses; 2 courses were approved for changes in credits; 2 courses were approved as added to the requirements of an existing program. The CCAC approved 3 nomenclature changes for an existing program. The CCAC approved 4 new courses. The CCAC approved 14 course changes to an existing program.	The plan is simply to continue, meeting regularly and reviewing all course and program materials which are submitted to the Council.
B1	1.1	11,12	Enhance the on-going process to review labor market trends and propose the development of new programs and courses. This process also includes a review of existing and deactivated courses and programs for potential restructuring and/or revitalization.	At the direction of the Deans' Council, all the CCAC forms for new courses, new programs, changes in existing courses/programs and deactivation/reactivation on proposal forms should include a statement about the labor market demands, the licensing requirements and/or industry standard credentials, as well as whether the course/program prepares students for same.	Barbara Pogue, Chair of CCAC	Fall, 2010 to Fall, 2011	Development of new forms with the required statements added.	New forms with the required labor and license/credential statements added.	The CCAC Chair added the following to all course/ program forms: 5. What are the labor market demands for this course? List sources. 6. What are the license requirements and/or industry standard credentials, if any, for this course? Does the course prepare students for such licenses or credentials? The above statements were approved by the Deans' Council.	To continue utilizing the new forms of the proposals for all future proposals of new courses/ programs.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Institutional Computing Advisory Council (ICAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B2, B3, D4	3.2, 6.3, 6.4, 6.5	14	Work with SLOAT to help implement an effective electronic clearinghouse for the ECC community related to SLO activities.	Create website for SLO assessment plans and SLO assessment reports.	Institutional Computing Advisory Council Chairperson (Ron Bannon)	Fall 2010-Spring 2011	Creation and publication of website to make SLO assessment information available to the ECC community.	The website is created, and used by the College community.	The website, sloat.mathography.org, was created and published. Traffic is significant with 810 visits from 10/10/10 – 1/9/11	Delegate the maintenance of the website to Ron Bannon.
A1, A3, B1, D2	1.1, 2.2	11	Offer online/ hybrid course(s) that are developed in-house.	Create online/hybrid course(s)	Institutional Computing Advisory Council Chairperson (Ron Bannon)	Fall 2010-Spring 2011	Creation and implementation of online/hybrid courses.	At least one online or hybrid course created.	The online courses M10, M11 and M12 were created.	May seek approval form CCAC
A1, A3, D2	2.2, 3.2, 5.1	11	Continue working with IT to help ECC effectively implement SAKAI learning management system (LMS).	Create a SAKAI user guide for faculty and a SAKAI user guide for students.	Institutional Computing Advisory Council / IT	Fall 2010-Spring 2011	Creation and publication of documentation to help faculty and students use SAKAI.	Faculty and student SAKAI user guides are created and disseminated college-wide.	The website - <a href="https://elearning.essex.edu/portal">https://elearning.essex.edu/portal</a> contains information to help faculty and students work with Sakai.	Completed; supported by IT. Feedback will be sought on faculty usage of SAKAI.
A1, A2, A3, D2	3.2, 5.2	10	Create and present workshops to promote technologies that aid the teaching and learning process.	Workshops on the use of Web Services and Banner.	Institutional Computing Advisory Council, Professional Development Advisory Council and IT	Fall 2010-Spring 2011	Schedule and run workshops.	Workshops held with satisfaction among the attendees.	2 workshops held. No formal surveying was done to determine attendee satisfaction levels, but informal polling/feedback indicated that these workshops were helpful.	A survey will be created and administered to all ECC employees to determine their technology-related needs. This will help ICAC and PDAC determine content and quantity of workshops to be offered in AY 11-12.

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Institutional Computing Advisory Council (ICAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, A2, A3, D2	3.2, 5.2	10	Create and present workshops to promote technologies that aid the teaching and learning process. (continued)	Training workshop on Sakai, ECC's Learning Management System.	Institutional Computing Advisory Council, Professional Development Advisory Council and IT	Fall 2010-Spring 2011	Schedule and run workshops.	Workshops held with satisfaction among the attendees.	5 workshops held; 31 faculty members were trained to use SAKAI. No formal surveying was done to determine attendee satisfaction levels, but informal polling/feedback indicated that these workshops were helpful.	A survey will be created and administered to all ECC faculty that contains questions designed to determine their Web Services support needs. This will help PDAC and ICAC determine content/level of training and number of training sessions to be offered in AY 11-12.



# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2011**

**Department: Professional Development Advisory Council (PDAC)**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, D2	3.1	4, 10	Foster programs and projects enabling faculty to enhance our effectiveness as instructors.	Facilitate/sponsor workshops open to the entire College community on various technologies such as MS Word, MS Excel, MS Access, MS PowerPoint, as well as using Dropbox and creating blogs.	PDAC Chair, Rachel Pernia, and Ron Bannon, Karen Bridgett, and Jennifer Wager	Fall 2010-Spring 2011	Workshops are held and attendees indicate satisfaction with them	At least 2 technology-related workshops are held; 75% of attendees will rate each workshop as “good” or “excellent.”	11 workshops were held. Topics covered by these workshops include the following: basics in Microsoft Word, Excel, Access, and PowerPoint; using Dropbox; and creating blogs. Formal surveying was done for the 8 Microsoft-related workshops: there were 50 attendees with 94% rating the workshop “good” or “excellent.” Informal polling/feedback in the 3 non-Microsoft workshops indicated that these workshops were helpful.	A survey will be created and administered to all ECC employees to determine their technology-related needs. This will help PDAC and ICAC determine content and quantity of workshops to be offered in AY 11-12.
A1, D2	3.1	4, 10	Enhance the faculty use of learning resource facilities and services.	Facilitate/sponsor training workshops on SAKAI.	PDAC Chair, Rachel Pernia,	Spring 2011-Fall 2011	Schedule and run SAKAI workshops	At least 1 workshop will be sponsored by PDAC & ICAC cooperatively; 75% of participants will rate their SAKAI training as “good” or “excellent.”	5 workshops held; 31 faculty members were trained to use SAKAI. No formal surveying was done to determine attendee satisfaction levels, but informal polling/feedback indicated that these workshops were helpful.	A survey will be created and administered to all ECC faculty that contains questions designed to determine their SAKAI support needs. This will help PDAC and ICAC determine content/level of training and number of SAKAI training sessions to be offered in AY 11-12.

## ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2011**

**Department:** Professional Development Advisory Council (PDAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, D2	3.1	4, 10	Enhance the faculty use of learning resource facilities and services (continued).	Facilitate/sponsor training workshops on Web Services.	PDAC Chair, Rachel Pernia, and Sheila Reyes (IT)	Spring 2011-Fall 2011	Schedule and run Web Services workshops	At least 1 workshop will be sponsored by PDAC & ICAC cooperatively; 75% of participants will rate their training as “good” or “excellent.”	2 workshops held. No formal surveying was done to determine attendee satisfaction levels, but informal polling/feedback indicated that these workshops were helpful.	A survey will be created and administered to all ECC faculty that contains questions designed to determine their Web Services support needs. This will help PDAC and ICAC determine content/level of training and number of training sessions to be offered in AY 11-12.
				Revise the Adjunct Faculty Manual	PDAC Chair, Rachel Pernia, and Margaret Botney	Spring 2011	A final draft of the revised Adjunct Faculty Manual is submitted to Academic Affairs	Printed Final of Adjunct Faculty Manual	1 manual is revised.	The Adjunct Faculty Manual was submitted to Dean White and President Abdullah in March 2011.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Standards and Assessment Advisory Council

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	11	Continue faculty education on assessment, especially focusing on student learning outcomes (SLO) assessment – continue to promote a culture of assessment at ECC; continue, review, and clarify program assessment at the College	Review program assessment reports and hold SHARE meetings	Various Standards and Assessment Advisory Council subcommittees	Ongoing throughout the year	Rank program assessment reports submitted to Academic Affairs/Office of Planning, Research & Assessment	SAAC would like to have the following five program assessment reports (PARs) reviewed to ensure that the corresponding SHARE meetings are held in a timely manner.  <u>Biology &amp; Chemistry: Biology/Pre-Medicine</u>  <u>Business: Accounting</u>  <u>Engineering Technologies and Computer Sciences: Energy Utility Technology</u>  <u>Mathematics &amp; Physics: Mathematics</u>  <u>Social Sciences: Human and Social Services</u>	The Business Division did a thorough job of assessing their Accounting Program and acknowledges the importance of developing measures of student learning outcomes. However, the next PAR should contain more student learning outcome assessment. This division will also greatly benefit from the hiring of Business faculty members. The Social Science Division produced a comprehensive Human and Social Services PAR. However, the next PAR should contain more student learning outcome assessment. It is also a concern that this program is not accredited.	This information will be shared with the appropriate faculty members and administrators at a SHARE meeting in December 2011.
D1	2.1	8	Review policy on enforcement of course prerequisites (with AFAC)	Collect data from the Office of Information Technology to determine the possible effect of non-enforcement of course prerequisites on student performance/retention  Suggest improvements to the advising process	Standards and Assessment Advisory Council subcommittee chaired by Eman Aboelnaga	ongoing	Fewer students enroll without meeting the course prerequisites	Our first goal is to have our course prerequisite proposal accepted by AAC. Then, it would get presented at an IAC meeting. If it gets accepted as is by IAC, then our policy would be included in the Lifeline student handbook.	A proposal to accept this subcommittee's suggestions was presented at the June 2011 AAC meeting by Chair Castillo. The proposal was not accepted as is since transfer and non-matriculating students would be disserved if Banner automatically deregisters them from classes where they have met the prerequisite for, but at another institution.	We plan to adjust the proposal accordingly and present it to AAC again as soon as possible. The new proposal would not include automatic deregistration, but it would emphasize that a Webreport including current course enrollment along with previous course grades should be made available to faculty members at the start of the semester and subsequently (as necessary) as changes in class enrollments occur.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Standards and Assessment Advisory Council

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D2	3.2	10	Review and suggest revisions for the Student Evaluation of Faculty forms	Propose changes to the Student Evaluation of Faculty forms	Standards and Assessment Advisory Council subcommittee chaired by Theo Acquaye	By the next Faculty Association contract negotiation (renewal)	Propose a revised version of the Student Evaluation of Faculty forms that is endorsed by the Faculty Association , Academic Advisory Council, and administration	Our first goal is to have our Student Evaluation of Faculty form proposal accepted by AAC. Then, it would get presented at an IAC meeting. If it gets accepted as is by IAC, then our revised form would replace the current form.	A proposal to accept this subcommittee's updated Student Evaluation of Faculty form was presented at the June 2011 AAC meeting by Chair Castillo. The proposal was tabled since the proposed Student Evaluation of Faculty form included three statements that can be considered inapplicable in certain cases and therefore unfair to be used for faculty retention.	We plan to remove those three statements from the form and to send an updated form to ECCFA for their input once again. Afterwards, a revised proposal will be presented to AAC as soon as possible.
D2	6.3	14	Continue faculty education on assessment, especially focusing on student learning outcomes (SLO) assessment – continue to promote a culture of assessment at ECC; continue, review, and clarify program assessment at the College	Annual Program Assessment Training Workshop	Standards and Assessment Advisory Council subcommittee chaired by Susan Gaulden	Early spring (annually)	All program personnel whose program is scheduled to be assessed one to two years out should attend	SAAC's target is to have at least thirty faculty members (including SAAC and non-SAAC members) attend the annual program assessment training workshop.	Twelve faculty members attended the March 24, 2011 annual program assessment training workshop. This low number is concerning especially being that each attendee is a SAAC member already.	Each divisional chairperson will be asked to stress the importance of attending this annual workshop to his faculty members.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Institutional Advancement, Grants Unit

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B. 1	1.1	2,3,& 11	Prepare 4 grant applications for new programs that address current labor market opportunities	--Organize design teams --Assist with advisory groups --Analyze labor markets --Submit 4 applications	N. De Haan	6/31/11	2 of the 10 grants approved are labor market oriented and are valued at \$750,000	Prepared 10 labor market oriented applications. Three were approved with a value of \$1.815,461. Five are still pending.	#1: PBI-Formula funded Career Coach & Labor Analyst; grants unit is assisting implementation. #2: The USDDHHS-TANF grant funded non-credit programs. Follow-up by the project manager (Mitra Choudhury) ) will monitor job placements & linkages to credit programs. #3: For the Perkins grant, grants Unit will work with Dean Satish, newly appointed dean to promote workforce-oriented projects
B. 1	1.1	2,9	Facilitate the design and use of Career Coach and Labor Market Analyst throughout ECC	Incorporate into the Predominately Black Institutions-Formula Budget; secure Board of Trustees approval	N. De Haan / L. Akiwowo	1/31/11	EMSI's career and labor market program is being used by faculty, staff, and students	PBI-Formula Grant was approved; Career Coach & Labor Analyst Modules at a cost of \$33,000 were paid for by PBI grant. Web-based and in person training took place.	Three deans and 4 directors will follow-up with Career Coach . Career Coach will be placed on ECC home page. In Fall 2011 semester Career Coach will be used by a minimum of 1,000 students. Labor Analyst will be used by 6 ECC staff to design new grant-funded projects.
B. 1	1.3	2,3,11	Develop grant-funded linkages between credit and non-credit offerings	-Utilize design team -Budget grant dollars in 4 grant applications	N. De Haan / Y. Jefferies	6/30/11	Grant-funded linkages between credit and non-credit programs are part of the 2 new labor market oriented grants approved	One grant-funded linkage between credit & non-credit programs was approved via the USDHHS/Tidewater/health Information Tech (HIT) sub-grant \$322,624). Two other grants are still pending. (PBI-Competitive @ \$2,400,000 and TAACCTP-Mott (\$3,431,818)	In Fall, 2011, HIT project director Kirkland (Continuing Education) will finalize credit arrangements with the Academic Area. If approved, the project director for TAACCTP-Mott and/or PBI-Competitive will do likewise in FY 2012.
B. 1	1.4	13	Support partnerships with outside institutions and employers through grant-funded activities	--Assist with advisory groups --Negotiate memoranda of understanding (MOU's) as part of grant applications	N. De Haan/ L. Akiwowo	6/30/11	Negotiate and secure signatures on ten grant-related MOU's	Secured ten MOU's: UMDNJ University Hospital (HRSA TAACCTP-Mott) Continental Airlines (TAACCTP) NJDLWD (Job Accelerator) Gates Manor (TAACCTP-Mott) Newark WIB (TAACCTP) Essex County WIB (TAAACCTP) Saint Michael's Med. Cen (HRSA) Beth Israel Med. Cen. (HRSA) East Orange Gen. Hosp (HRSA) USDOL—Office of Apprenticeship (USDHHS-TANF)	ECC is using lead Deans and Directors for these MOU's to develop and strengthen the working collaborations between these entities.  Where a MOU did not materialize (i.e. Newark Public Schools for the GEAR UP proposal), ECC will improve and establish a working collaboration between the appropriate institutional representatives.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Institutional Advancement, Grants Unit**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A.4	2.1	2,9	Incorporate counseling, guidance and support into 6 grant applications.	--Organize design teams --Identify funding sources --Submit 6 grant applications	N. De Haan/ Y. Jefferies	6/30/11	Two (2) new grant applications with counseling components approved.	Counseling/guidance are in six applications.: Title III, PBI-Competitive, USDOL-Youth Build, PBI-Formula, USDHHS-TANF & USDHHS-HRSA.	Project managers for two grants that were approved will assure that counseling/guidance are provided in the grant delivery. The same is true for the two grants that are still pending. For the two unapproved grants (i.e. USDOL & Title III), the counseling/guidance component will be strengthened for future applications.
B.1	2.2	2,12	Incorporate support for developmental education into 6 grant applications	--Organize design teams --Research evidence-based programs	N. De Haan/ Y. Jefferies	6/30/11	Two new grant applications with support for developmental education approved.	Developmental Education are in six applications: Title III, PBI-Comp., USDOL-Youth Build, PBI-Formula, TAACCTP-Passaic, TAACCTP-Mott. One is approved (PBI-Formula) and three are pending.	For the USDOL-YouthBuild unapproved application, the grant review from USDOL is being studied and new grant writing procedures are being developed. ECC is reviewing the evaluation of the development education components of the approved application (PBI-Formula) in order to renew funding & redesign the components if necessary.
B.1	2.2	2,11	Incorporate the national priority of Science, Technology, Engineering & Math (STEM) into 3 grant applications	-Facilitate design teams --Research best practices & evidence-based programs	N. De Haan/ Y. Jefferies	6/30/11	One (1) grant application with STEM focus approved	Incorporated STEM into three applications: PBI-Formula, PB I-Competitive, & NJDLWD. One is approved (PBI-Formula) and the other two are pending.	The STEM component in the PBI-Formula was evaluated by an outside evaluator (i.e. Rutgers Heldrich Center). Modifications will be made in STEM 's delivery in Fall 2011. Modifications will also be incorporated into PBI-Competitive delivery, if approved. Closer STEM coordination will be added in relation to NSF-STEM.
B.1	2.2	2,11	Incorporate new educational components into 3 grant applications	--Facilitate design teams --Research & review current literature in higher education and cutting-edge fields of study and career-ladder education	N. De Haan/ Y. Jefferies/ L. Akiwowo	6/30/11	Two (2) grant applications with up-to-date educational focus approved (e.g. accounting certificate; nursing focus)	New educational components are in four applications: PBI-Formula (approved) , Perkins (approved) , Amelior-Verizon Foundation (pending) , and NJ Dept of Ed—Supplemental Services (denied).	Specific feedback has been requested from NJ Dept. of Ed in order to determine future improvements for the application. Delivery of the new educational components (i.e. application of technology) is being monitored and evaluated in the two approved grants.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Institutional Advancement, Grants Unit

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B.2	2.3	2,7	Incorporate program evaluation into all grant proposals.	--Identify outside evaluators --Develop evaluation designs --Follow-up on grant-funded program evaluations	N. De Haan/ A. Akiwowo	6/30/11	Review and facilitate follow-up action with regard to 4 grant funded program evaluations	All grant applications have evaluation components. Seven applications propose outside evaluators. Reviewed & facilitated the discussion of outside evaluations for PBI-Formula, PBI-STEM, NSF-STEM, and PBI-SISA.	Fall, 2011 grant-funded projects in the following areas will incorporate corrective action based on evaluations: College-YES,; Center for Academic Foundations; Stay, Achieve & Succeed (SAS—if funded by PBI-Competitive), NSF-STEM. & PBI-STEM. Final funding allocations for PBI-Formula (ECC FY 2012) will be guided by the Heldrich evaluation of ECC PBI FY 2011 programs.
A.2	3.1	2,10	Incorporate funds for additional faculty into 10 grant applications	--Utilize design teams to identify needed positions	N. De Haan/ Y. Jefferies	6/30/11	Grant awards will fund 15 full time equivalent (FTE) positions	Incorporated funding for additional faculty into twelve applications: 1) Title III, 2) PBI-Competitive, 3) TAACCCTP-Passaic, 4) TAACCCTP-Mott, 5) USDOL-Youth Build, 6) PBI-Formula, 7) USDHHS-TANF-Bergen, 8) USDHHS-TANF-Newark, 9) Perkins, 10) USDHHS-HRSA, 11) Amelior-Verizon, and 12) NJDOLWD-Job Accelerator,.  Based on five approved grants (PBI-Formula, USDHHS-TANF. Perkins, NJDOE-FAFSA, and FEMA), the total approved \$'s total \$1,830,461. Estimate 80% of funds go to salaries and that each FTE is valued at \$40,000 plus fringe benefits (29%) of \$11,600. Therefore, the grants created 27.8 FTE positions for faculty or faculty-related positions (i.e. \$1,464,368 divided by \$52,600).	Ongoing evaluations will determine how these additional 27.8 FTE positions contribute to improving outcomes such as a) improved student grades, b) improved student persistence, c) improved student graduations, d) improved job placement rates, and/or e) improved transfer rates into four year programs.
A.2	3.2	2,10	Incorporate faculty training into 3 grant applications	--Identify training priorities through design teams	N. De Haan/ L. Akiwowo	6/30/11	Two (2) new grant awards that incorporate faculty training	The approved PBI-Formula grant includes \$30,261 for faculty training and the approved Perkins grant includes \$2,400 for faculty training.	ECC is waiting for results of the Amelior-Verizon application (\$844,343) which provides technology-based training for faculty. Grant applications for ECC FY2012 will incorporate requests for funding faculty training, particularly with regard to apply technology to teaching and learning.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department:** Institutional Advancement, Grants Unit

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
C.1	4.1	3	Develop & implement a fundraising plan in partnership with the ECC alumni.	--Facilitate meetings of the Alumni Association --Prepare and send mailings --Sponsor ECC alumni employee luncheon --Administer pay-roll deduction campaign --Conduct book sales	L. Akiwowo	6/30/11  12/31/10 10/31/10  6/30/11 4/30/11	Alumni Association to raise \$30,000 for scholarships    Alumni Association to award six full scholarships (including books).	Alumni Association raised \$21,257 for scholarships.    Alumni Association awarded \$11,000 in scholarships and helped award \$7,500 additional scholarships for 5 students through the NJCRD.	Corrective action will be designed to increase the target for Alumni giving and to take steps to achieve the target. The revised target and the steps to achieve this will be addressed in the ECC Foundation's business plan and also in the FY 2012 action plan for the Alumni Association.  A revised action plan for the Alumni Association for FY 2012 will establish a new target for scholarship giving with an emphasis on scholarships for new or current ECC students.
C.1	4.2	3	Develop a fundraising plan in partnership with the ECC Foundation	--Prepare and circulate a draft business plan --Finalize business plan	A. Weis	9/30/10 3/31/11	A business plan approved by ECC Foundation and President Abdullah	A draft business plan was prepared by the director of development. It was not approved at the Dept. level nor by the President.	The search for a new director of development was started as of 9/1/11. A consultant is preparing a new business plan, which has the input from the ECC Board members. Executive Dean Mulligan and President Abdullah will review the plan in early Fall 2011.
			Conduct endowment campaign to match federal investment	--Create & follow an endowment action plan					
			Conduct annual employee contribution campaign	--Create & follow an annual campaign action plan		9/30/11	An endowment fund increased by \$80,000 (50% federal & 50% private)	The target date to raise the \$40,000 match has been moved to 12/31/11. To date ECC has raised about \$15,000.	Priority has been given to the fundraising teams at ECC to help meet the 12/31/11 goal of raising \$40,000, which will be matched by the PBI-Formula grant.
			Conduct 1 fundraising event	--Create & follow a fundraiser event action plan		12/31/11	Increase Foundation's scholarship fund by \$20,000 through contributions and one event	No fund raising events took place.. \$4,000 was raised for the ECC Foundation and \$25,000 was received from Provident Bank, \$10,000 from a private individual, and \$5,000 from the Verizon Foundation.	An action plan for fundraising will be developed based on the ECC Foundation's new business plan, which will be reviewed and approved in Fall 2011. The Director of Development (to be recruited and hired in Fall 2011) will help implement the plan in 2012.



A.3	4.3	3	<p>Complete and submit 12 federal grant applications</p> <p>Complete 4 State applications</p> <p>Complete 4 Collaborative projects</p> <p>Complete 12 foundation applications</p> <p>Prepare or assist I the submission of 3 renewal applications</p>	<p>--Identify funding sources --Facilitate design teams --Assist with advisory groups --Research literature --Organize electronic file --Prepare &amp; submit applications</p>	<p>De Haan, Jefferies, Akiwowo</p> <p>De Haan, Jefferies, Weis</p>	6/30/11	<p>3 grants awarded in FY 2011</p> <p>1 grant awarded in FY 2012</p> <p>Get awards of \$1.310.000 in FY 2011 and \$750,000 in additional funds for FY 2012 and beyond, and prepare applications for \$600,000 for funding to be announced in FY 2012.</p> <p>2 State applications awarded</p> <p>1 Collaborative application awarded</p> <p>3 Foundation applications awarded.</p> <p>Renewals to be maintained at a minimum of \$750,000 per year.</p>	<p>6 grants awarded in FY 2011, valued at \$1,835,456.</p> <p>Expecting at least 1 additional award in FY 2012, based on submissions in FY 2011.</p> <p>Awards in FY 2011 are valued at \$1,835,456.</p> <p>Expect 2 grants (PB I-Competitive &amp; TAACCTP-Passaic) to be awarded for FY 2012 and 3 future years, valued at \$7,198,653. There are also 3 other grants pending approval for FY 2012, valued at \$5,024,650.</p> <p>Prepared or assisted in the preparation of 4 State grant applications . One was awarded (NJDOE-FAFSA @ \$7,500)</p> <p>Five collaboration grants were submitted. The USDHHS-TANF-Bergen was awarded with \$322,624 for ECC in the first year and similar amounts for four more years. Three collaboration grant applications are still pending.</p> <p>Applied to 4 foundations (Needham, Amelior, PSEG, &amp; Geraldine Dodge). Awarded \$5,000 by Needham &amp; Amelior is still pending.</p> <p>Confirmations for the following renewals: Perkins (\$394,802), USDHHS-TANF-Bergen (\$ 322,624), USDHHS-HIT-Tidewater (\$308,000). Pending renewals are NSF-STEM (\$150,000) &amp; PBI-Formula (\$350,000)</p>	<p>The Grants Unit's action plan for FY 2012 will be based on the following guidelines:</p> <p>#1: If TAACCTP-Passaic is approved, priority will be given to help implement the Aviation Mechanics program and to raise additional capital funds for the project (i.e. \$5,000,000 or more).</p> <p>#2: Three additional collaborative grants will be pursued.</p> <p>#3: More priority will be given to foundation grant applications (i.e. target 8 new applications.)</p> <p>#4: Review &amp; Improve the grants preparation process for all units</p> <p>#5: Work closely with the two new Academic deans for new project designs &amp; grants.</p> <p>#6: Closely monitor grant opportunities from NJ and apply for five State-based opportunities</p> <p>The Grants Unit will maintain ongoing communications with existing projects, and assist the projects as appropriate and needed.</p>
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# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: High School Initiatives

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1,A3. B1	1.4	11,13	Work closely with high schools to see the benefit of taking the math 086 and 092 as part of their senior math program.	Make presentations to high schools and district representative to Offer high schools the opportunities for juniors to take the Accuplacer exams.	Jerry Bruno	On-going	Increase student success rate when taking college level math courses	Only 35.8% of the students passed their math courses , this is down from 59.6% in 2009-2010	The Accuplacer was given to 291 students this year to place them into appropriate math courses
							Number of students taking the Accuplacer	291 students took the Accuplacer	Scheduled students to take the Accuplacer results. See 2010-2011 High School Initiative Report for results.
									Have been presenting the option to more schools to take the Accuplacer for 2011-2012
A1,B1	1.3	11,13	To continue and expand business certification programs with at least one more high school. And refine the arts certification program	Solicit suburban school superintendents , principals, and guidance counselors and also charter school principals	Jerry Bruno	On-going	Increase in school participation by two schools	Have added additional professor for art certification program.	Continue to look for additional professor for the art certification program.
				Expand course offerings to high schools to meet their needs			Increase course offerings by four	Added West Orange and Essex High School	Will continue to add additional high schools
				. Meet with school districts to expand the offerings so as to meet the needs of their students			Increase an additional number of students by fifty		Will continue to expand course offering as needed.
						On-going	Increase the list of course offerings by two	Met goal see High School Initiative Report for 2011-2012	Continue to expand program based on availability of rooms and professors.
A1,B1	1.3	11,13	Expand high school initiative to additional suburban school districts and begin to make inroads with charter schools and increase the number of students courses.	Meet and plan for additional course offerings	Jerry Bruno	On-going		In 2009-2010 826 students were enrolled and in 2010-2011 888 students were enrolled.	Will continue to expand programs with the vocational schools
A1,B1	1.4	11,13							
			Expand the course offerings to the Vocational High Schools					The number of courses has increased to 15. We will be working with the Vocational Schools via the SIG grant in the hybrid format beginning in September.	

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

**AY 2011**

**Department:** High School Initiatives

Actionable Foresight	Objtive	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1,A2,A3, A3,C2	2.2	5,11	1.1 Reduce the number of paper errors / withdrawals by developing an effective management and monitoring plan for the enrollment of high school students	a. Establish better communication between college and high school faculty	Jerry Bruno	On-going	Number of paper errors and withdrawals to be reduced	Numbers of errors reduced by increased communication with high schools	Continue to improve process
				b. Send class list to high schools monthly for updating	Jerry Bruno	On-going	Number of paper errors and withdrawals to be reduced	Helped to improve errors	Continue sending class list
				c. Send midterm grades to high school along with attendance	Jerry Bruno	On-going	Number of paper errors and withdrawals to be reduced	Midterm grades were sent to high schools	Continue sending grades
				d. High school representatives need to visit classrooms at least every three weeks for student updates	Jerry Bruno	On-going	Increase success rate of students passing courses.	Improve in class visitations by high school staff	Encourage more visitations by high school staff.
<u>EARLY COLLEGE</u>									
A1,A3, B1,B3	2.2	13	1.1 Institutionalize stakeholder's work closely with ECC faculty and assist with the design of the ECHS curriculum and curriculum mapping, seminars, etc.	a. Teachers, college faculty collaborate and work closely to plan curriculum, summer programs, seminars, etc.	Kathy DiChiara	On-going	Implementation of two week summer experience for six graders at ECC, 7 <sup>th</sup> graders at Rutgers. Four college visits for 6 <sup>th</sup> and 7 <sup>th</sup> graders at ECC and Rutgers	Two week summer bridge program. ECC and Rutgers professors conducted seminars at Early college site.	Continue bridge program and seminars but need to continue work on curriculum development
A1,A3, B1,B3	2.2	13	1.1 Establish an advisory Board and strengthen community and post-secondary partnerships.	a. Schedule quarterly meeting s of advisory board	Kathy DiChiara	On-going	Agendas from meetings	Met only once, scheduling conflicts with members	Will continue to meet quarterly
				b. Identify key political and community leaders to develop alliances and local partnerships	Kathy DiChiara	On-going	Alliances and partnerships	Increased number of partnerships	Continue to expand partnerships
				c. To facilitate and enhance mutually beneficial partnerships between higher education and NPS district.	Kathy DiChiara	On-going	Alliances and partnerships	Goal could not be met as NPS was in constant turmoil	Continue to work with NPS
A1,A3, B1,B3	2.2	13	1.1 Engage adults as mentors, counselors and facilitators	a. Utilize services provided by post-secondary education partners including advisement services and tutoring	Kathy DiChiara	On-going	List of mentors	Met the goal	Continue to expand list of mentaors.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Human Resources

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1 A-2 2 B-2	3.2	5,10	Implement a comprehensive Human Resources e-Training career program for faculty and staff .	<p>1.Offer on-line career-boosting educational training courses designed to improve employee service, cultivate leadership/ professionalism and enhance employee productivity.</p> <p>2. Sponsor career-boosting workshops, training and leadership development programs:</p>	J. Robinson M. Hospedales	<p>Source online career training provider</p> <p>Develop policies and procedures for online classes Spring 2011</p> <p>Cabinet presentation and approval Spring 2011</p> <p>Implement communication plan Spring</p> <p>Rollout program Summer 2011</p>	<p>Development of website to offer online career training March 2011</p> <p>Written policies and procedures for online learning April 2011</p> <p>Develop promotional materials and implementation plan Spring 2011</p> <p>Communication to staff May-June 2011</p> <p>Rollout program Summer 2011</p>	<p>Partnership established with ed2go to offer online training.</p> <p>Downloadable instruction guide, FAQs, Individual Development Plan (IDP) Form and Worksheets, and Enrollment Form provided online.</p> <p>HR e-Learning logo and banner was developed for promotional purposes</p> <p>E-mail announcement to College community to introduce the HR e-Learning site.</p> <p>Program implemented in July 2011. Twenty three (23) employees registered for training courses in July, six (6) in August, and six (6) in September.</p>	<p>Problem Resolution: A glitch in registration procedure was discovered by our staff and reported to ed2go. Error was resolved by their programmers.</p> <p>Forms and documents were updated to reflect change in procedure.</p> <p>Logo and banner used on HR e-Learning communication and printed material for branding purposes.</p> <p>Revised Registration Process: A number of employees registered for courses based on interest and not on development need. Procedure was revised to REQUIRE rather than RECOMMEND that employees adhere to the Individual Development Plan (IDP) process.</p> <p>Training workshops on role of the IDP in performance management process planned for late Fall.</p> <p>Report on employee progress as measured by course completion and grades to be compiled quarterly and forwarded to supervisors and area heads.</p>

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Human Resources

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1 A-2 2 B-2	3.2	5,10	Commence with the department's process re-engineering agenda to incorporate the utilization of technology and to reduce the reliance on hardcopy distribution throughout the workflows of each employment function.  Begin the preliminary stages of implementing electronic personnel processing.	Convert routine forms to a "fillable" PDF document allowing for the online entry and electronic transmission of employment applications with digitalized signatures.  Review workflow and activities associated with employment processing.	Human Resources Director  Human Resources Manager	Spring 2011	Employment Application and other documents converted to a "fillable" PDF documents allowing for the online entry and electronic transmission by applicants/staff. The forms will give applicants the ability to digitally sign and print the application. February 2011  Collaborate with key Human Resources staff and meet with Information Technology personnel to determine scope of project, timelines, and costs associated with implementing electronic personnel processing. June 2011	Acquired software for the design and development fillable forms  Web based downloadable fillable PDF Employment Application with digitized signature capability introduced in March 2011  Internal assessment of workflow processes associated with electronic personnel employment processes remain under review  Information Technology project scope, timelines and costs associated with electronic personnel processing remains under review	Determine the accuracy and percentage of application completed on line  Update and introduce additional on line Human Resources fillable forms and documents  Assignment of delegated staff guided by Banner consultant assistance

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Information Technology**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4	2.1	9	Provide online self-service tools for students that streamline administrative tasks to improve customer service.	<ol style="list-style-type: none"> <li>1) Develop and release Online Course Withdrawal form for students</li> <li>2) Work with Student Affairs on policy requiring all course withdrawal requests online</li> </ol>	Salah Dami	Spring 2011	<ul style="list-style-type: none"> <li>Line wait times for withdrawals in ESX will be reduced by 100%.</li> <li>Students will access the online Withdrawal form via MyECC/Web Services.</li> <li>Auto-generated emails inform instructors of their students' withdrawal requests, allowing for intervention opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Line wait times for withdrawals have been reduced by 65% in Spring 2011 and 86% in Summer I 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Student Success on a policy requiring students to submit their course withdrawal requests online.</li> <li>Capture instructor's intervention by using the Early Alert Notification system.</li> </ul>
A1, A4	2.1	9	Provide online self-service tools that facilitate enhanced communication between students, faculty, and academic advisors to encourage academic success and planning.	<ol style="list-style-type: none"> <li>1) Upgrade online Early Alert System</li> <li>2) Develop and release What-If Analysis for students and academic advisors</li> </ol>	Salah Dami	Spring 2011	<ul style="list-style-type: none"> <li>Instructors will access upgraded Early Alert form via Web Services</li> <li>Instructors will be able to notify students of academic progress and send custom messages targeted to individuals or specific cohorts within a class.</li> <li>Students will access the form via MyECC/Web Services to run a report detailing their current progress in any chosen program for evaluation purposes.</li> <li>Rote, manual degree evaluations done by advisors eliminated, freeing time for more enriched, personalized sessions between student and advisor</li> </ul>	<ul style="list-style-type: none"> <li>Based on Early Alert results, 7% of students received a message in Spring 2011 and 5% received messages in Summer I, 2011.</li> <li>What-if analysis tool has been implemented in Banner Web Services in Spring 2011 and is ready for use, pending clean-up of existing Banner Course catalog by Enrollment Services.</li> </ul>	<ul style="list-style-type: none"> <li>Work in collaboration with the FTRC to advertise the Early Alert Notification system and encourage instructors to use it as an online communication tool to notify students of their academic progress.</li> <li>The What-If Analysis has been implemented and fully tested . We are waiting for approval from Enrollment Services prior to release.</li> </ul>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A2, B1, B2, D1, D2	2.2	10, 13	Expand the use of the Sakai LMS campus-wide to further support academic instruction and hybrid course content administration.	<p>1) Enable the Sakai "Syllabus" tool to upload electronic syllabi for all courses.</p> <p>2) Facilitate increased development of hybrid/online course content</p> <p>3) Implement SIRIUS courses.</p>	Yelena Lyudmilova	<p>Fall 2010</p> <p>Ongoing</p> <p>Fall 2010</p>	<p>▪ Students will have access to digital syllabi for all their courses.</p> <p>▪ Faculty will have instructional resources to implement and use a digital syllabus in the classroom.</p> <p>▪ Faculty will be able to develop interactive course content (i.e. videos).</p> <p>▪ Faculty will have the support needed to implement multimedia activities outside of the classroom</p> <p>▪ Workflow established to clone selected courses from FSCJ to the ECC eLearning LMS, resulting in streamlined course site provisioning.</p> <p>▪ Faculty will have the technical support required to mold cloned course content to their teaching methods</p>	<p>➤ The tool is up and functioning. Instructional material to use the syllabus is available on the FTRC website and upon request.</p> <p>➤ Ten faculty members have shown interest in developing course content. At this time various professors are at different stages of shell completion.</p> <p>➤ In implementing a workflow a lesson builder compatibility issue emerged.</p> <p>➤ Faculty have access to one full time instructional designer and two part-time IT Specialists</p>	<p>▪ A new objective was developed, tracking use of the syllabus tool by logging of active Sakai sites with "Syllabus" function. Data collection will be produced by the Sakai vendors.</p> <p>▪ FTRC staff worked with directors, coordinators and Dean's to build area-wide development of content; coding unique faculty course "shell" projects as "Pending", "Active", "Ongoing" and "Done".</p> <p>▪ ECC negotiated with Sakai vendor to implement SoftChalk lessons builder.</p> <p>▪ New objective to track SIRIUS course statistics. System for data processing launched in first cycle.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Information Technology**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A2, B1, B2, D1, D2	3.2	10, 13	<b>Launch the Technology Enhanced Learning Initiative, which promotes the use of advanced technology among teaching staff.</b>	1. Assist faculty with course content development, course design, and the use of multimedia technology.	Yelena Lyudmilova	Spring 2011	<ul style="list-style-type: none"> <li>Faculty will have access to the entire Adobe Master Collection, as well as digital movie editing and animation software.</li> <li>Faculty will be able to produce multimedia course content.</li> </ul>	➤ Various faculty have developed learning objects, videos and interactive lessons via SoftChalk.	<ul style="list-style-type: none"> <li>Tracking of faculty course content development revised to code for product type.</li> </ul>
				2. Administer technology incentive program whereby participating faculty receive state-of-the-art laptops and software for use inside and outside the classroom	Mohamed Seddiki Yelena Lyudmilova	Late Spring 2011	<ul style="list-style-type: none"> <li>Procurement process for laptops/software and distribution logistics outlined.</li> <li>First cohort of faculty participants identified and included in program.</li> </ul>	➤ Logistics outline pending review.	1. Faculty invited to begin developing learning objects for various subjects.
A2, B1, B2, D1, D2	3.2	10, 13	<b>Establish the Faculty Technology Resource Center, whose mission is to provide ECC teaching staff with skills that increase the use of instructional technologies in the classroom, and to provide guidance and technical support for e-learning tools and initiatives established by the College.</b>	1. Secure accessible location for center, acquire IT/media equipment, and recruit appropriately skilled staff to maintain FTRC operations  2. Create faculty professional development opportunities to be administered and monitored by the FTRC.  3. Design technical support infrastructure for faculty.	Mohamed Seddiki Elizabeth Barkley Juan Estrada Yelena Lyudmilova	Fall 2010	<ul style="list-style-type: none"> <li>FTRC lab dedicated to the technical support of faculty and course development within the MLK Jr. Library</li> <li>Faculty will have access to Windows and Mac OS, imaging hardware and editing software, video hardware and editing software, audio editing software and interactive projector.</li> <li>Faculty will have access to a full-time instructional designer and FTRC lab aides.</li> </ul>	➤ Resource repository has been enhanced to include Avatar development software, classroom response system and course builder.  ➤ Increase availability hours from 19.5 IT Specialist hours per week to 39 IT Specialist hours per week and 40 Instructional Designer hours per week	<ul style="list-style-type: none"> <li>FTRC continued to service faculty in instructional technologies, technical support and pedagogical support. A new objective in FTRC was developed: provide faculty with in class assessment tools.</li> <li>FTRC staff participated in formal and formal professional development activities to ensure current, quality service to faculty</li> </ul>



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Information Technology**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4, B2, B3, C2, D2	5.1 5.2	3, 5, 9	Establish a stable, robust, and reliable technology infrastructure to support the effective and efficient operation of the college	1) Continue investment in high quality and reliable IT infrastructure to enhance performance and operational effectiveness.	Juan Estrada	Ongoing	<ul style="list-style-type: none"> <li>Cost reduction through increase in energy efficiency, less hardware requirement, &amp; increase in server-to-administration ratio.</li> <li>Improved disaster recovery solutions;</li> <li>Improved desktop management &amp; control through faster deployment of desktops;</li> <li>Fewer support calls arising from application conflicts.</li> </ul>	<ul style="list-style-type: none"> <li>Servers benchmarking (CPU, memory utilization, HD, power consumption)</li> <li>Domain services and file servers were under-utilized (CPU, memory and HD) while application servers were using more than 50 % of hardware resources.</li> <li>Power consumption increased when a new server was added.</li> </ul>	Implemented virtual servers – (replacement of “one server, one application” model with multiple virtual machines on each physical machine.)
				2) Support administrative services through training and improved customer service		Ongoing	<ul style="list-style-type: none"> <li>Periodic end-user training at IT to ensure the best usage of the College’s information technology resources.</li> <li>End-user requests assigned to appropriate IT staff.</li> <li>End-user requests completed promptly, accurately, and efficiently.</li> <li>Preventive measures used to control problems.</li> </ul>	<ul style="list-style-type: none"> <li>Reports from helpdesk and telephone systems indicate only 40% of ECC employees used the helpdesk system; other issues are logged through e-mails to specific staff or via phone calls;</li> <li>75% of issues are resolved within the three-day limit.</li> </ul>	<ul style="list-style-type: none"> <li>On-line manuals and documentation were created and made available to end-users so that all ECC employees will understand how to use the helpdesk system.</li> <li>Monthly departmental meetings are now scheduled so that staff can review the help-desk database and ensure that all matters are resolved timely.</li> </ul>
				3) Professional development of IT staff		Ongoing	<ul style="list-style-type: none"> <li>Track record of projects and tasks assigned to IT staff</li> </ul>	<ul style="list-style-type: none"> <li>Skills requirements for IT staff based on current and new technologies</li> </ul>	<ul style="list-style-type: none"> <li>Routine training of IT staff to enhance expertise and technical skills for greater productivity.</li> </ul>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A4, B2, B3	5.1	3,5,9	<b>Expand the capability of network infrastructure.</b>	<p>1) Expand ECC wireless coverage.</p> <p>2) Expand IP telephone system.</p> <p>3) Expand ECC IP-based security surveillance system.</p>	Juan Estrada	Ongoing	<ul style="list-style-type: none"> <li>Improved campus wireless connectivity.</li> <li>Reduction in cost of voice networking and system administration and improvement in remote voice access capabilities.</li> <li>Reduction in cabling and equipment costs and enhancement of video recording quality and compression.</li> </ul>	<ul style="list-style-type: none"> <li>Walk-in feedback, and monitoring.of performance indicators</li> <li>Only 23% of students were satisfied with ECC's wireless access. Most of the students have noted a desire for ubiquitous wireless network services throughout the campus. Performance indicators monitoring showed an uncontrollable number of unauthorized mobile devices accessing the network.</li> <li>Helpdesk and telephone systems reports indicate high use of resources and time for troubleshooting and managing telephone issues. Technology surveys and walk-in feedback indicate the need for remote voice access capabilities</li> <li>Campus Police have noted the desire for better video recording quality.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded wireless access throughout the campus. Enabled secured connection to wireless network by authenticating users to our main OID system. By enabling authentication, we can control and monitor number of mobile devices accessing the network. Develop wireless Technology surveys</li> <li>IP telephones have been deployed in areas with data jacks.</li> <li>New IP-based DVRs and cameras have been installed in many departments.</li> </ul>

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A4, B2, B3	5.1	3	<b>Enhance Information Systems Security.</b>	1) Implement new firewall and VPN technologies with failover.  2) Deploy a new Intrusion Detection System (IDS) tool.  3) Configure a DMZ network (network outside of the ECC network) for students and guests.	Juan Estrada	Spring 2011 & Fall 2011  Spring 2011 & Fall 2011  Spring 2011 & Fall 2011	<ul style="list-style-type: none"> <li>▪ Increase and improvement in perimeter security and network availability (since two devices must fail at the same time for the system to fail.)</li> <li>▪ Improved visibility over network based attacks, providing a more secure environment.</li> <li>▪ Students and wireless guests moved to an isolated and more secure network</li> </ul>	<ul style="list-style-type: none"> <li>➤ Performance and monitoring indicators indicate an increase in bandwidth utilization caused by the increased number of web based applications. These applications demand network availability.</li> <li>➤ Network scanning and monitoring indicators reflect an increase in Internet and intranet threats.</li> <li>➤ Network access monitoring indicate an increase in the number of students connecting to our wireless network and trying to gain access to all resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A new ASA Firewall has been deployed, new security policies and procedures have been enabled. Fail over Supervisor engine has been installed at the core switch.</li> <li>▪ Orion Network Monitoring system has been installed and configured to monitor, analyze and report network status, performance and security issues.</li> <li>▪ A new DMZ zone has been created and wireless access points have been moved to an isolated and more secured network.</li> </ul>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Institutional Research

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Prepare labor market projections for Essex and surrounding counties for each CIP code.	Identify CIP codes. Use EMSI Economic Modeling – Educational Analysis	Drakulich Meltzer	10/31/10	Document produced 10/2010 and presentation made to IAC.	Used to support Nursing Grant & HRSA Grant.	Continue to provide labor market projections as necessary.
B1	1.1	11	Identify top 10 occupations in demand for Essex and surrounding counties.	Using EMSI identify top ten.	Drakulich Meltzer	11/30/10	Top 10 presented to IAC 11/10/10	IAC reviewed the top ten Occupations. Used to support Health Care Related Grant USDL in April.	Demand for the top 10 occupations will be produced upon request.
B1, B2	1.1	11, 12	Assure that all new curriculum/course proposals contain labor market information.	Work with Barbara Pogue to assure that the new curriculum/course proposal forms request labor market information.	Drakulich	11/30/10	Barbara Pogue met with IAC 11/10/10 and has made necessary changes.	Changes were made to form. As of Aug 2011 no request for labor market data was made to IR.	Encourage curriculum committee to use labor market information. Encourage other college constituents to use EMSI.
B1	1.2	7, 14	Provide specific information for outcomes assessment methods for Standards 7 and 14.	For MS Standards 7 & 14 provide examples of formative and summative assessment tools.	Drakulich	12/20/10 Ongoing	Draft of 7 & 14 completed.	Data referred to throughout Mid States report and used in various chapters to identify problem areas and support changes. EX: CCSSE, SENSE, Employee Attitude, Fact Book & Outcomes, IPEDS, Noel/Levitz.	Continue to provide information for 7&14 required for the MS follow-up report. Use data from CCSSE and administer SENSE in Fall 2011.
B1	1.2	7, 14	Work with Student Learning Outcomes Assessment Teams (SLOAT) to evaluate student learning objectives.	Provide support to SLOAT.	Drakulich With help from Gaulden	Ongoing	Work with SLOAT to provide data for their web site.	No data provided.	Work with SLOAT to reassess their data needs.
A3, B1	2.2	13, 14	Conduct research on the effectiveness of basic skill instruction. Evaluate AFM, AFE, MTH 086 courses.	Collect data, process data and prepare report.	Drakulich	9/2010	Research Report completed: <i>Basic Skills Tracking – CAF and Regular. 9/2010</i>	Results show CAF students do better in MTH 086 when supported by CAF program. The data supported efforts to provide MTH 092 in the CAF with supporting services in Jan. 2011.	CAF offered MTH092 section starting Jan. 2011. REFERENCE Heldrich report.
A3, B1	2.3	13, 14	Provide assessment outcomes information for all basic skills courses.	Outcomes data (pass rate and success rate) provided to AFAC and MS Task Force 13 & 14.	Drakulich	11/22/10	Five year summative outcomes data was provide to MS Task force 13 & 14.	Data provided to CAF and AFAC. A review of the data indicates that students have problems passing math courses, particularly MTH 092. A need to better support our mathematics was identified	Data used to support actions taken by CAF and the Mathematics department including increased tutoring and use of ALEKS.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Institutional Research**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2	3.1	7, 14	Review staffing need of the department.	Review monthly reports to evaluate and support staffing needs.	Drakulich Keister	11/2010	Identify staffing needs.	Staffing needs were identified.	An Assistant Director of Institutional Research was hired.
B1	3.2	7, 10	Provide program assessment in-service training to all faculty who are conducting 5 year evaluations.	Collect data for each program evaluation. Present data to faculty at program evaluation training sessions.	Drakulich Meltzer	1/2011 & Ongoing	Data elements collected and presented to faculty.	<p>Data used in 4 out of 8 programs scheduled for evaluation. Specifically data used in Biology/Pre med, Accounting, Energy Utility Technology, Human &amp; Social Services.</p> <p>Programs scheduled for evaluation 09-10 did not use data as their reports have not been completed. These include Chemistry, Liberal Arts, Music and Social Science.</p> <p>For the 10-11 year Health Science, Bilingual &amp; LA Spanish Lang. Option, Environmental Science, General Science, Microcomputer Systems Applications, Information Systems Office Operations, Internet-Web Page Design, Technical Studies, New Media Technology, LA Africana Studies Option and Fire Code Tech scheduled but not completed.</p> <p>Also see Objective 6.3</p> <p>Program evaluations are NOT completed in a timely manner. NONE of the programs due January 2011 (except Mathematics) were completed on time.</p>	<p>Increase the probability that faculty trained to conduct 5 year program evaluations actually complete the program evaluations.</p> <p>Work with Academic Deans to increase participation in workshops.</p> <p>Also see Objective 6.3</p>
A1	4.3	2	Provide data as needed to support grant proposals.	Outcomes data collected and provided to grants office.	Drakulich	Ongoing	Useful data such as retention rate, graduation rate, and course grades is provided to Grants Office.	<p>Data provided for PBI and STEM grants.</p> <p>Data provided for Title III and PBI certification.</p> <p>Data used by Heldrich for final reports.</p> <p>Certification received for Title III and PBI.</p>	Continue to provide data for grants and certifications as necessary.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Institutional Research**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2	5.2	7, 14	Conduct workshop on how to input outcomes information into the departments Access program	Conduct two workshops for administrators.	Drakulich Meltzer	By 10/30/10	Two workshops conducted.	20 people attended workshops. Private sessions held for those who could not attend. Information correctly entered into Strategic Plan Outcomes Access database.	It was decided that the college should use a more comprehensive database and recommended WEAVE.
B2	6.1	7, 14	Collect data and suggestions to help improve our assessment plan.	Work with Task Force 7 & 14 and 7 & 14 subcommittee on General Education to collect suggestions.	Drakulich	10/2010 to 6/2011	Collect suggestions.	Suggestions were NOT formally collected.	No action taken.
B2	6.2	7	Continue to provide SURE and IPEDS data as requested.	Complete reports according to schedule: -Tuition and Fees -Customized Training -Inst. Characteristics, Completions, 12 month Enrollment -Applications & Admissions -Student Financial Aid Report, Human Resources -Fall 2010 Enrollment, Fy2010 Finance, Graduation Rates	Drakulich (Key Holder), Alvarado	8/2011 - 10.2011 8/16/10 10/15/10 10/20/10  11/1/10 1/26/11  4/13/11	Completed on time.	All SURE and IPEDS reports were prepared on time. Data from these reports are shared with the college via the Fact Book & Outcomes documents, IPEDS summary, Middle States Profile, and our Institutional Profile (old Excellence and Accountability Report). These data are also used to support many grants. An analysis of some of the data provided information to the college that has led to an increase in recruitment and retention efforts.	In general, the data from each of the SURE and IPEDS surveys will continue to be used in different ways to help college departments make informed decisions and better plan for the future.  Data should be made more easily accessible to college constituents.
B2	6.2	7	Continue to use IPEDS benchmarking data for improvement.	Select benchmark institutions and use IPEDS benchmarking tools.	Drakulich Meltzer	10/2011	Benchmark statistics shared with Cabinet 2/2010.	Benchmarks shared. Of particular concern was our relative low retention rate and graduation rate.	This data was used to support grants to specifically increase retention and graduation via STEM and PBI grants.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Institutional Research

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2	6.3	7	<b>PROGRAM EVALUATIONS</b> Identify programs for evaluation for 2011-12. These evaluations are due January 2012.	With input from Academic Affairs identify programs.	Drakulich Academic Affairs	9/2010	Identified programs: Engineering, Computer Aided Design Tech, Computer Info. Science, Computer Science, Applied Computer Science, Network Technology, Internetworking Technology.	Programs identified and Deans and faculty notified of programs to be evaluated.  SEE 3.2	Notify Academic Deans and Faculty of the program evaluation schedule. They should encourage faculty to complete program evaluations on time.
			Provide data for program evaluations due January 2012.	Collect data including enrollment, graduation, grades, names of students in program, transfer statistics.	Meltzer	1/2011	Data Collected	Data was collected and distributed at evaluation workshop.	IR office is waiting for program evaluation reports.
			Conduct in-service workshop for faculty evaluators.	Invite participants and conduct workshop	Gaulden	2/2011	Workshop conducted.	14 participants from appropriate departments.	IR office is waiting for program evaluation reports.
			When Departmental evaluations are completed hire external evaluator.	Hire external evaluator.	Drakulich	As needed	Evaluator hired and report received and distributed.	During 10-11: Dr. Blackmore hired for Math. Dr. Knight for Biology Mr. Rother Human & Soc Ser. Dr. Capone for Accounting  NOTE: Biology, Human & Soc Services and Accounting reports should have been evaluated 08-09.  Program evaluations are NOT being conducted on a timely basis.	IR will work with Academic Affairs to assure that program evaluations are conducted in timely manner.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Institutional Research

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B2, B3	6.3	7	Identify and review other program evaluation models (Florida State College) for suggestions to improve our system.	Obtain model and review for potential changes to improve our model.	Drakulich with Gaulden	12/2010 to 4/2011	Appropriate changes made.	Model obtained but not reviewed. Not accomplished.	IR plans to review program evaluation models with Academic Affairs during FY2012.
B2	6.4	7, 12, 14	Write in Middle States report gen. ed. outcomes assessment completed. 1) Communication 2) Mathematics 3) Technology	Report on collected data from ENG 102 Report on collected data from MTH 100 Report on collected data from TRAILS.	Drakulich & Task Force 7 & 14 (Gen. Ed.)	10/2010	Data Collected and outcomes reported in Middle States document for all three areas.	Report completed and shared with Middle States	Action taken: In English- further facilitate student understanding of the elements and assembling of the critical literary research paper. In Math- one MPO changed to three (one for fractions, one for decimals and one for percents). More time to be spent on word problems. In Tech. – Information Literacy- Recommend source type be subject-related magazine not scholarly journal article.
B2, B3	6.4	7, 12, 14	Evaluated Gen. Ed. goals scheduled for evaluation in 2010-2011. These are: (abbreviated) 1) Use social science theories. 2) Analyze works of art, literature. 3) Understand ethical issues	1. Establish a methodology for evaluation. 2. Implement methodology in sample sections. 3. Collect data 4. Analyze data 4. Review results and make recommendations.	Drakulich & Task Force 7 & 14 (Gen. Ed.) Academic Affairs	Fall 2010  Spring 2011	Establish methodology for all three areas. Sample selected. Data Collected Data Analyzed Data Reviewed, Recommendations made and Implemented.		In Sociology – more useful to have more frequent quizzes. Art -= NO data collected Ethical – No analysis of the small amount of data collected.



## ESSEX COUNTY COLLEGE - Departmental Objectives

**FY 2011**

**Department:** Learning Center

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A3, A4	2.4		Develop new marketing materials/strategies and skills brochures to advertise services to students and staff. .	Update all current materials to reflect changes made to services. Maintain open line of communication with divisional chairs and faculty.	Samantha Holbert-Roberts	Ongoing	Increase student numbers by 200 per semester	<p>Average decrease of over 200 Students per semester. *Due to numerous upgrades and system repairs throughout the year, many of students were unable to be tracked by the swipe system. *** A new computer was purchased for the swipe system.</p> <p>Information pamphlets were updated and Center information was advertised via Facebook and Twitter. However, the marketing plan was not effectively developed to secure an increase in the number of students per semester.</p>	Distribute information through Freshman Orientation and student emails. Student Orientations are now developed for Fall 2011. Assess from this point on. Continue to communicate with other departments. Asst. Dean now sits on Chairs Council to communicate more effectively with Academic Divisions.
A1, A2, A3	2.2		Increase the number and variety of workshops offered through the Center	Schedule workshops held two Saturdays per month, midterm and final exam review and special topics i.e. time management	Samantha Holbert-Roberts	Ongoing	Student attendance and workshop evaluation	<p>4 Workshops scheduled, 6 students attended. Learning Associates' schedules and review workshop schedules were not sent to each faculty member but were sent to various departments and instructors of developmental classes. See below for number</p> <p>136 Midterm and Final Review sessions were offered throughout the year 275 students attended the workshops. Students also rated the workshops attended. 90% overall positive feedback was reported</p> <p>Time management workshops were most successful 3 workshops were offered and 60 students attended.</p>	Increase the number of workshops offered to offer additional services students,
A3, A4, B2, D1	2.2		Coordinate the Institutional Tutoring Committee objectives for the year to include CRLA application, swipe systems and training of Learning Associates.	Set monthly meeting throughout the semester for the committee. And Formalize training program for all tutors throughout the campus		Ongoing	Informed colleagues and trained LA's	6 meetings held and based on the agenda actions were taken. Main topic for last year was the completion of the CRLA application and implementation of swipe systems across the institution. In addition, the LA's were retrained via video, a series of short workshops specifically geared to tutoring methodology and a new employee shadowing system	Will continue to hold meetings and document agenda. Institutional training will begin in the Fall 2011 semester.

# ESSEX COUNTY COLLEGE - Departmental Objectives

**FY 2011**

## Department: Learning Center

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	2.3		Coordinate and maintain set statistical monthly reports of departmental tutoring usage.			5/1/2010	Effectively gauge departmental usage as it relates to student success.	TLC maintains monthly usage data as do other areas. Area Directors have been given access to the reports via Banner. Annual 6057 students used the Learning Center 26,349 hours.	Must continue to collaborate with other departments to collect and maintain their data.
A2, A3, B1	2.2		Continue to develop additional resources for the Resource Center i.e. past exams and additional faculty materials, videos etc.	Video tape developmental Math and English classes as requested by faculty members. Purchase/acquire additional resources through publishers, book store etc.	Samantha Holbert-Roberts	5/28/2010	Improved student success in coursework associated with these resources.	Past math exams have been collected for students to use as review material. The Learning Center uses Aleks, Myskills lab, and ReadOn software. As an alternative to video taping classes, students have been referred to YouTube videos as not to re-event the wheel. The Khan Academy was introduced in the Spring semester for students to access.	Continue to Post links on Website for additional student use.
A1, A3, A4	2.2		Develop and implement additional non-credit experiences for students.	Continue to implement and evaluate Move Up workshops in Math and English	Samantha Holbert-Roberts	Ongoing per semester	Increase number of students moving into college level work as a result of these workshops by 5%.	3% increase in winter session, 1% increase in summer session Move-up workshop Total 49 students (Pass rate) Eng 096 – 75% Mth 086 – 93% Mth 092 – 65%	Begin promoting to faculty the option of the Move Up workshops prior to the end of the semester. To identify students earlier.
	2.2		Develop and implement additional non-credit experiences for students.	Implement and expand Summer Connections program for incoming Freshman students	Samantha Holbert-Roberts	April 2011	Lower the percentage of students requiring developmental coursework upon entry by 5%.	Summer Connections had three subgroups, 6 week(city), 4 week (regular students) and 3 week (NJ Stars).  Summer Connections Success Rates 230 Students Mth 086 – 49% Mth 092 – 78% Eng 085 – 76% Eng 096 – 82%	Increase number of students participating in a bridge program throughout the academic year.
A2, AB, B1, B2, D2	2.1		Apply for CRLA Certification (College Reading and Learning Association)	Review and document process of the Learning Center and training.	Samantha Holbert-Roberts	7/1/2010	Approved application	CRLA application was submitted and approved in March 2011. Received Certification and we are now able to certify tutor at level I, II and III. 20 Learning Associates have completed 80% of their training	Continue to maintain standards set forth in the original application. . Begin training tutors of all departments for Level 1, 2 and 3 certification based on CRLA guidelines. Training sessions will scheduled and will includes LA from other departments.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Library**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2	2.1.2	11	Establish a file of course outlines and syllabi.	Collect course outlines and syllabi from the academic divisions.	Reference librarian working with Director	Ongoing	Electronic and hard copy course outlines and syllabi on file.	Gather revised course outlines and syllabi, when needed.	Update the course outlines and syllabi based on new input.
4	2.3.3	10, 12	Establish a liaison system with each academic division to strengthen library collection.	<p>Circulate the names and telephone extensions of each library liaison to the liaison of the respective academic division.</p> <p>Library liaisons will obtain the contact information of their counterparts in the academic divisions.</p>	Director	Beginning of AY 2012	Record of library collections added through the liaison system.	Each academic division will have at least one liaison and all liaisons will have a list of their counterparts.	<p>One formal meeting of all liaisons will be convened during each semester.</p> <p>Other forms of communication will include discussions by telephone, email, and face to face meetings, when needed.</p>
2	2.1.2	11	The library liaisons with academic divisions are responsible for textbooks put on reserve each semester.	Over 1100 are already on reserve. Add additional texts to the reserve collection, as required by faculty.	Director	Ongoing	918 texts at MLK and 249 at West Essex Campus for students' information needs. Volume increases as new courses are added.	Current course information on hand in library.	Liaisons announce before the start of every semester the library's requests for teachers' copies to be placed on reserve.
2	2.3.2	11, 12	Teach information literacy skills to faculty.	<p>Organize and schedule classes via the college-wide Faculty Development Advisory Committee.</p> <p>Teach college personnel to use the OPAC and databases.</p>	Director	Ongoing	<p>Documentation of publicizing the classes through the web and via print media.</p> <p>Record of faculty in general and the college-wide Academic Policies Advisory Council members taking the classes.</p>	Workshops limited to faculty at this time.	Schedule workshops for new academic year and enlist assistance of Faculty Development Committee, the Faculty Technology Research Center, and the web master to publicize.
2	2.3.2	11, 12	Maintain ACRL standards in bibliographic instruction	Publicize the standards through printed materials and electronic resources for faculty and staff.	Director	Ongoing	<p>ACRL guidelines are adhered to in course syllabi for bibliographic instruction.</p> <p>Student and faculty surveys indicate that they have profited from the instruction.</p>		

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2	2.3.2	11, 12	Encourage enrollment of students into Information Literacy Course 101.	Publicize its value via the CSS 101 course.	Director	Ongoing	Record of student enrollment and completion of the course.  Survey studies reflecting student progress as a result of the course.	Students enrolled in 35 Information literacy claases in 2010	
2	2.1.2	11	Continue in-service training for all faculty .	Workshops offered by the library, the Faculty Development Council, and the Faculty Technology Research Center.	Director, FTRC administrator, & Chair of the Faculty Development Council.	Ongoing	Certificates awarded for attendance at the bibliographic instruction workshops totaled 156 (MLK) and 65 (West Essex) in 2011. Average class size : 22.  Increasing numbers of hybrid courses each semester.  Increase in faculty use of new technologies in the classroom.  Faculty satisfaction evidenced through faculty surveys.	Faculty evaluation of workshops have been good.	
2	2.1.2	11	Continue to publish materials to support the information needs of the College.	Continue to print and distribute instructional brochures.  Create links on the library website to pertinent related sites.	All Librarians	Ongoing	Communication regarding information literacy & its purpose in relation to the college's curricula is improved, as evidenced by student and faculty surveys.	Increase in demand for handouts and reference services in general.	Requests are being met.
1	3.1	10	Fill vacant positions for Cataloguer and Acquisitions Librarians.	Advertise for Cataloguer and Acquisitions Librarian both locally and nationally via print media	Director, Deans, and President		New librarians would help the college meet ACRL guidelines.	Fiscal exigency mandates hiring freeze.	Continue to emphasize the need for additional librarians.
3	2.2.3	9	Secure hardware and software for students with special needs.	Confer with college counselors, students, and other other appropriate personnel to identify equipment and costs.	Director	Ongoing	Hardware acquisitions:  Maginifying Readers and brail text books for the visually impaired.  Ground-level access for the handicapped.  Software acquisitions:  .....  All in compliance with ACRL standards		

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1	4	3	Acquire the hardware to complete the installation begun during the library renovation.	<p>Install the computers for the OPAC on the second level of the MLK library.</p> <p>Complete and update the computers in the Periodicals Research Center as well as the bibliographic instruction classroom in the MLK library.</p>	Director	In the Fall 2011 Semester	<p>Web-based automation is available throughout the library.</p> <p>Bibliographic instruction &amp; Information Literacy classes produce reportable data.</p> <p>Library service is improved measurably, evidenced via evaluations by students, faculty, &amp; staff.</p>		Identify improved bar code readers and order them.
1	6.1.1	3	Prepare an electronic inventory of the collection.	Use the bar code reader to electronically inventory the collections of all three libraries.	Director	Ongoing	Breadth and Depth of collection has accurate & verifiable data.	Began basic inventory using portable barcode reader.	Continue inventory activities when additional bar code readers are acquired.
1	6.1.1	3	Complete West Essex Library renovations.	Implement ADA strategies.	Director	Spring 2012	Physical space is efficiently used according to ADA standards.	Plans approved for completing renovations.	Awaiting allocation of funds before contractors are secured for completing renovations.
1	6.1.1	3	Ensure the security of the library's patron database	Review the interface of the Banner system & the library's millennium software.	Circulation Librarian	Fall 2011	Documentation to show that accurate student/college personnel section of patron database is maintained.	Sought information & assistance from Innovative Interfaces Inc.	Will continue to use existing millennium system until Innovative Interfaces and Banner resolve their interface issue.
1	6.1.1	3	Upgrade the MLK library photocopiers.	Replace all the outdated machines.	Director	Fall 2011	Revenue increases as copier down time decreases.	Promised new copiers by Purchasing Department based on purchase requisition already submitted.	Will reissue purchase requisition in Fiscal Year 2012.
1	6.1.1	3	Update the library web pages on the College website.	Revise layout and add links.	Director	Ongoing	New forms (e.g., Interlibrary Loan form) have been posted.	Colleagues reviewed site and offered suggestions. New links were added.	Incorporate more suggestions and add new links.
1	3.1	10	Have a full-time security presence in the library.	Design a plan for a security patrol within the library.	Director	ASAP	Vandalism & rowdy behavior will decrease as would the need to regularly call for assistance by security.	Library personnel and security will together devise the patrolling plan.	Continued emphasis on need for onsite security.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Middle States - Planning & Marketing/Communications

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1	2.4	1, 5	Prepare faculty, staff, and trustees for Middle States team visit	<p>Draft and publish Self-Study document, and repeatedly share draft with employees.</p> <p>Engage faculty by having visit on agenda of governance council meetings.</p> <p>Have faculty and administrative co-chairs of Middle States sub-committees be ready and able to speak to the chapters they co-authored.</p> <p>Create and enact communications plan that included newsletters, press releases and articles detailing all aspects of upcoming visit.</p> <p>Coordinate planned weekly activities in February &amp; March to promote visit to all staff and students.</p>	<p>Stephen Keister Scott Drakulich Charles Reid Ladylease White</p> <p>Marsha McCarthy</p>	9/2009 – 4/2011	<p>Meet all 14 standards and reaffirmation of accreditation.</p> <p>Promote sense of awareness among employees/faculty and trustees about Middle States visit.</p> <p>Produce informative newsletters, organize weekly activities to generate discussion, and hold open forums to generate discussion and awareness.</p>	<p>Met 12 of 14 standards, issued accreditation status of warning.</p> <p>Produced (7) newsletter-style synopsis of the Self-Study; (2) informational newsletters; and (2) video messages from the President - distributed internally via print, video link and email.</p> <p>Held (2) open forums with approximately 450 employees/faculty combined attendance.</p> <p>Organized weekly activities in which over 70 employees/faculty participated.</p>	<p>Awaited Middle States outcome. Highlighted successes within communication plan and noted ways to incorporate more use of technology in communication plan in the future. For future info sessions, we will elicit questions in advance, and the room set-up will be casual without seminar tables separating the speakers from the audience.</p>
A1, A3, A4	2.4	1,3,8	Reorganize department.	Public Relations Department to become Marketing & Communications Department to include PR, web and marketing.	Marsha McCarthy	7/2010 – 10/2012	Recruit Director; Transfer Associate Director from IT; Draft job descriptions and initiate search for Marketing Specialist and Web/Graphic Design Specialist.	Hired new Director (10/2010), Transferred Associate Director from IT (2/2011), Completed job descriptions and internal paperwork for two new positions; Held initial transfer meeting of marketing responsibilities; Conducted first round search for Marketing Specialist.	With an unsuccessful first round for the position of Marketing Specialist, will need to initiate second round next year; after the difficulty in hiring the first position, we initiated the opened the search for the Web/Graphic Designer early, and review will take place next year.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Marketing & Communications**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4	2.4	1, 8	Build brand awareness of the College among key audiences and capitalize on legacy as a valuable community resource.	Design communications plans to promote College's mission, new programs and achievements is disseminated clearly to internal and external audiences.	Marsha McCarthy	Ongoing	Communicate use of 1968 College seal with all departments. Research and contract with media monitoring company to monitor media coverage; Complete special promotions as directed.	Confirmed 1968 seal is more consistently used; Used media monitoring to note media coverage and shared articles when appropriate; SPECIAL PROMOTIONS: Noted 16% increase in Distance Learning courses after registration promotion.	Will ask Administrative Services to order new 1968 college seals; Will schedule training session for staff to run media monitoring reports that reflect measurable data; will promote green technology and ECCPA's first firefighting class in the coming year.
C1	4.1	1, 3	Enhance and strengthen community outreach.	Aggressively promote College to internal and external constituencies, especially geared to engage alumni.	M. McCarthy	3/2011 - ongoing	Build database of alumni by attending alumni events; Create catalog of advertisements that feature alumni.  Identify high-profile community outreach initiative and events.	Built database of close to 1,000 alumni who will receive newsletter, and who can access ECC's social media tools; the creation of the catalog is an ongoing process as the department started a file on alumni to use with the marketing campaign to begin 2013. Newsletter featured three articles on alumni including a few from West Essex campus.  Noted over 4,000 positive impressions of ECC, via participation in the following: UNCF Empower Me Tour (850 high school attendees); Read Across America/Dr. Suess' Birthday (10 staff, 100 daycare children); Barat Foundation's mural for The Newark Peace Summit (1,000 attendees); Hot 97's Push for Peace (200 attendees, plus broadcast via NYC radio with 2.6 million listeners per wk); Newark Bears' Let's Move Newark Day (3,000 attendees grades K-8).	The acquisition of personal contact information from 2011 graduates was a good start, will continue to look for opportunities to increase database. Will discuss other opportunities for engagement with Associate Director of Alumni Services  Continue to look for high-profile events that ECC can sponsor and co-brand.

**Department: Media Production and Technology Center**



Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Work with Community and Continuing Education to create non-credit broadcast industry certification programs	Create relevant AVID and Final Cut Pro courses, industry leaders in software for broadcast/film post production, which lead to professional certification	Nadine Abram	Fall 2010	Generate substantial outside revenue for the Media Production and Technology Center and expand program offerings to the community	The first attempt to offer the courses was unsuccessful as the targeted population was too general. Enrollment was low, hence the course did not ultimately run	After careful evaluation, a new target population was identified, marketing material developed and new information was sent regarding the course for Fall 2011
D1	2.4	3	Aggressively market MPT Center services to external community to generate additional income for the college	Create a “revised” competitive fee schedule inclusive of all general and new services available through the Center	Nadine Abram Eugene Jackson	Fall 2010	Fee schedule is created and additional revenue is generated for ECC/Media Production and Technology Center	Of the 6 outside projects produced by the MPT Center, only one was charged (\$4,000) and payment was received.	Increase outside production projects and/or services by 50%. Develop and enforce payment policies (i.e. require down payment) to ensure fees are collected for all services rendered.
				Utilize free social media tools as a means of advertising MPT production services, facilities and programs to the outside community	Victoria Timpanaro	Ongoing	Increased requests for Center services and additional income for the college generated because of its strong presence on college website, Facebook, and YouTube, just to name a few	Several “likes/comments” on the Center’s Facebook site and YouTube channel. Unable to measure traffic on the Center’s page on the college website.	To properly measure traffic on college website, counter must part of the Center’s page. Additionally, other relevant social networks must be established including LinkedIn and Twitter.
A4	2.4	5	Increase MPT Center involvement in government, local organizations/businesses and other educational entities	Establish and maintain a working relationship with Verizon/FIOS (operation of the PEG channel)	Nadine Abram	Ongoing	Increased usage of the training session created by Verizon for ECC to train the end user in various municipalities	While the facility is up and ready, Verizon has been delayed in its referral process. The Center has begun reaching out to the producers in the municipalities regarding the available services and/or facilities available to them through Essex County College	Enhance outreach efforts with the support of Verizon/FIOS to stimulate activity within the municipalities to foster and maintain relationships with at least 5 producers.
				Continue active participation with Newark Public Schools Broadcast/Video Advisory Board and relationships with other neighboring school districts	Nadine Abram	Ongoing	Increased involvement by area high schools with the college’s High School initiatives	Currently the Center works with 3 area high schools (Arts, East Side and Malcolm X. Shabazz) to provide college level courses to their students. The Center would like to expand its offerings to include additional school systems such as Bloomfield Vocational and East Orange	Increase outreach efforts by speaking with High School Administrators/Principals about available program within the MPT Center. Conduct Center tours and informational sessions along with marketing material to be sent to county high schools. Participation should double by the end of 2011.



				Promote Center's new production facilities/capabilities to non-profit organizations, businesses and political entities within Essex County.	Nadine Abram	Ongoing	Generate outside revenue and general awareness of the Center and its services	4 non-profit organizations, 6 businesses and 3 political entities approached the Center for use of its facilities and/or services. Of the 13, only 2 utilized the Center's services and provided payment.	Greater efforts must be made to bring profitable activity into the Center and to ensure all fees are collected in 2011/2012.
D1	5.1	3	Increase equipment inventory and create/improve equipment management system	Research relevant technology and their appropriateness in instruction regularly  Make transition from old distribution paper based systems to a more efficient online tracking and management system	Nadine Abram Eugene Jackson  Victoria Timpanaro	Ongoing  Fall 2010	New and advanced audio/visual equipment is purchased and utilized.  New electronic system, Tek Data, was purchased and integrated into the Center's operation	In 2010/2011, 15 additional networkable LCD projectors were purchased along with computers. 6 DVD/VCR combos were purchased with 5 digital still cameras. 2 High Definition video recorders were purchased along with 4 audio mixers and 2 digital audio recorders.  Equipment tracking and management and scheduling are simplified. Over 12,000 entries were made in 2010/2011.	While the additional purchases have enabled the Center to meet the increasing demand for audio/visual equipment, the amount of requests often supersedes what is humanly possible to handle manually. The creation of permanent multimedia classrooms would alleviate staffing issues.  When the system was initially set-up, it was designed to simply provide number of request. System should not only include instructor but discipline to keep better numbers regarding the instructional needs of various academic disciplines
D1	5.1	3	Re-evaluate college-wide equipment inventory and maintain an accurate listing and usage statistics	Continue the inventory compilation of all college audio/video equipment purchased  Maintain monthly statistics regarding equipment usage	Victoria Timapanaro  Victoria Timpanaro	Ongoing  Ongoing	A departmental inventory list has been compiled and is updated regularly.  Increase in equipment requests and/or services	Department inventory is maintained, however there are some departments whose audio/visual equipment is not processed through MPT and therefore not officially recorded  In 2009/10, 13,354 requests had been fulfilled. Requests range from LCD projectors and computers to TV/VCR/DVDs and video recorders. Additionally, this number also included sound systems set-ups. In 2010/11, our requests increased to 16,545.	All departmental requests must go through MPT, documented and then disseminated to the intended department and/or area. This process allows for better maintenance over the college investments.  With the increased number of requests and the physical expansion of the megastructure, it is critical to create permanent multimedia classrooms. Additionally, lecture halls and frequently used spaces with A/V needs must be upgraded as well.

B2	5.1	3	Maintain operational multimedia classrooms	Renew Maintenance agreements  Evaluate equipment regularly	Nadine Abram	Fall 2010	Maintenance agreements are current and rooms are maintained	Current multimedia classrooms were created over 10 years ago and while the Center has maintained the classrooms, equipment, when inoperable, often cannot be repaired.	Plans are underway to install new classrooms with multimedia capabilities by Spring 2012.
B2, D2	5.2	5	Conduct ongoing faculty/adjunct training workshops on proper equipment operation	Host a minimum of two, hands-on workshops, per semester, on equipment/multimedia operation	Victoria Timpanaro	Ongoing	Demonstrated knowledge of equipment operation by faculty and staff	While there are a few faculty members who have taken advantage of the training, in recent years, attendance has been extremely low primarily because attendance is not strongly recommended by departmental chairs, attendance in 2010-11 was approximately 10 as compared to 25 to 30 in 2009/2010 and even more in the previous years.	Given the number of full-time faculty and an even greater number of adjuncts, the attendance should be greater. Workshops must be mandatory for all faculty/adjuncts who utilize the Center's audio/visual equipment
B2, D2	5.2	5	Provide mandatory training for part-time staff on office procedures and equipment operation	Conduct hands-on training session and simulations for part-time staff to enhance efficiency, effectiveness and address areas of uncertainty	Victoria Timpanaro	Ongoing	Part-time staff regularly "tested" to insure proper equipment knowledge and operation	While training has been conducted with all part-time employees, the staff has not evaluated the overall effectiveness of the training.	Surveys, completed by part-time personnel, created to determine overall effectiveness. Training then modified based on results.

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: On-Campus Continuing Education

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1a	1.1	13	To develop and offer new non-credit courses for youth and adults.	Identify potential new courses offerings by surveying labor and business data and reviewing other Community College programs.	A. MCKINNEY	On-going	Offer a minimum of 6 new non-credit courses or classes.	The following eleven (11) non-credit courses were approved by the Non-Credit Curriculum Committee and offered for Adult and Youth programs: Food Management Safety, Online Banker's Academy, ED2GO, Introduction to Avid Media Composer, Editing Tools and Techniques for Avid Media, Etiquette for Youth, Just Us Girls, and Soccer, Express Yourself, and Musical Performer's Studio.	All Career Enhancement courses will continue to be offered.
				Evaluate all existing courses and programs to ensure that all course outlines are updated.	A. MCKINNEY	FALL '10; SPRING '11	Revise at least 25% of all courses offered.	All Career Enhancement courses have been reviewed and met the new assessment standards.	These courses will be offered and determination will be made of effectiveness
1a	1.2	13	To ensure that course/class completers meet acceptable employment, career, and professional standards.	<ul style="list-style-type: none"> <li>Administer end of course/program test and evaluations.</li> <li>Provide access to professional accreditation exams where possible.</li> </ul>	A. MCKINNEY	On-going	Achieve a minimum 75% satisfaction rate on end of course tests, evaluations and professional accreditation exams	A review of Phlebotomy and Certified Home maker Health Aide (CHHA) student program completer results showed that 85% and 100% of the students have met the professional accreditation standards.	During AY' 12, follow up will be done to determine if Pharmacy Technician students will take National Certification Exams.
1a	1.3	13	To provide an alternative career path into medical, technical and business employment.	Recruit students who seek short term training and preparation for entry level employment into business, medical and computer fields.	A. MCKINNEY	On-going	The number of students enrolling into medical, technical and business courses will increase by 5%.	Based on Banner Non-Credit, data, enrollment increased by 5%.	A review of AY '10 versus AY' 11 enrollment data showed a 5% increase enrollment of medical, technical and business related courses.
1a	1.4	13	To increase contacts with colleges, institutions and other agencies to effectively enhance cooperative educational programs.	Participate in outside organizations and committees, e.g. (NJCCC Best Practices Conference).	A. MCKINNEY	On-going	Attend 75% percent of outside meetings.	Program Director attended the 2011 Continuing Education Training Institute (CETI) sponsored by the World Instructor Training School (WITS).	During AY' 12, the plan is to outreach other community colleges and online vendors to collaboratively develop in-class and online courses.

Community and Continuing Education  
CEP/On-Campus Continuing Education

			To design and implement a training program for private sector target audience.	<ul style="list-style-type: none"><li>• Conduct market research.</li><li>• Develop course(s) based on market research and private sector needs.</li><li>• Offer course to private sector audience.</li></ul>	<b>K. KIRKLAND A. MCKINNEY</b>	<b>FALL '10; SPRING '11</b>	At least fifteen students will attend non-credit course offering for private sector targeted audience.	Courses were designed for the New Jersey for Superior Court - Essex Vicinage included Introduction and Intermediate levels for Microsoft Word, Excel and Access for 20 students.	A marketing plan will be developed to specifically target the private sector for training programs.
			To improve employment opportunities for students enrolled in non-credit open enrollment courses/programs.	Design and develop Certificate Programs that will lead to enhancing employability skills.	<b>K. KIRKLAND A. MCKINNEY</b>	<b>FALL '10; SPRING '11</b>	<ul style="list-style-type: none"><li>• Developed a 300 hour Certified Homemaker Health Aide (CHHA) program that will prepare students for employment as a Certified Homemaker Health Aide</li><li>• 10-15% students enrolled will achieve national and state certification.</li></ul>	<ul style="list-style-type: none"><li>• A Certified Homemaker Health Aide program was designed and approved by the Non-Credit Curriculum Committee.</li><li>• A total of 36 students were enrolled in CHHA program. 61% completed and received their state certification.</li></ul>	<ul style="list-style-type: none"><li>• Additional students will be recruited and enrolled in this program.</li><li>• Additional students will be recruited and enrolled in this program.</li></ul>
<b>1a</b>	<b>2.4</b>	<b>13</b>	Promote youth and adult programs to community based organizations.	<ul style="list-style-type: none"><li>• Create a targeted marketing campaign of local elementary, catholic, private and charter schools.</li><li>• Promote through Cable TV, Newark Star Ledger and/or other local papers and the Newark Program Directory (produced by the Association for Children of New Jersey).</li><li>• Create mailing list of professional organizations for specific target professional populations.</li></ul>	<b>A. MCKINNEY</b>	<b>FALL'10; SPRING '11; SUMMER '11</b>	Increased enrollment by 10%	A review of Banner non-credit student enrollment revealed this objective was achieved. A comparison of AY'10 and AY'11 shows an increase of 7%.	Marketing plan will be developed in AY'12 to achieve increased enrollment.
			Develop integrated marketing strategies that utilize web based media, press releases and targeted mailings.	<ul style="list-style-type: none"><li>• Work with Information Technology (IT) to develop web page links; work with Public Relations to plan press releases' hire Graphic Designer to design targeted marketing materials.</li></ul>	<b>A. MCKINNEY</b>	<b>FALL'10; SPRING '11; SUMMER '11</b>	Updated web page links; developed press releases and create dtargeted mailings	<ul style="list-style-type: none"><li>• Met with IT to update web links and Public Relations for press releases to promote adult and youth programs.</li><li>• Met with Graphic Artist to design marketing materials.</li></ul>	During AY'12 marketing surveys will be conducted to determine effectiveness of marketing strategies.

*Community and Continuing Education*  
*CEP/On-Campus Continuing Education*

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
<b>1b</b>	<b>3.1</b>	<b>10</b>	To establish a uniform protocol for hiring adjuncts.	Interview qualified candidates for possible employment.	<b>A. MCKINNEY</b>	<b>On-going</b>	Use the protocol to hire a minimum of 10 adjuncts.	Based on Banner adjunct report, five (5) new instructors were hired.	During AY'12, new adjuncts will be hired based on established protocol.
<b>1b</b>	<b>3.2</b>	<b>10</b>	To improve productivity of adjunct faculty by providing professional support and developmental opportunities for adjuncts to enable them to create and employ innovative and current instructional strategies.	<ul style="list-style-type: none"> <li>•Schedule staff to attend suitable training sessions on and off site.</li> <li>•Schedule Adjunct Staff meetings at the beginning of each semester, to provide any updates to curriculum.</li> <li>•Encourage adjuncts upgrade their subject area expertise through formal and informal education.</li> </ul>	<b>A. MCKINNEY</b>	<b>FALL'10; SPRING '11; SUMMER '11</b>  <b>FALL'10; SPRING '11; SUMMER '11</b>  <b>On-going</b>	<ul style="list-style-type: none"> <li>•Staff will attend at least two (2) suitable workshops, seminars and/or training sessions</li> <li>•100% attendance of adjuncts at meetings.</li> <li>•Presentation of upgraded status through certification of completion, and/or proof of attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• In June 2010, adjunct orientation was held prior to the Summer Youth Program. Program policy and procedures were reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• During AY'12, professional development training will be designed to review new non-credit course outlines and implement changes into course syllabi and instruction. After training is received, an assessment of adjunct instructors will be conducted to determine if new course objectives have been incorporated.</li> </ul>
			To improve staff skills and productivity.	Offer support staff development opportunities through institutional workshops/trainings.	<b>A. MCKINNEY</b>	<b>On-going</b>	Staff will attend training offered by Human Resources Department and Community & Continuing Education (CCE) trainings.	During AY'12, four (4) staff member attended Banner Non-Credit Training and applied training to accomplish departmental goals and objectives.	<ul style="list-style-type: none"> <li>• Professional development will be developed and pursued for AY'12.</li> </ul>
			To review and recommend innovative teaching strategies to be implemented into the classroom.	<ul style="list-style-type: none"> <li>•Provide current textbooks &amp; ancillary instructional supplies (ie., software, training CD's) to instructors to introduce into the classroom</li> <li>•Provide access to new classroom management systems/tools for adjuncts.</li> </ul>	<b>A. MCKINNEY</b>	<b>On-going</b>	Adjunct instructors will be given the latest editions of textbooks and software to review for incorporation into curriculum.	<ul style="list-style-type: none"> <li>• Latest editions of textbooks were used in Pharmacy Technician and Medical Insurance Billing Specialist programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Instructor evaluation of program was not completed. However, in AY'12, evaluations will be given to test the effectiveness of materials being implemented in the classroom.</li> </ul>

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: On-Campus Continuing Education**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1a	4.3	13	To obtain grant funding from external funding sources for new training initiatives and youth programs.	Seek increased grant funding for continuation and enhancement of existing & new programs.	A. MCKINNEY	On-going	Increased grant funding by 10-15%.	<ul style="list-style-type: none"> <li>TANF Allied Health grant from the city of Newark was secured to enroll students in the Certified Homemaker Health Aide (CHHA). Grant funding was increased potentially by \$140,000.00</li> <li>Secured Health Information Technology Grant - funding (\$329,000.00).</li> <li>Northern New Jersey Health Professions Consortium grant funding (\$322,624.00)</li> </ul>	During AY'12, new grant opportunities will be pursued through the Grants office.
1a	4.5	13	Evaluate youth program budget and expenditures to ensure financial resources achieved according to departmental goals and objectives.	Monitor and review current budget status of the youth program spending and make adjustments accordingly.	A. MCKINNEY	On-going	Departmental goals and objectives will be achieved within budgetary constraints.	A review of the youth department budget in Banner, showed expenditures for the youth program were within budgetary allocations.	Data will be used for planning of AY'12 Summer Youth Program.
1a	5.3	13	Provide online courses and programs for adult learners.	<ul style="list-style-type: none"> <li>Identify online learning methodologies.</li> <li>Identify and develop online courses or programs.</li> <li>Implement online courses or programs</li> </ul>	K. KIRKLAND A. MCKINNEY	FALL '10; SPRING '11	Three (3) online programs will be offered to adult learners by Fall 2010.	<ul style="list-style-type: none"> <li>Two online vendors (Ed2Go and Banker's Academy) were selected based on enrollment data from these vendors.</li> <li>Fifty (50) students enrolled in adult online non-credit courses.</li> </ul>	Additional online vendors will be explored to expand AY'12 online course offerings.

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: On-Campus Continuing Education

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1a	6.3	13	Redesign non-credit course/workshop evaluation form.	Review current course/workshop evaluation form; obtain samples of existing evaluation form; to design new evaluation forms.	K. KIRKLAND A. MCKINNEY	FALL '10; SPRING '11	New course/workshop evaluation form will be redesigned by Spring 2011.	Objective was not met; however, it will be given priority in PY'11 and submitted to the Non-Credit Committee for approval.	Revised Non-Credit Workshop Evaluation Form is currently being reviewed by the Non-Credit Committee. The newly revised evaluation will be used during AY'12and tested for its effectiveness
			Redesign non-credit instructor observation report form.	Review current non-credit instructor observation report form; obtain samples of existing reports; design new observation report.	K. KIRKLAND A. MCKINNEY	FALL '10; SPRING '11	New non-credit instructor observation report will be redesigned by Spring 2011.	Objective not met; however, it will be given priority in PY'11 and submitted to the Non-Credit Committee for approval.	Revised Non-Credit Instructor Observation Report is currently being reviewed by the Non-Credit Committee. The newly revised evaluation will be used during AY'12and tested for its effectiveness

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: Police Academy

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Offer at least five (5) new non-credit courses.	Review other PA catalogs' offerings as well as conduct a needs assessment of local agencies to compile a list of possible new course offerings.	Rocco Miscia	On-going	<p>Offered the following new courses:</p> <ol style="list-style-type: none"> <li>1. HIDTA Confidential Informants</li> <li>2. NFA Incident Safety Officer</li> <li>3. Public Safety Media Relations</li> <li>4. Topics in Crime Scene Investigation: Body Fluids and Trace Evidence</li> <li>5. NIMS/ICS 700</li> <li>6. HIDTA: Gang/RICO Homicide Prosecution Techniques</li> <li>7. Car Searches &amp; Stop and Frisk</li> <li>8. AHA CPR Instructor</li> <li>9. HIDTA: Spanish for Law Enforcement Officers (Phase I)</li> <li>10. Secure the Cities PRD Training</li> <li>11. Supervising the Operation of a General Criminal Investigations Unit</li> <li>12. Tactical Intuition/Awareness</li> <li>13. ICS 400</li> <li>14. IACP Managing the Media</li> <li>15. Fireground Strategies &amp; Tactics</li> <li>16. Low Light Shooting (Gun-for-Hire)</li> <li>17. NFA Courage to Be Safe</li> <li>18. Testifying in Court Relative to Cases Involving Shooting Incidents</li> <li>19. Assault Rifle Instructors Course</li> <li>20. High Impact Supervision - Penn State</li> <li>21. NFA Incident Safety Officer</li> <li>22. Incident Response to Terrorist Bombings</li> <li>23. Monadnock Expandable Baton (MEB) Advanced Instructor Course</li> <li>24. Investigative Report Writing</li> <li>25. Juvenile Fire Setters</li> <li>26. Retired Officers Requalifications</li> <li>27. Cop2Cop Suicide Prevention</li> <li>28. NJ State Div. of Aging Training: Hoarding</li> <li>29. HIDTA Advanced Gang Identification and Interdiction</li> <li>30. Radiation Pager Training</li> <li>31. Fire Fighter 1.</li> </ol>	Review of courses developed and offered those that had sufficient enrollment to run.	The objective was exceeded, with 31 new courses offered. Based on labor market interest and demand, continue to develop new courses during the upcoming fiscal year.

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011



Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A4	2.3	14	To ensure that graduates of the Basic Course for Police Officers are prepared for employment	Survey hiring departments three to six months post-officer graduation	Rocco Miscia	On-going	Attain at least an 80% satisfaction rate from the responding hiring departments	Returned surveys indicated 100% satisfaction rate of recruit graduates employed by those agencies.	Continue to survey and monitor hiring agencies' satisfaction rate.
A3	2.1	14	To ensure that Alternate Route graduates receive timely notifications of available positions within law enforcement.	Monitor employment advertisements via newsprint, trade publications, emails, faxes and other notifications.	Rocco Miscia	On-going	Attain at least a 50% hiring rate of all Alternate Route graduates for FY 2010 – 2011.	<p>Eleven Alternate Route recruits graduated during the stated period. Six of the eleven have been hired, yielding a hiring rate of 55%.</p> <p>From the inception of the program in 2004, we graduated 112 Alternate Route students. To date, all but 12 eligible graduates have been hired by law enforcement agencies, thereby yielding a placement rate of 93%.</p>	Continue to monitor employment opportunities. It should be noted that, to date, the Alternate Route program has been suspended by the Police Training Commission for calendar year 2011. The status for 2012 has not been resolved as of this date.
B2	4.3	3	Increase grant funding to the institution from federal, State and County sources.	Proactively seek grants, and where necessary, establish partnerships/collaborations with public safety agencies.	Rocco Miscia	Ongoing	Attain a minimum of one federal, state or county funding source.	Obtained funding from Law Enforcement Officer Training Equipment Fund (LEOTEF) totaling \$115,409. Funding is based on enrollment for basic and approved non-credit courses run by each of the 17 academies in New Jersey. Essex County College Police Academy was the recipient of the highest amount for two of the three reporting periods during FY 2010 – 2011.	Continue aggressively seeking external funding opportunities.
A2	5.2	3	Improve the skills of faculty and staff.	Schedule all permanent training and support staff to attend at least one training session, either on-site or at another training location.	Rocco Miscia	Ongoing	At least one training session attended by permanent and support staff.	Support staff attended Outlook and Banner training provided by IT.	Continue seeking opportunities for training and schedule staff accordingly.
A4	6.3	14	To ensure that the Basic Course for Police Officers curriculum effectively prepares graduates for employment.	Survey hiring departments 3 to 6 months post-officer graduation	Rocco Miscia	On-going	Attain at least an 80% satisfaction rate from the responding hiring departments.	Returned surveys indicated 100% satisfaction rate of recruit graduates employed by those agencies.	Continue to survey and monitor hiring agencies' satisfaction rate.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: **Public Safety**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1 D2	2.1	5	Protect student, staff, faculty, property plant and equipment	Patrol and inspect facilities- Promptly investigate criminal complaints and oversee emergency management activities Detain violators when necessary	A. Cromartie	Ongoing	Essex County College perceived as a safe and secure institution by outside rating agencies and the college community	Reduction in incidents year over year Improving Essex County College's standing from third (3 <sup>rd</sup> )place to first (1 <sup>st</sup> ) place as the safest college institution in the state of New Jersey	Implement new technologies to detect and prevent public safety violations
D1 D2	3.1	3 5	Utilize the services of the local FOP, PBA, Essex County College Police Academy, and Police Training Commission to recruit a diverse pool of applicants as police officers	-Advertise in respective publications -Advertise positions within the various local police agencies	A. Cromartie	Ongoing	-Attract high quality applicants	-Monitor 100% compliance of staff with statutorily required professional standards unique to police officers -Applicant pool exceeding the available positions	-Increase frequency and number of evaluations and record checks for staff and recruits
			Utilize the services of the Essex County College Human Resources department and employee referrals to recruit high quality security officers	-Postings available through the Essex County College job bulletin and newspapers advertisements	A. Cromartie	Ongoing	-Attract diverse applicants	-Monitoring compliance with departmental rules and regulations -Applicant pool exceeding the available positions	-Reaffirm policy to promote from within
C	4.3	3	To apply for and receive state funding for bullet proof vest program for the protection of police officers	-Complete application and submit in a timely fashion	A. Cromartie	Annually	-Able to purchase number of vests required	-Grants are awarded equal to the amount requested	-Assure state money was properly spent to obtain vests by forwarding appropriate documents
C	4.5	3	Assure that money awarded by the state through grants is utilized properly	-Forward proper documents as proof of use of funds	A. Cromartie	Annually	-No sanctions or reductions on the following years grant	-Obtaining the full grant amount the following year	-Reapply for the grant -Forward the appropriate documents to show proof of purchases made from funds given the previous year

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Purchasing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1 D2	3.2	3 5	Train staff on basics of public procurement and have staff certified by state as purchasing professionals (RPPA, RPPO and QPA)	Enroll at least one individual in procurement courses at Rutgers University Conduct monthly training sessions with staff Mandate contractual obligation to stay employed with ECC for a specified period of time after receiving certification	M. Rutherford	Ongoing	Successfully completion of courses at Rutgers University Retention of high quality diverse purchasing staff	100% of employees will be enrolled in courses at Rutgers University to become certified	Professional evaluations for staff Advancement for those employees who successfully complete the certification courses  Continued training for staff

ESSEX COUNTY COLLEGE – Departmental Objectives



Department: Office of Recruitment & Marketing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	1.1	1 11 12	Identify and highlight marketable credit and non-credit programs	Determine market trends relative to ECC degree and certificate programs	M. Mack	Fall 2011	Identify national labor market trends	Accomplished. Identified top 10 Jobs for Associate Degree Holders  Wrote and distributed article highlighting top 10 jobs for Associate Degree holders to 300,000 households in Essex County through OPTIONS magazine.  Highlighted the following related degrees:: Applied Computer Science, Computer Information Science, Computer Science; Radiography, Dental Hygiene; LPN; RN, Engineering; Civil Construction Engineering; Business Administration; Respiratory Care	
				Highlight relevant majors and degree offerings at Essex County College			Promote high demand degree programs and certificates	Accomplished. Created single page ad highlighting degrees and certificates at Essex County College - distributed to 1,000 High School students - Circulated to 300,000 households - Avail at all recruiting events Good item. Good info. Should be more portable.	Condense degree and certificate offerings to 5x8 postcard for easier distribution. Include department contacts for more action-oriented follow-up.
							Developed and implemented new student marketing campaign for Hybrid Course offerings (Based on Department/Presidentia l Request)	Accomplished. Developed creative and produced 5,000 hybrid postcards for sponsoring department.  Distributed 1,000 hybrid postcards to incoming new students during registration.  Provided creative direction for 3 separate on-line Ads. (each: 297,000 reach, 3x frequency)  Contributed to initial on-line course registration  New students more focused on registration logistics rather than learning about new delivery method	Recommend shifting primary target to returning students during early on-line registration.

ESSEX COUNTY COLLEGE – Departmental Objectives



Department: Office of Recruitment & Marketing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.1 1.3 1.4 2.1	1.3	1 8 11&12	Encourage course completion	WELCOME BACK PROGRAM targeting stop outs with 45+ college level credits  Mine banner database for students with 45+ college credits  Conduct manual graduation audits to determine real graduation need (change of major, course substitution, additional courses)  Develop personalized graduation plan	M. Mack	Fall 2011	Conduct 200 manual degree audits  Develop Database of students with 45+ credits created, with shortest course to completion plotted for each individual (minimum of 200)  Courses required for graduation forwarded to academic affairs  Students to start in Fall 2012	Accomplished.  Developed comprehensive database of 450 students based on individualized degree plan and academic next steps (+55.6% from goal)  Identified common courses required for graduation and forwarded to IAC.  1. MTH 100 2. BIO 101 3. ENG 205 4. ART 100 5. REL 105  Identified 7 students as potential degree recipients as a result of manual audit and program intervention.  Based on recommended program adjustments, the following outcomes can be expected: Immediate Graduates 7 Grad after 1 course 40 Grad after 2 courses 30  Analysis identified 52 additional graduates with development of General Studies degree (Complete General Education Requirement with 30 additional credits).  Research of best practices identified additional graduate opportunities via development of reverse transfer agreements with local institutions.	Forwarded recommendation to IAC for development of a General Studies Degree. Recco accepted. Anticipate 52 students able to graduate from cohort once degree finalized.  Working with Transfer Coordinator to develop reverse transfer agreements with Rutgers and NJIT. Will allow ECC to award assoc degrees based on transfer credit from bachelor studies.  Have forwarded recommendation to Academic Affairs through IAC to consider development of on-line, co-operative, and/or accelerated coursework options for Top 5 courses.  Moving student intake of this cohort to Spring to allow passage of General Studies Degree, Reverse transfer agreements, and movement on accelerated/alternative course options.  Based on success of initial pilot, will expand cohort to include all students with 45+ credits, not just those who have stopped out over 3 years ago.  Best practices research identified several existing grants in this area. Will pursue additional funding for this project..

ESSEX COUNTY COLLEGE – Departmental Objectives



Department: Office of Recruitment & Marketing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.1 1.3 1.4	1.4	1 8	Partner with Essex County High Schools to facilitate instant admission of recent high school graduates to Essex County College	Encourage transition from high school to community college through on-site (at high school) instant admission program	M. Mack (S. Dizdarevic)	Year Round	#IA apps # HS visits # attending GC workshop	Accomplished.  2162 IA HS applications for Fall 2010 (+15.9% from Fall 2009)	Requesting guidance counselor website be built as part of 2011-12 objectives.
				Enhance partnership with Essex County guidance counselors by hosting a guidance counselor workshop			# tested on-site %IA in Summer Bridge developmental opportunities # presentations on pre-college programs	73 hs visits 2009 86 hs visits 2010 High school visits +17.8%	
			Improve college readiness of recent high school graduates	Improve college readiness of recent high school graduates through increased on-site placement testing at high schools				41 participants attended guidance counselor workshop (+105% from last year's 20). Program focused on developing college-readiness. Counselors requested development of Guidance Counselor Web-Site as suggestion for improving partnership between high school and college.	
				Improve college readiness of recent high school graduates by encouraging increased use of summer developmental opportunities				324 students tested by recruiters at high schools by May (29% of total tested IA population) More were tested prior to May but we are unable to quantify the remainder prior to submitting this report.  21.9% of Summer Bridge program recruited directly by IA program  Minimum of 10 presentations given highlighting importance of "pre-college" preparation	

## ESSEX COUNTY COLLEGE – Departmental Objectives

# AY 2011

**Department:** Office of Recruitment & Marketing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.2	2.0	1 2 8	Increase overall enrollment by 3%	Recruit targeted populations while remaining consistent with the college's mission of diversity and open access.	M. Mack	Year Round	Maintain Share of recent high school graduates	ENROLLMENT INCREASES - HeadCount Total Fall09 13,314 Total Fall10 13,227 % Chg -0.7%	Increase 2011-12 enrollment by 1%.
				New Student Targets - Recent High School Graduates - Latino - 20+ Credits (ReAdmit)			Increase share of total Latino population to 25%	Credit Hours Total Fall 09 <b>NEED FALL 09FTE</b> Total Fall 10 153,096.5 % Chg	
				Returning Student Targets - 45+ Credits (for Graduation) - Veterans			Increase returning student population through reclamation of stop-outs	Accomplished High School Population App +15.9% Reg +1.6%	
							Increase new and returning student populations through improved services to Veteran Students	Accomplished Latino = 25.1% of Fall pop	
								Unable to track readmit registrations through banner 617 students applied FA2010	
								Accomplished Veteran Student Population +25.6% in Fall +67.8% Spring	
			Maintain market share of recent high school graduates	<b>RECENT HS GRADUATES</b> A.Maintain market share for recent high school grads 1. Continue successful Instant Admit recruiting program 2. Host Guidance Counselor's Lunch 3. Capitalize on banner database to reclaim lost IA opportunities 4. Host High School Open House B. Help IA students improve Testing for college readiness	M. Mack (S. Dizdarevic)		<b>RECENT HIGH SCHOOL GRADS</b> A. Maintain market share and increase yields B. Enhance Testing Efforts 1. Majority of IA students tested by May 2. Increase IA students taking early courses (bridge) by 2% 3. Institutionalize	RECENT HS GRADS - Accomplished.  A. Although the number of high school seniors (as well as graduation rates) are generally lower this year, the college continued to improve overall share of the high school market (applied and registered) through the IA program: HS only F09 F10 %chg App 1866 2162 +15.9% Test 1142 1101 -3.6%	Continue to redefine recruiter priorities within IA program as generating applicants with increased college readiness, and improving yield from test to registration.  Assist recruitment effort to enhance yields and improve college readiness through effective use of technology: • laptops for on-line applications at the high school

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

10/01/2010

				<div><div><div><div><div><div>1. Complete bulk of IA testing by May to allow for summer developmental courses</div><div>2. Offer pre-college opportunities for students testing into developmental courses – particularly 09 or borderline 09 level courses</div><div>3. Include early developmental courses as a “routine” part of advising</div></div></div><div>C. Recruiting for College Ready</div><div><div>1. Actively recruit students with SATs and ACTs at waiver level</div><div>2. Actively market test out to students (CLEP, SAT, ACT)</div></div></div></div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> 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				<p>CCE and Bilingual Division.</p> <p>3. Advertise key college events in Spanish language papers</p> <p>C. Continue to reach out to the English dominant community</p> <p>1. Feature Latino students in general market advertising</p> <p>2. Continue IA program in predominant Latino High Schools</p> <p><b>READMITS: 20+ CREDITS</b></p> <p>Capitalize on high application to registration yield of readmit students while furthering efforts to improve graduation rates.</p> <p>1.Mine banner database for students with 20+ college credits, inactive application, no holds, out for 3 or more years.</p>	M. Mack		<p>READMITS - 20+ CREDITS</p> <p>1. Assign existing admissions officers direct responsibility for personally recruiting students back to the college.</p> <p>Measurement: # of students contacted</p> <p># of students applied</p> <p># of students registered</p>	<p>Over 50% Latino students featured in general market advertising - including 2 magazine covers and outdoor advertising</p> <p>9 advertisements in Spanish language newspapers</p> <p>READMITS - accomplished</p> <p>2,462 emails sent to 20+ credits inviting them to reapply/attend Open House for Fall 2010</p> <p># of ReAdmits Applied</p> <p>For Fall 2010: 617</p> <p>Currently SFARGSX does not accurately track registration of Readmit students in banner.</p>	<p>courses (which contributed to larger IA for Fall 2009) and consider revamping ESL credit courses requirements to maintain 25% status.</p> <p>READMITS</p> <p>ReAdmit students have been formally identified as a recruitment and retention cohort of interest.</p> <p>Met with IT to determine how to track registration of Readmit students in banner.</p> <p>Will continue to host readmit open houses and target through direct mail/email efforts.</p>																
				<p>INTERNATIONAL STUDENTS (F-1 VISA HOLDERS)</p> <p>A. Improve ability of staff to provide service to international students</p> <p>B. Conduct workshop (new and returning)</p> <p>Improve compliance with Federal 12 credit requirements</p>	M. Mack (S. Dizdarevic)		<p>INTERNATIONAL</p> <p>Increase number of students accepted due to better customer service, resulting in stronger applications</p> <p>Create international student customer service book</p>	<p>INTERNATIONAL - accomplished</p> <table><tr><td></td><td>F2009</td><td>F 2010</td><td>%chg</td></tr><tr><td>Applied</td><td>112</td><td>161</td><td>+43.8%</td></tr><tr><td>Accepted</td><td>85</td><td>125</td><td>+47.0%</td></tr><tr><td>Reg (New)</td><td>62</td><td>64</td><td>+3.2%</td></tr></table> <p>Updated orientation materials as part of customer services</p>		F2009	F 2010	%chg	Applied	112	161	+43.8%	Accepted	85	125	+47.0%	Reg (New)	62	64	+3.2%	<p>INTERNATIONAL</p> <p>Change application deadline in order to allow more time for embassy appointments and on-time arrival in US.</p> <p>Offer pre-orientation on-line prior to arrival. Focus on-campus orientation on transitioning to college.</p>
	F2009	F 2010	%chg																						
Applied	112	161	+43.8%																						
Accepted	85	125	+47.0%																						
Reg (New)	62	64	+3.2%																						

				<p>Increase student knowledge of sevis requirements, campus opportunities, travel &amp; employment</p> <p>C. Help foster a stronger sense of community on campus</p> <p>VETERANS</p> <p>A. Increase veteran student population at ECC 1. Improve veteran’s knowledge of how to use educational benefits 2. Exploit veteran data base to generate new student population 3. Leverage banner database to reclaim former students</p> <p>B. Update executive level staff’s knowledge of veteran services and resources</p> <p>C. Train office staff on basic VA procedures</p> <p>D. Enhance college’s awareness and appreciation of ECC student veterans</p> <p>E. Use technology to enhance veteran’s access to benefits and information</p> <p>Assessment: Enhance ability to track cohort by re-activating veteran student screen in banner</p>	<p>M. Mack (S. Dizdarevic)</p>		<p>VETERANS</p> <p>10 new students apply</p> <p>1. Achieve certification as Veteran Service Providers</p> <p>2. Create VA customer service book</p> <p>3. Develop Veteran graduation recognition</p> <p>4. Develop brochure outlining chapter options</p>	<p>handbook and placed on-line</p> <p>Total enrollment</p> <table><tr><td></td><td>Countries</td><td>Students</td></tr><tr><td>Fall 09</td><td>60</td><td>384</td></tr><tr><td>Fall 10</td><td>60</td><td>282</td></tr><tr><td>%chg</td><td></td><td>-26.6%</td></tr></table> <p>Embassies are not granting visas at the same rate. In addition SEVIS is automatically terminating existing students for carrying less than 12 credits.</p> <p>VETERANS - accomplished</p> <p>Veterans Using Benefits</p> <table><tr><td>Fall 09</td><td>Fall10</td><td>%chg</td></tr><tr><td>133</td><td>167</td><td>+25.6%</td></tr></table> <table><tr><td>S10</td><td>S11</td><td>%chg</td></tr><tr><td>118</td><td>198</td><td>+67.8%</td></tr></table> <p>Created and published Spring OPTIONS magazine targeted at helping veterans access their benefits. Contributed to unprecedented 67% increase in veteran's benefit use in Spring 2011</p> <p>Asst Dean and Asst Director achieved "Certificate for Veteran's Service Providers - CVSP as a result of 3 day federal training</p> <p>6 veterans recognized by office of recruitment &amp; marketing during graduation with red white and blue honor cords</p> <p>Developed updated customer services handbook. Used as preliminary training for office staff</p>		Countries	Students	Fall 09	60	384	Fall 10	60	282	%chg		-26.6%	Fall 09	Fall10	%chg	133	167	+25.6%	S10	S11	%chg	118	198	+67.8%	<p>Place hold on existing international students to prevent dropping below 12 credits. Hold should be registration hold only. Should not affect ability to see records or make payments.</p> <p>Placing updated OPTIONS veterans magazine on-line</p> <p>Requesting computers in office to allow veteran's access to web-based government information/applications</p> <p>Hosting workshops on veterans benefits</p> <p>Developing activities to increase sense of community and enhance college awareness and appreciation of ECC student veterans (looking into requirements for ECC to become veteran friendly institution)</p> <p>Need to activate veterans screen in banner to accurately track and service this population</p>
	Countries	Students																															
Fall 09	60	384																															
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%chg		-26.6%																															
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ESSEX COUNTY COLLEGE – Departmental Objectives



Department: Office of Recruitment & Marketing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.3 1.4	2.1	1 8 9	Enhance new student experience	Create 5 Step Enrollment Process to increase Yield from Test to Registration. (developed intake cards)  Redesign intake process to improve efficiency, effectiveness and student satisfaction.  Develop reclamation and survey process for students who attend but do not register	M. Mack (Y. Bisono)	Year-round	Increased attendance at Registration       Outcome of registration /intake survey results	Accomplished.  Attended Reg Apr - Sep 2009 4,983 Apr - Sep 2010 5,120 % chg +2.8%  1,235 students attended but did not register Apr-Sep. No data collected for same time last year  Contacted 993 students who attended did not register. 174 Rescheduled 819 Did Not Reschedule  <u>Survey for No Reschedule</u> 293 Payment issues 331 Not eligible to register (124 need to apply) 87 closed courses	Increase satisfaction by continuing to improve registration/intake process  Proactively decrease attend did not register for Fall 2011.

ESSEX COUNTY COLLEGE – Departmental Objectives



Department: Office of Recruitment & Marketing

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	2.4	1, 8	Develop marketing and communication plans to include continuous, deliberate and targeted interventions at various points of the enrolment process to keep applicants and students engaged, informed and empowered.	<p><b>WE ARE ESSEX CAMPAIGN</b> A.Create a stronger understanding of &amp; affinity towards the Essex County College experience.</p> <ol style="list-style-type: none"><li>Expand the current WE are ESSEX campaign</li><li>Continue to convey student success stories while shaping public awareness of important programs and activities</li><li>Specifically locate the physical space within University Heights</li><li>Convey current student perspectives of various aspects of the college experience. Feature student assignments in ECC media classes, student clubs, and individual submissions</li><li>Convey alumni perspectives of various aspects of the after-college and college experience</li></ol> <p>B.Expand reach of recruitment and marketing messages</p> <ol style="list-style-type: none"><li>Identify extended reach vehicles conducive to “call to action” advertising with high</li></ol>	M. Mack	Year-Round	<p><b>WE ARE ESSEX</b> A.Develop awareness of college resources.</p> <ol style="list-style-type: none"><li>Expand campaign to include outdoor advertising and social media platforms.</li><li>Produce OPTIONS magazine.  Develop student success video vignettes</li><li>Execute External Billboard</li><li>2-3 student-generated multi-media with We are Essex theme.</li><li>Host We are Essex themed alumni forum &amp; Open House</li></ol> <p>Awareness measured by attendance at events, calls to identified number</p> <p>B. Develop baseline for reach and frequency of targeted messages</p> <ol style="list-style-type: none"><li>Develop outdoor bus campaign with Registration and Open House inlays</li></ol>	<p>Accomplished. Produced 3 issues of OPTIONS magazine featuring We Are Essex Theme.</p> <p>Developed and executed an integrated recruitment &amp; marketing campaign that included 2 Print ads, 3 college-oriented magazines, 12 super kings, 6 ultra kings, 5 2 sheets, 30 bus tails, an outdoor billboard, multiple Direct Mail pieces &amp; Special Events.</p> <p>Outdoor creative resulted in over 20million impression a month. Executed May - Sept 2011</p> <p>Worked with new media production technology, film club, short film club, and student life and activities to solicit student interpretations of We Are Essex campaign theme.</p> <p>-400 students participated in programs - 10 submitted videos - 100 submitted essays Widened scope of message and provided retentive avenue of engagement for student body.</p> <p>Worked in partnership with external source to secure 3rd party endorsement and ad campaign featuring Bill Cosby, at no charge to the college.</p>	Based on widespread acceptance by student body, consider using WE ARE ESSEX as recruitment-based theme for 2011-2012.

				<p>image component</p> <p>2. Leverage on-line technology to expand reach and frequency of targeted messages</p> <p>3. Leverage social media platforms</p> <p>Create more internal opportunities for recruitment messages</p>			<p>2. On-line presence for all recruitment and marketing materials</p> <p>3. All events posted on electronic sign, and on college-wide calendar</p>	<p>SOCIAL MEDIA</p> <p>Twittter Feeds</p> <p>Email Blasts</p> <p>We are Essex on You Tube featuring student submissions</p> <p>OTHER MATERIALS</p> <p>Revised Intake Cards</p> <p>Created PowerPoint for Guidance Counselor Workshop</p> <p>Created PowerPoint for NJStar Information Session</p> <p>Created PowerPoint for Honors Open House</p> <p>STUDENT SUBMISSIONS</p> <p>We Are Essex Biographies</p> <p>We Are Essex Videos</p> <p>We Are Essex Essays</p>	
1.4	3.1	1	Recruit strong personnel to enhance departmental capacity, efficiency and effectiveness	<p>Improve ability to retain incoming students during first three semesters</p> <p>Improve graduation rate of outgoing students with 45+ credits</p> <p>Increase turnaround of transcript evaluations</p>	M. Mack	<p>May</p> <p>Jan</p> <p>Jan</p>	<p>Hire 1 Retention Specialist</p> <p>Hire 2 Graduation Coaches</p> <p>Hire 1 Transcript Evaluator</p>	<p>Developed Job Description for Retention Specialist based on department reorganization</p> <p>Hired 3 graduation coaches - part-time/grant funded</p> <p>Hired 2 transcript evaluators - part-time</p> <p>Developed new job description for Asst Dean of Student Success based on department reorganization</p>	<p>New hire for retention specialist to take place in next fiscal year</p> <p>Hire 2 graduation coaches for next fiscal year/part-time</p> <p>Consider shifting transcript evaluation to enrollment services for greater efficiency</p> <p>Official job title to change in next fiscal year. Job responsibilities have already shifted to reflect new description</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Special Programs

**GOAL 1.0 Develop new credit and non-credit programs, courses and community offerings that meet emerging needs while ensuring that all current programs and offerings are of superior quality and responsive to academic and labor market demands and community interests.**

**Objective 1.1** Enhance the on-going process to review labor market trends and propose the development of new programs and courses. This process also includes a review of existing and deactivated courses and programs for potential restructuring and/or revitalization.

**Objective 1.2** Develop, for all credit and non-credit offerings, formative and summative assessment tools.

**Objective 1.3** Create linkages between credit, certificate and non-credit offerings for the purpose of creating learner-centered pathways to each succeeding level of achievement.

**Objective 1.4** Strengthen and expand partnerships with local high schools, four-year institutions, and the private sector.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1a 1c	1.4	9 13	<p>To improve recruitment and tracking activities for pre college and credit targeted populations.</p> <p>The Special Programs Talent Search and Student Support Services programs have set objectives established by grant proposal with USDE.</p> <p>The outcomes measures are also in our approved contracts with USDE.</p>	<ul style="list-style-type: none"> <li>- Develop program literature power point presentations for pre college and credit programs</li> <li>- Provide recruitment sessions for target schools, community organization and ECC departments for credit programs and pre-college.</li> <li>- Continue pre-college collaborative efforts private sector</li> <li>- Continue annual Guidance Counselors Luncheon pre college and credit.</li> <li>- Schedule visits to middle and high schools &amp; community agencies pre college</li> <li>- College tours &amp; transfer workshops pre college and credit.</li> <li>- Follow up with schools on pre-college and request IT Reports on credit students for tracking</li> </ul>	<p>Director</p> <p>Associate Director</p> <p>Counselors</p> <p>Teacher Advisors</p> <p>Talent Search</p> <p>Student Support Services</p>	9/01/10-8/31/11	<p>All programs will achieve 100% of their recruitment goals and track all students.</p> <p><u>Pre-College Measures</u></p> <ul style="list-style-type: none"> <li>- 80% of students will be retained in 2011 TS Program Fall to Spring</li> <li>- 100% will be tracked for post program results on promotion next grade, high school graduation, postsecondary placement</li> </ul> <p><u>Credit – SSS Measure</u></p> <ul style="list-style-type: none"> <li>- 70% of credit students will be retained Fall to Spring 2011</li> <li>- 100% of students tracked for post program results on grades 2.0 or better retention, graduation and transfer.</li> </ul>	<p>All programs achieved 100% of their recruitment goals and programs tracked all (1550) students 2011.</p> <p><u>Pre-College Outcomes</u></p> <ul style="list-style-type: none"> <li>- 80% of 1200 TS students retained Fall to Spring 2011.</li> <li>- 100% of 1200 students tracked for post program results 2011.</li> </ul> <p>-TS had 85% students retained 2011 Fall to Spring. The contract does not have a specific retention requirement for TS.</p> <p><u>Credit – SSS Outcomes</u></p> <ul style="list-style-type: none"> <li>- 85% of students were retained Fall to Spring 2011 and 88% for 2010.</li> <li>- The SSS contract states 70% retention consequently the program exceeded the stated measure by 21% in 2011 and 26% in 2010 respectively.</li> <li>- 100% of 350 SSS students tracked for post program results 2011.</li> </ul>	Continue to explore new strategies for recruitment and tracking of students with greater emphasis on credit student retention in 2012.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Special Programs

**Goal 2.0** Implement and upgrade academic and student support programs and services to improve students' access, recruitment, retention, and success.

**Objective 2.1** Enhance counseling, guidance, and support

**Objective 2.2** Develop additional approaches to enhance and better support academic instruction.

**Objective 2.3** Develop a comprehensive assessment plan for developmental education

**Objective 2.4** Continue to develop and implement integrated marketing strategies.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1-a 1-c 2-a	1.4 2.1	9 13	To improve quality of academic program services by offering a variety activities in support of students success in the pre-college and credit programs.	Personal and career Counseling - Tutoring - Academic Advisement & Registration - Mentoring Peer and Professional - Enrichment Workshop - College Tours & educational exposures - Tours of private business /unions - College transfer sessions	Director Associate Director Counselors Teacher Advisors Talent Search Student Support Services	9/01/10-8/31/11	<u>Pre-College Measures</u> 85% of TS 1200 students promoted next grade - 70% of TS seniors graduate <u>Credit SSS Measures</u> - 70% or more of (350) SSS students obtain 2.0 or greater GPA by end of program year 2011. - 100% receive career and transfer information assistance	<u>Pre-College Outcomes</u> 90% of (1200) TS students promoted next grade - 100% seniors graduated <u>Credit SSS Outcomes</u> - 89% of (350) SSS students obtained 2.0 or greater GPA by end of program year - 100% of 350 students received career and transfer information assistance	Continue to improve academic programs services with more emphasis on credit students 2012.
1-a 2-a	2.1	9	To improve the quality of services and retention activities in the pre college and credit programs	Hire tutors & adjunct instructors - Provide day & evenings services for students including: - Tutoring - Academic Advisement - Registration - College experience classes - Mentoring peer & professional - Personal and Career Counseling - Updated curriculum for pre-college HSPA, NJ ASK and SAT classes - Enrichment Workshop - College Tours and Educational Exposures - College transfer sessions for credit students. -Financial Literacy workshops	Director Associate Director Counselors Teacher Advisors Talent Search Student Support Services	9/01/10-8/31/11	Objective will be satisfactorily met if 70% or more of TS students show improvement on NJ ASK, HSPA and SAT post tests <u>Pre-College Measures</u> - 85% of TS students are promoted to next grade. - 70% of TS seniors graduate and accepted into post-secondary Institutions <u>Credit S.S.S. Measures</u> Objective satisfactorily met if 70% or more of SSS students obtain a 2.0 or greater GPA by end of program year 2011 and; - If at least 70% of (350) SSS students return Fall to Spring - 100% of SSS students received transfer information and assistance	Objective satisfactorily met 93% of TS pre-college students showed improvement on NJ ASK, HSPA and SAT post tests <u>Pre-College Outcomes</u> - 85% of TS students were promoted to next grade. - 100% of TS seniors graduated and accepted into post-secondary Institutions <u>Credit S.S.S. Outcomes</u> Objective satisfactorily met 89% of SSS students obtained a 2.0 or greater GPA by end of 2011 program year and; - 85% of (350) SSS students returned Fall to Spring 2011 and 88% 2010. - 100% of (350) SSS students received transfer information and assistance	Continue to improve quality of service and retention strategies with greater emphasis on credit students in 2012.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Special Programs

### GOAL 3.0 Recruit, retain, develop and promote high quality faculty and staff.

**Objective 3.1** Recruit a diverse faculty and staff at various stages of their academic careers.

**Objective 3.2** Provide appropriate professional support and development opportunities for adjuncts, full-time faculty and staff to enable them to create and employ innovative and current instructional strategies.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1-d 4-d	3.1 3.2	9	To provide on-going staff development and training activities focusing on both programmatic and institutional objectives.	Provide staff opportunities for training workshops on & off-campus  - Provide staff opportunities for professional development training through Associations and funding agencies  - Provide staff information on CE & WEC teambuilding activities  - Improve staff orientation  - Provide on-campus mentors for new staff from others within the position classification  - Provide adjunct faculty orientation and professional development workshops -Provide technology training for both academic and administrative purposes.	Director  Associate Director  Counselors  Teacher Advisors  Talent Search  Student Support Services	9/01/10-8/31/11	<u>Measures</u> - 100% of staff will be trained to carryout the responsibilities of their respective positions  - 100% of staff will attend at least one workshop training during the year  - 100% of adjunct faculty will attend orientation and training workshops  - Training workshops on program objectives assessment will be provided to 100% staff and adjuncts.	<u>Outcomes</u> - 100% of staff were trained to carryout the responsibilities of their respective positions  - 100% of staff attended at least one workshop training during the year  - 100% of adjunct faculty attended orientation and training workshops  -100% of staff and adjuncts attended workshop on assessment of program objectives	100% of staff and adjuncts attended workshops on assessment of program objectives  Continue to update staff on program assessment objectives throughout the 2011-2012 year.



ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Special Programs

Goal 4.0 Develop resources to support effective programs and align the College’s budget with the strategic plan.

Objective 4.1 Increase involvement of alumni for advocacy and fundraising.

Objective 4.2 Increase private giving to the institution

Objective 4.3 Increase grant funding to the institution from federal, State and County sources.

Objective 4.4 Reinvigorate the library liaison system to upgrade the library’s collections.

Objective 4.5 Develop and implement budget/planning process for FY 2012 and incorporate some aspects of the process for on-going budget/decisions programs.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a	4.3	9	Continue to seek external funding for the continuation and enhancement of existing and new programs in 2011.	<div>- Expand the lines of communication regarding funding opportunities for CE &amp; WEC.</div> <div>-Explore opportunities with both Foundations and other grants State and national</div>	Director Associate Director Counselors Teacher Advisors Talent Search Student Support Services	9/01/10-8/31/11	<div><u>Measures</u></div> <div>Special Programs will continue to seek new grant funding to support 100% of activities</div> <div>Submitting grant proposal to USDE on December 28, 2010 for new TS funding</div>	<div><u>Outcomes</u></div> <div>Special Programs will continue to seek new grant funding to support 100% of activities</div> <div>Submitted grant proposal to USDE on December 23, 2010 for new TS funding</div> <div>Talent Search grant was not funded by USDE for 2011.</div>	<div>The Talent Search Grant USDE competition 2011 had 968 proposals submitted and funded only 435. The cut-off score for funding was a perfect 100.</div> <div>We will continue to explore future grant opportunities in AY 2012</div>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Special Programs

**GOAL 5.0** Advance all areas of the College by applying emerging technologies and upgrading the physical environment.

**Objective 5.1** Maintain, renovate and sustain the physical infrastructure essential to supporting effective programs and expanding IT capabilities.

**Objective 5.2** Improve the skills of all constituents within the college community by providing training to assist students, faculty, and staff in utilizing information resources.

**Objective 5.3** Policies and guidelines for distance learning courses and web supported activities must be established including the development of assessment procedures.

**Objective 5.4** Renovate science laboratories.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.d	5.2	9	To provide 100% new and current staff continued training on the non-credit and credit Banner Registration systems.	<u>Non-Credit Pre-College</u> Appoint representative to the CE & WEC non-credit committee  <u>Credit &amp; Non-Credit</u> - Provide access to training on-the job and through workshops  - Evaluate computer equipment capabilities annually for the non-credit registration system  - Staff participation Institutional registration meetings and committees.  - Staff participation in Counselors meeting and collaborative efforts with EOF.	Director  Associate Director  Counselors  Teacher Advisors  Talent Search  Student Support Services	9/01/10-8/31/11	<u>Measures</u> - 100% of responsible non-credit and credit staff will be trained on the registration system and any upgrades by end of the 2011 program year  - 100% credit staff will be aware of upgrades or changes in the registration and web services  - 100% increased awareness and collaborative efforts with EOF and other student support programs.	<u>Outcomes</u> - 100% of responsible non-credit and credit staff were trained on the registration system and any upgrades by end of the 2011 program year  - 100% credit staff were aware of upgrades or changes in the registration and web services 2011	Continue to assign appropriate staff to training opportunities throughout the academic year. Staff will be assigned based on program and institution requirements for 2012.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Special Programs

### GOAL 6.0 Promote a culture of assessment.

**Objective 6.1** Develop new institutional assessment plan.

**Objective 6.2** Improve the college's methodology to assess institutional effectiveness.

**Objective 6.3** Improve the college's methodology to assess program effectiveness.

**Objective 6.4** Improve the college's methodology to assess general education effectiveness.

**Objective 6.5** Improve the college's methodology to assess student learning.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a	6.3	9	To improve quality of services and retention activities in the pre-college and credit programs	Hire tutors & adjuncts - Provide academic instruction - Support services - Educational cultural exposures - College tours - Student & program Assessment - College Success classes	Director Associate Director  Counselors  Teacher Advisors  Talent Search  Student Support Services	9/01/10-8/31/11	<u>Measures</u>  100% of programs have specific measurable outcomes for student achievement retention, graduation and transfer for pre-college and credit	<u>Outcomes</u>  100% of programs exceeded specific measurable outcomes for student achievement retention, graduation and transfer	Continue to incorporate new strategies to improve retention graduation and transfer rates with emphasis on credit students 2012.
2.a	6.3	9	To improve assessment of recruitment, retention and tracking activities for pre-college and credit targeted populations for retention, graduation and transfer	Develop program literature, brochures, power point presentations for recruitment - Develop retention incentives for students in all programs - Provide recruitment sessions for community organizations and through the public schools - Continue annual luncheon for public school Guidance Counselors - Improve tracking of student outcomes including retention, graduation and transfers.	Director  Associate Director  Counselors  Teacher Advisors  Talent Search Student Support Services	9/01/10-8/31/11	<u>Measures</u>  All Programs will achieve 100% of their recruitment goals (1200) TS and (350) SSS. <u>Pre-College Programs Non-Credit</u> - 80% TS of students will be retained Fall to Spring - 100% of TS students will be tracked for post program results 2011. <u>Credit Program - SSS</u> - 70% of SSS students will be retained Fall to Spring 2011. - 100% of SSS students will be tracked for post program results. -15% four year SSS graduation and/or transfer rates.	<u>Outcomes</u>  All Programs achieved 100% of their recruitment goals <u>Pre-College Programs Non-Credit</u> - 80% of students were retained Fall to Spring - 100% of students were tracked for post program results <u>Credit Program - SSS</u> - 85% of 350 SSS students were retained Fall to Spring 2011 and 88% 2010. - 100% of SSS students were tracked for post program results. - The SSS retention rates exceeded measures by 21% 2011 and 26% 2010. - The SSS graduation rates were 15% 2011 & 2010. The program had 53 graduates and 82% transferred 2011.	Continue to work with other ECC departments to improve recruitment retention and tracking activities for targeted populations 2012.

ESSEX COUNTY COLLEGE – Goals and Objectives 2011-12



Department: SLAO

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1,A3, A4	2.2 2.4		Articulate the institutions expectations of students and enhance the Orientation Programs.	Week of Welcome (WOW)  Recruit dynamic Faculty and Administrator to bring greetings and motivate the students by articulating the "Expectations of the Institution" and encourage them to develop positive expectations for themselves.  Promote the NSO in a manner that is more attractive and stimulating to the student.  Offer Welcome tables during the first week of classes for both Fall and Spring semesters.	Slade ,  Forbes	Fall Spring 2010-2011	Easier Transition in to college life and understand the college expectations  Fewer Judicial Cases,  Number of students attending NSO and visiting the welcome table.	1. Fifty-five cases were judicated in 2010-11 as compared to 52 in 2009-10. This averages an 6% increase. 2. New Student Orientation #'s 2009-10 316 2010-11 602 Increase of 100 % 3 Unable to provide numbers or comparative data to support success of easier transition into the college system  4. NSO attendance Fall 2009=316 2010=602  NSO attendance Spr 2010 =141 2011=145  Five Faculty and one Administrator were available to offer "Expectations" during NSO  5. Welcome tables were a new concept for the 2010-11 academic years. Current number of student served. Fall 2010 = 1381 Spring 2011=1156  6. WOW encouraged the establishment of three new 'Special Interest clubs"	The increase of judicial cases indicates more information and time should be dedicated to communicating expected behaviors. This can be achieved through the CSS classes, and increased positive reinforcement of desired behaviors, i.e. clubs/organization exposure.  Increase the number of NSO for the Spring Semester.  Increase the number of Faculty and Administrators participating in NSO  Create a vehicle to accurately assess the reason for increase in student participation in club activities
	2.4		Promote use of on-line resources (My ECC)	Use Student Ambassadors to explain the advantages during welcome week and NSO.  Provide the students with simple instructions on usage.		Fall Spring 2010-2011	Increase in the amount of online usage for financial aid, enrollment express and bursar activities.	2010-11 is the first year we made an assertive effort to encourage students to utilize the My ECC and webservices. Comparative numbers are not yet available.	Work with the Administrators in Enrollment Services, Financial Aid, Bursar and Registration to develop a plan for tracking desired online functions.

ESSEX COUNTY COLLEGE – Goals and Objectives 2011-12



Department: SLAO

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	2.1 2.2		Increase student learning through collaborative activities events with academic departments.	Invite collaboration with academic departments through direct Faculty contact.	Dir.  Prog Coor		Number of successful collaborative programs.	# programs 2009-10 12 cultural/sporting 10 sold out 60 General programs  # programs 2010-11 9 Cultural ( no sports) 9 sold out 69 General programs  Notable programs: World AIDs “Week, TESC Solar Energy Demo, Art Gallery show- Compartments”: Curated by Student in Honors Program.  Educational Seminar- Conducted by SGA  Mid term and Final tutorials by Math, TECH and PTK clubs	Continue to encourage the academic departments to support extracurricular activities as a means of increasing student learning.          Inform college of student success through ECCO, Public Relations and the Website.
	2.2		Create a student organization that encourages planning and implementation of programs and events.	Identify potential club members. Alexis Forbes will Advise this group. Formulated CAB- Campus Activities Board.	Prog Coor		If CAB is successful SLAO will see a increase in student participation in SLAO sponsored events.	CAB created and implemented a number of successful events. They sold out the Bowling trip; selling 49 tickets. Wii dance night had 30 students and lastly dollar jam night 70+ students. One of the most notable outcomes of the CAB group is that many they have become active student volunteers participating in NSO, and Graduation.	Based on the success of the CAB initiative, SLAO will continue to support this student group.
	2.2 2.4		Increase relative programming and establish clubs on the WEC	Encourage Faculty collaboration with SLAO programs.  Survey students during Fall cookout to gage their interest.	WEC Prog Coor		Increase the number of programs and attendance at social and cultural events. Charter of a student club.	The increase in programs and the club charter indicates an accurate analysis of survey. 2009-10 Social prog = 22 Cultural prog= 6 Chartered clubs = 0 Club Prog. = 0  2010-11 Social prog = 29 Cultural prog =9 Chartered clubs = 1 Club prog = 3	

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Dean of Student Success**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A, A3	2.1	8,9	Reduce the number of judicial caseload.  Engage students to demonstrate their understanding of ethical, civic and social responsibility on ECC Campuses.  Promote the student health insurance program at Essex County College.	Use various mediums to promote ECC Student Code of Conduct including orientation sessions, freshmen classes, student government and other stakeholders in the college.  Disseminate the student health insurance program by encouraging students to utilize ECC web site for health insurance information and updates.	M. Mukabi, Chief of campus police, and the director of Student Life and Activities Office  M. Mukabi and the comptroller	June 30, 2011  June 30, 2010	Decline in judicial cases. Civility among students on ECC campuses. Social responsibility and accountability of ECC student body.  Increase in the number of students utilizing the college's health insurance program.	6% increase in the number of judicial cases. The spike was in the expulsions.  12.3% increase in the number of students utilizing the college's health insurance program.	Intensified informational sessions on student code of conduct at ECC. Frequent sessions on monthly and bi-weekly basis.  Encourage and promote electronic filing of insurance claims in order to expedite payments to healthcare providers.
A, A2, A4	3.1,3.2	2,3,4,7,8, 9,10,11, 13	Promote professional development at the college's Child Development Center. Market ECC Child Development Center.	Encourage the director of the child development center to promote and facilitate professional development. Use the center's parents' advisory council to market the center. Develop other marketing and promotional activities including use of brochures and posters.	M. Mukabi, and the director of child development center.	June 30, 2011	Increase in the number of teachers with advanced degrees and certifications. Increase in child enrollment. The required 80% minimum level of service (LOS) will be maintained and surpassed.	58% increase in the number of teachers who undertook professional development. 100% level of service (LOS) was maintained throughout the year, reflecting a 28% increase from the previous year.	Maintain the current strategies and activities to sustain the current outcomes.
A,A3	4.1,4.2,4.3	2,3,9	Increase the level of private and public funding for scholarships.  Reach out to current donors for increased funding of their scholarships.  Seek new funding sources.	Conduct a survey of previous scholarship recipients.	M. Mukabi, the director of ECC Foundation, and the director of grants.	June 30, 2011	Increase in the amount of scholarship funds.  Increase in the number of scholarship awards and recipients.	3.1 % decrease in the number of students awarded graduating scholarships.  3.2% increase in the number of scholarship funds awarded to graduating students.  24.3% decrease in the number of students (head count) awarded tuition waivers and scholarships.  24.6% decrease in the amount of money awarded for tuition waivers and scholarships.	Devised new strategies in seeking more funding sources and donors.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Training, Inc.**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a.	1.1	2, 8, 11	Develop new certificates that students can earn independent of associate degree programs, or during their associate degree programs.	Initiate a new 300-hour long Certified Electronic Health Record Specialist (CEHRS) evening program that will incorporate medical terminology; basic anatomy & physiology; HIPAA and medical legal aspects of healthcare, CPT-4, ICD-9CM and HCPCS coding terminology; and basic computer literacy.	Mitra Choudhury	July 2010 – June 2011	Two CEHRS classes will run successfully in the evening and will contain a total of 45 trainees.	Two CEHRS classes were run in the evening, and their enrollment totaled 31.	Another CEHRS class is scheduled to run in the summer of 2011 with an enrollment of 25.
2.a.	1.2, 1.3	2, 11	Maintain intra-college divisional and departmental cooperation.  Review course offerings  Provide credit equivalency to allied health trainees	Cooperate with the Business Division to provide 10 credits in addition to the credit courses (totaling nine credits) for which trainees already register upon enrollment.  Cooperate with the Nursing Department to create pathways in allied health, and finalize the ability of allied health trainees to be provided with the opportunity to acquire college credits.  <i>Continued on next page</i>	Mitra Choudhury/ Tom Sacco   Mitra Choudhury	July 2010 – June 2011   July 2010 – June 2011	30 CBOS trainees will be enrolled and will have the opportunity to earn up to 19 college credits in Business.   220 individuals will be enrolled in entry level allied health programs – 50 in CNA day program, 40 in PCT, 40 in CCMA, 20 in CNA evening, 10 in CNA Saturday and 15 in EKG/Phlebotomy, as well as 45 in a newly initiated 300-hour CEHRS evening program.	77 CBOS trainees enrolled – 47 trainees more than projected. This included 26 enrolled in a shorter, 300-hour version of the CBOS program that provided the opportunity to earn up to 9 college credits.  A total of 309 trainees enrolled in allied health programs – 89 more than projected: 80 CNA, 62 CCMA and 42 PCT in traditional day programs; 31 CNA, 30 CCMA, 18 EKG/Phlebotomy and 31 CEHRS in shorter term programs; and 15 in Saturday CNA.	Training, Inc. will continue to offer a CBOS program that can provide the opportunity to earn up to 19 credits. In addition, a proposal will be submitted to the City to offer the 300-hour version of the program that can provide participants with the opportunity to earn up to nine college credits.  Training, Inc. will continue to offer allied health programs in the day and evening and has submitted proposals in this regard.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Training, Inc.**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
				<i>Continued from previous page</i>			The credit equivalent agreement will be finalized by December, and by June 30, 80% of the allied health day students will have successfully completed the program and received six college credits and received six or more college credits. In September 2011, we anticipate that 30% will register for mainstream college courses.	A dialogue was started with the Department of Nursing in March 2010. A curriculum overview of Allied Health programs was submitted to the then Chairperson Prisca Anuforo and also to Dr. Scott Mittman, Chairperson of Biology and Chemistry. Dialogue was reopened with the new Chairperson of Nursing and Allied Health, Dr. Norm Schussler on September 21, 2010.	Based on suggestions provided by Dr. Schussler, revised course outlines for Nutrition, Anatomy and Physiology, Microbiology, Pharmacology and Medical Terminology were submitted. The revised curriculum was also submitted to Dr. Mittman. These courses are relevant toward a Health Sciences degree. A copy of the existing credit equivalency agreement with the Business Division was also submitted. A document outlining all area colleges with non-credit to credit articulation agreements was also submitted. We will continue to work on bringing to closure the non-credit to credit approval process.
<b>2.a. 2.b.</b>	<b>1.4</b>	<b>2</b>	Strengthen our employer network	Offer Open Houses to employers, hold Advisory Board meetings and invite employers to participate as workshop presenters.	Mitra Choudhury / Tom Sacco	July 2010 – June 2011	At least four Open Houses will be organized for employers, two Advisory Board meetings will be held, job development workshops (such as Practice Interviewing) will be offered featuring the participation of employers, and two Business Ethics Panels will be presented by members of the private sector.	Four Open Houses were held for the following employers: Michelle Petrazzuolo from an allied health employment agency, Michael Mastroiani of the IRS, Joann Lucas of Winston Staffing and James Carlson of Good Temps/ Goodwill Industries. Carlson also addressed job opportunities, and Lucas also conducted two practice interviewing workshops and discussed employability skills. In addition, various graduates who are now employed presented a Grad Panel that served as both a motivating tool and an opportunity to discuss business ethics and employment opportunities. The Advisory Board met in August 2010.	Employers will continue to be invited to Training, Inc. to speak with trainees about job opportunities and provide workshops. Joan Lucas is scheduled to speak again in August. A Grad Panel is planned for the Fall. The next advisory board meeting is scheduled to be held in September 2011.



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Training, Inc.**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.b.	1.4	2	Expand and renew existing partnerships with the private sector.	Periodically review CNA, PCT and CCMA based on industry feedback from employer representatives on the Training, Inc. Advisory Board.	Mitra Choudhury	July 2010 – June 2011	<p>The Advisory Board will meet twice during the fiscal year.</p> <p>An individual from the allied health industry will be added to the Advisory Board.</p>	<p>The Advisory Board met on August 2010.</p> <p>Several individuals representing the allied health industry attended the meeting which included representatives from Brookhaven Medical Center, Gates Manor, Nia Medical, Sunrise Senior Living, Dr. Steck's office, Genesis Health Care and Everest Health Care. The Department of Labor and Workforce Investment Board also requested the inclusion of representatives from the Allied Health Industry</p>	<p>The next advisory board meeting is scheduled to be held on September 2011.</p> <p>The attending members expressed a strong desire to be part of the Training, Inc. Advisory Board. Accordingly, these new members' credentials will be submitted to the Essex County College Board of Trustees for official approval for Fiscal 2012. Continuation of the inclusion and formal approval process for interested board member.</p>
1.c. 1.d.	2.1	2, 9	<p>Enhance orientation components of the program</p> <p>Continue to develop and enhance student programs that foster peer support and networking.</p>	<p>Continue to improve the orientation process, which includes several workshops and an orientation session, so as to increase the likeliness of trainees experiencing personal challenges to be more likely to remain in the program.</p> <p>Provide Supervisory Group (small group) meetings on a more regular (bi-weekly) basis to enable individuals with personal challenges to seek the support of staff and each other.</p> <p>Provide one-on-one counseling as needed, including contacting participants at home, to increase student persistence.</p>	Tom Sacco	July 2010- June 2011	<p>The completion rate will increase by 10% over the previous year.</p> <p>At least 75% of trainees completing Training, Inc. traditional day programs will secure employment with local area employers.</p>	<p>The completion rate was 70%, as compared with 57% who completed last year.</p> <p>66% of the program completers secured employment. While Training, Inc., as noted above, convinced more trainees to complete the program, we were less successful in getting those trainees to persevere by obtaining employment.</p>	<p>Training, Inc. provided more regularly scheduled Supervisory Group meetings than in the recent past and more calls have been made to trainees' homes on days they have been absent. This will continue.</p> <p>Training, Inc. will provide additional job development and life skills counseling to stress further the importance of obtaining and retaining employment.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department:** Training, Inc.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.b. 4.d.	3.2	5	Encourage staff to upgrade their subject area expertise through formal and informal education.	Staff members will continue to upgrade and fine-tune their technical skills through attaining MS Office or allied health certifications or continuing to pursue their degrees.	Tom Sacco	July 2010– June 2011	Staff members either will be enrolled in college courses that are on track to lead to a degree, or will pursue skills training/upgrades that will lead to additional industry certifications.	A staff member who provides MS Office and Computer Literacy training obtained MOS certification for Word 2007 and Excel 2007. A staff member who provides counseling took two social work related courses (Ethics Training and Dealing with Difficult Clients). In addition, all allied health trainers who teach CNA renewed their certification to teach CNA.	Several staff members are on track to obtain degrees but have put them on hold due to personal reasons. All will be reminded during their yearly evaluation that they are expected to continue their studies and obtain their respective degree.
3.b.	4.3	2	Prepare and submit proposals for governmental and foundation funding sources	Submit proposals to NewarkWORKS and Essex County DTE in a timely manner as per their respective RFPs, as well as to the Victoria Foundation, Prudential Foundation and Jockey Hollow Foundation.	Mitra Choudhury / Tom Sacco	July 2010 – June 2011	Successful proposals will be submitted to both the County of Essex and City of Newark, as well as to various foundations, in an amount totaling \$1.75 million.	Proposals were submitted to the county, city and various foundations, and a total of nearly \$1.35 was awarded during the FY, \$0.45 lower than projected. Training, Inc. submitted a proposal to the county requesting \$991,000, but was awarded \$423,334 – \$567,666 less than expected. The County, which distributed a lower amount (and to less agencies) county-wide, cited decreased state dollars as the reason.	Training, Inc. accepted an increased number of individual referrals to help generate additional funds.
				Submit timely Reports on Proposals and requested documentation to the above foundations, as well as to the Hearst Foundation, so that Training, Inc. can continue to submit proposals to said foundations in the future.	Mitra Choudhury / Tom Sacco	July 2010 – June 2011	County/city monitors and foundation officers conducting site visits will identify Training, Inc. as a satisfactory training site.	Representatives from the county and city, as well as the Victoria Foundation, conducted monitoring visits during the course of the FY, and positive outcomes were cited with each visit.	Training, Inc. will continue to follow guidelines, including submitting reports, and providing quality training, trainers and follow-up services to help connect trainees with area jobs.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department:** Training, Inc.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a. 2.b.	6.5	7, 14	Expand institutional performance and accountability.	<p>The testing of allied health trainees will continue to be done through either state-approved monitors (for CNA) or NHA-approved testing.</p> <p>Credit course testing for CBOS trainees will be done in cooperation with ECC's Business Department.</p> <p>The County of Essex, City of Newark and private foundations will conduct site visits to evaluate the program.</p> <p>Trainees completing the program will anonymously evaluate the program their trainers.</p>	<p>Tom Sacco</p> <p>Tom Sacco</p> <p>Tom Sacco</p> <p>Tom Sacco</p>	<p>July 2010-June 2011</p> <p>July 2010-June 2011</p> <p>July 2010-June 2011</p> <p>July 2010-June 2011</p>	<p>90% of trainees testing for allied health certifications will pass.</p> <p>80% of CBOS trainees tested for college courses will pass</p> <p>County/city monitors and foundation officers conducting site visits will identify Training, Inc. as a satisfactory training site.</p> <p>90% of the trainees evaluating Training, Inc. will rate it either "excellent" or "good."</p>	<p>85% of all allied health certifications were achieved: 96% of CNA, 87% of PCT, 90% of Phlebotomy, 70% of EKG, 94% of CCMA and 50% of CEHRS.</p> <p>84% of all credit equivalency exams were passed: 98% of CIS107, 100% of OCT104/105 and 38% of BUS 141. The 38% in BUS141 is an increase over last year's 15%.</p> <p>Representatives from the county and city, as well as the Victoria Foundation, conducted monitoring visits and positive outcomes were cited with each visit.</p> <p>89% of trainees rated Training, Inc. as either "excellent" or "good."</p>	<p>In order to help trainees better understand the material and increase the likelihood of their successfully completing classes, trainers will continue to work individually with trainees who are struggling in a particular class. Also, Math now has a more intensive review period: a lengthy practice exam, a three-hour follow-up review and one-on-one follow up as needed.</p> <p>Training, Inc. will continue to follow guidelines, including submitting reports, and providing quality training, trainers and follow-up services to help ensure trainees secure employment at area jobs, thereby exiting the program with a feeling of accomplishment.</p>
1.a.	6.5	6	<p>Review the outcomes measures currently used.</p> <p>Assure that the systematic assessment of student learning is occurring and that information from such assessment leads to improvement.</p>	<p>Need assessment done on each customer after orientation</p> <p>Progress report on individual employment plan reviewed and redesigned.</p> <p>Upon the completion of the program, an exit surveys will be filled out by customers and reviewed with staff.</p> <p>Distribution of job leads. Working in tandem with the Career Resource Center, Training Inc., NJDOL, etc for employment strategies and information.</p>	Bert Shockley	July 2010-June 2011	<p>Placement in Workforce Development increased by 20%</p>	<p>20% in placement increase was not met.</p> <p>Needs assessment data for clients are lofty. There are many obstacles in their way. They must deal with many issues before they can get and keep a job.</p> <p>Many customers referred have no clue why they were sent. Others showed up to make sure their benefits were not terminated.</p> <p>Individual employment plans work only if a client has a sincere interest in finding employment</p> <p>Exit survey of clients who completed program deemed that the program had value and was informative.</p>	<p>Needs assessment and individual employment plan will be continued.</p> <p>Exit survey of clients who complete program will be continued.</p> <p>Ensure that all Workforce Development staff effectively perform procedures and processes effectively.</p> <p>Continued communication and collaboration with internal agencies.</p> <p>Continued communication and collaboration the Department of Employment and Training for the County of Essex, New Jersey Department of Labor and Workforce Development.</p>

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department:** Training, Inc. (Single Stop)

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.d.	2.1	9	Increase the number of students screened for public benefits and Single Stop services.	Increase program outreach through enhanced marketing, improved linkages to other college departments and student organizations	Kevin Kurdziel	By September 30, 2011	The total number of students screened at Single Stop will increase by 10%, which provides for the students a total of \$140,000 in public benefit. The number of students utilizing income tax preparation services will increase by 10%.	792 Students were screened for public benefits since July 1, 2010. This is a 30% increase over the previous year. 349 students received income tax preparation services, an increase of 65% from the previous year.	Increased marketing and improved linkages to other college departments enabled the program to increase the number of students served. These strategies will continue to be utilized and further enhanced.
2.b.	2.4	1.3	Develop multi-faceted marketing strategies to increase student awareness of Single Stop Services.	Develop additional marketing materials. Use a variety of marketing methods including direct mail, internet, emails, and classroom and group presentations.	Kevin Kurdziel	By April 15, 2011	At least two direct mailings to students will be completed. Student email addresses will be utilized to promote all events and services. More promotional materials – including brochures, posters and signs – will be displayed	Direct mailings targeting newly enrolled students, financial aid students with dependents and existing Single Stop clients were mailed out periodically throughout the year.	New marketing materials for the program have been developed. These include color flyers and brochures highlighting program services. A multi-faceted distribution plan is being utilized in order effectively market Single Stop services.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Urban Issues Institute (UII)

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Develop, approve, and implement a Certificate program in Urban and Peace Studies, which fuses theoretical and service-based approaches, that is offered by the Urban Issues Institute (UII) in partnership with the Division of Humanities and the Division of Social Sciences.	Pilot an experimental course entitled “Topics in Newark History and Culture,” which can serve as a free elective in Liberal Arts and Social Sciences programs.	Stevens	January 2011	The seminar course, with a target enrollment of 15 students, is offered as HST 200 in the Spring 2011 semester. Students achieve all three course goals as prescribed in the experimental course outline proposal.	11 students enrolled in HST 200 in Spring 2011. Students achieved the first and second course goals but not the third.	<p>Increase publicity for this course among Liberal Arts and Social Science majors by: 1) identifying key faculty who can recruit students into the course; and 2) compile and publish student papers as final reports of pilot coterie and offer online links—via the Urban Issues Institute page on the ECC website—to the video/new media presentations that HST 200 students completed.</p> <p>Provide more frequent access to applied learning strategies for this course by way of visits to local civic organizations, government agencies and private sector enterprises (e.g., the New Jersey Historical Society) in order to improve the level of student achievement of course goal 3.</p>
A1		3, 8, & 9		Develop and offer a Municipal Government Internship program with local elected officials in Essex County.	Stevens, Boakye & Carter	October 2010 – April 2011	The internship is offered in partnership with the City of Newark and 5 students participate.	8 students college-wide participated in the Spring 2011 pilot internship program. 5 interns worked in the office of Newark Council President Donald Payne, Jr., participating in service-based community projects, and 3 interns worked in the office of Newark Councilman Ronald Rice, initiating the process of drafting legislation for a Code of Ethics that is to be presented to the Newark City Council.	Expand this internship by reaching out to the Urban Mayors’ Association of New Jersey and soliciting municipal leaders in urban communities across northern NJ. Engage rigorously in the process of securing the awarding academic credit at ECC for this municipal government internship. <u>Note:</u> The Municipal Government course currently offered by the Division of Social Sciences is a natural link for potentially offering credit for this internship.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Urban Issues Institute (UII)

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A3	2.1	8	Investigate which urban issues—as outlined in the Urban Issues Institute mission statement—in the Newark metropolitan area have an adverse effect on student retention at ECC. Develop strategies for addressing these identified short- and long-term obstacles.	Form a focus group of veterans—some ECC and some non-ECC students—to discuss common issues facing veterans returning from combat as well as non-combat-related service.	Stevens	AY 2010 – 2011 (ongoing)	A focus group is formed and monthly meetings are held throughout the Spring 2011 semester.	A focus group of 6 founding members was formed in December 2010. Monthly meetings were held from Dec 2010 through Apr 2011. Post-traumatic Stress Disorder (PTSD) and financial and personal hardships form the core of concerns reported by this group. The Instructional Affairs Council determined that a meeting with Marketing and Research at ECC to plan moving forward with the focus group would lay the basis for more broad institutional support for this initiative. An initial meeting was held, but action to move forward with the focus group must still be taken.	Further planning in conjunction with Marketing and Research should occur. Address the issues raised by the focus group at a Readjustment Open House to be held at the College in AY 2011 – 2012.
	2.2		Promote and encourage greater local and NYC-metropolitan area pride through historical, cultural and political awareness activities in order to help reduce delinquent behavior in the community, which may exacerbate the attrition of enrollment at the College.	Schedule “Out on the Town” cultural field trips in Essex County and in the NYC area in conjunction with the UII for the second Friday of every month.	Stevens	AY 2010 – 2011 (ongoing)	Organize and offer at least 4 “Out on the Town” trips that at least 10 people go on during the 2010 – 2011 academic year.	3 trips (to Hudson Community College in February 2011, to a Paramus, NJ slave house in March 2011, and to NJ PAC in May 2011) occurred with 20 or more faculty and students participating. In addition, a list of additional places to visit (with contact information) has been created.	More frequent “Out on the Town” trips, i.e., at least 6 per academic year, should be scheduled. Increase publicity efforts to include more participants.
B1	3.1	11	Hire and retain two permanent Scholars in Residence and one Artist in Residence whose research, pedagogy and activities will focus on urban issues outlined in the mission statement of the UII.	Hire a Scholar in Residence for urban education. Hire a Scholar in Residence for urban music and culture. Hire an Artist in Residence for urban mural art.	Stevens	February – June 2011	2 Scholars in Residence and 1 Artist in Residence are hired and retained. Their activities appropriately support the mission of the UII.	Shelagh Patterson, an adjunct English professor at ECC, volunteered to act as a Scholar/Artist in Residence for Spring 2011; however, she was never officially hired in this capacity. Prof. Patterson created and installed the (MAP) Ambassador Program Gallery positioned in the corridor directly outside of the UII.	Advocate for the official hire of Shelagh Patterson by the UII in Fall 2011.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Urban Issues Institute (UII)**

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
	3.2		Sponsor interdepartmental academic scholarship colloquia that generate interdisciplinary dialogue about current, past and future research projects of full-time and adjunct faculty.	Co-sponsor with the CCHA, Division of Humanities, Africana Institute, and ECCFA the 5 <sup>th</sup> Annual Faculty Scholarship Colloquium.	Stevens, Berry, Sedycias, Khalfani & Wilson	April 2011	The 5 <sup>th</sup> Annual Faculty Scholarship Colloquium is held and well attended in Spring 2011. 4 to 6 full-time or adjunct faculty present current, past or exploratory research on topics that can lay the basis for receiving Fulbright, Ford Foundation, or other academic research-based stipends for continued post-graduate study.	The Colloquium was not held in Spring 2011 because other Institutional priorities took precedence.	UII and CCHA will hold this event in Fall 2011. Approach 4 to 6 faculty members whose names are on the existing list of potential Colloquium presenters to obtain their commitment to participate.
A3	4.2	1	Promote a culture of volunteerism and service within the student population on campus to support the College's mission.	Raise funds for an annual merit scholarship/award of \$1500 (sponsored by the UII) to be given to one ECC student who promotes the UII mission of "Civic Engagement and Youth Leadership" through demonstrated commitment to volunteering in Essex County during the Spring 2011 semester.	Stevens	April 2011 (award presented by an elected official from Essex County at the ECC Student Awards Ceremony in May 2011)	At least \$5000 is raised for the annual scholarship/award and at least 20 students who meet the criteria (i.e., have volunteered in the community) submit applications for the scholarship/award.	No scholarship/award funds were raised and, therefore, the award was not yet publicized and no applications were received. However, anecdotally 15 students are known to have volunteered in the community during Spring 2011.	Aggressively seek funding for this scholarship/award and then publicize it to encourage a reasonable number of eligible students to apply.
A1	4.3	9	Identify and apply for Department of Justice and Homeland Security academic fellowships and institutional grants to support programs and research projects associated with the Certificate in Urban and Peace Studies.	Consult Raritan Valley Community College's (best practices) website for links to successful service learning initiatives and ongoing grants that currently fund service learning at NJ community colleges. Meet with the ECC grant writer to prioritize and pursue identified funding sources for service-learning programs and projects.	Stevens & DeHaan	January – June 2011	A list of at least 10 potential funding sources for service learning projects is developed. Applications are prepared for and submitted to at least 2 of these sources in collaboration with grant writing personnel.	10 potential funding sources for service learning projects were identified. After consulting with Neil DeHaan, Grant Writer, it was recommended that 2 of these sources were pursuable, but no applications were prepared yet.	Reexamine the Raritan Valley Community College's website; set up an ad hoc committee to research and identify further sources of funding and initiate the application process in Fall 2011.

# ESSEX COUNTY COLLEGE – Departmental Objectives



Department: West Essex campus

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.a	2.1	8	Improve retention.	Invite new students on campus to inform them of academic offerings, financial options and other supportive services available	E. Vieira	On-going prior to start of each semester	Attendance sheets of new student at open houses/orientations. Annual goal meet 70% of incoming freshman in person.	12 new student orientations were conducted 368 new students attended plus 32 high school students attended and registered for credits as per high school initiative with West Orange HS.	Mailings
1.c		9		i.e. tutoring, library, and computer labs.	A. Torres				Followed up with students to encourage attendance.
1.d		11			Coordinator for Library Services				
2.c	2.3	13		Offer new student orientations on a regular basis Open PC Labs for on-line registration Meetings with p/t disabilities counselor on campus Introduce new students to faculty members, counselor and advisors to develop relationships from the start to improve retention. Connect new students with peers and services available at the campus.					Improved orientation presentations.  All new students were taken to PC lab for Web Services registration.
1.c	2.2	9	Enhance academic instruction by offering academic resources and supports.	Hire peer tutors/learning associates.	E. Vieira	Throughout semester	Attendance of students registered in the screen system. Increase attendance in the Academic Resource Center by 5% of students who are enrolled in the developmental courses.	507 total number of students attended the center for the year.  80% of students who attended the center passed their courses.  36 workshops were also offered and were attended by 485 students.	Improve data gathering methods.
2.b		11		Offer academic resources and support on campus through Academic Resource Center.	A. Torres				Work closely with faculty and adjunct faculty to improve academic support systems.
2.c		12		Involve PTK honor students in tutoring activities to expand services to include assistance for college level courses. Continue supporting librarian to offer Library Support Services such as information literacy and writing research papers.  Purchase new equipment to improve delivery of services.	Coordinator for Library Services				



# ESSEX COUNTY COLLEGE – Departmental Objectives



Department: West Essex Campus

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.a  1.c	5.1	3	Renovate and maintain internal and external facilities as well as the grounds of the branch campus.	Retain students through maintaining physical grounds and keeping classrooms conducive to learning.	J. Shapiro C. Lovallo E. Vieira	2012	Enhance the external front of the main building façade. Increase parking. Upgrade the look of materials in the hallways such as boards. Acquire internal signage for Administration Offices Upgrade bathrooms and fixtures. Upgrade multi-purpose room. Upgrade biology labs.	Regular maintenance has been performed. Small upgrades in bathroom. Two compressors were replaced in AC.	We will continue to alert the Facilities Dept. as the issues arise to prevent further deterioration.
1.a	5.1	2	Expand accessibility to students.	Secure funds expand to campus by building 2 <sup>nd</sup> floor	C. Lovallo	2012	Ability to serve higher enrollment of students by 20% at minimum.	Although we did not expand the facilities we did adjust the schedule to include 7 am classes and afternoon sessions to meet the demands and utilize the facilities to full capacity.	Continue to propose improvements to meet the needs of the students.
2.c 1.d 2.c	6.5	14	Improve advisement of students to increase retention rates	Advisement of students with Attendance issues, on Academic Probation, and those with 40+ credits to encourage them to complete.	E. Vieira N. Moore-Melnick A. Torres D. Rosario	Fall 2010 Spring 2011	Increase Fall to Fall by 5% Increase Spring to Spring by 5%	The Fall 2010 to Fall 2011 retention was at 44.10% compared to the retention of Fall 2009 to Fall 2010 45.42%. This shows a slight decrease of 1%.  The Fall 2010 to Spring 2011 was 78.1%.  The Fall 2009 retention to Spring 2010 was 68%. This shows a slight increase of 3.1%.	Continue to contact students to advise and encourage students to reach graduation goal.  Implement additional retention strategies including advisement week and early registration.

# ESSEX COUNTY COLLEGE – Departmental Objectives



Department: West Essex Campus

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.c	6.5	14	Increase graduation rate for the Fall 2007 cohort – First Time/Full Time	Advisement of students Calling students to schedule on-going appointments Send letters encouraging them to continue	E. Vieira N. Moore-Melnick A. Torres D. Rosario R. Patel	Fall 2010 Spring 2011	Increase graduation rate for the Fall 2007 cohort as compared to the Fall 2006.	Three year graduation rate for all students – All WEC first time = 9.4% compared to the institution wide 6.7%.  The WEC FT/FT 2007 cohort – 11.5% compared to the 7.4% institution wide and a slight increase from the previous year. Graduation rate for the 2006 cohort was 10% *. The 2007 cohort showed a slight increase of 1.5%. Number of graduates from WEC 117.	Continue to track cohort and contact students to increase graduation rate at the branch campus.  Original number identified by counselor and teacher/advisors was 130 but a number of students failed the final math course required to graduate.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: WISE WOMEN'S CENTER

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a.	1.1		To develop new non-credit courses commensurate with expressed needs	Research and review labor market trends in the surrounding area	Director WISE Coordinator	Ongoing	Increase non-credit course offerings, attendance and revenue by 10%	Increased course offerings by 60% to include Professional and Personal Development, Legal Workshops, Computer Training, Entrepreneurship, Grant Writing, Notary Public Education, Fundraising for Non-Profits, Art of Negotiation,	Students have requested additional courses, i.e., Grant Writing II, Business Plans II, Fundraising for Non-Profits II, Comprehensive Entrepreneurship Studies Program, Culinary Arts, Hydroponic Farming
	1.2		To review all current courses and programs to improve instructor and institutional performance	Hold curriculum meetings with staff to encourage sharing of new information, currently researched materials and methods beneficial to all programs/ activities	Program Specialist	2xyear	Review and evaluate, by students and staff, 100% of courses and instructors	All new courses reviewed by staff and Non-Credit Committee. All new instructors evaluated by students and staff	Continue evaluations
			To increase attendance at WISE Non-Credit courses	Attend outreach programs; produce, mail and hand-deliver WISE catalog, insert courses in CCE brochure			Increase attendance by 10% over average number of attendees @ 500	Increased attendance at non-credit courses, workshops or programs to 1663 (including 949 walk-ins). A total of 714 attended courses	Implement improved or more expansive and modern marketing techniques: greater utilization of Social Networking sites such as FACEBOOK, YOUTUBE, and TWITTER. Update mailing list.
			To develop an Entrepreneurship Studies Program	Create linkages between non-credit, certificate, and credit offerings in Entrepreneurship in consultation with Business Division. Tap into The Entrepreneurial Network (TEN)	WISE Coordinator	June 2011	A viable Entrepreneurship Studies Program in place which includes Developing a Business Plan, a Marketing Plan, Legal Formation, Record Keeping, Taxes	Created and taught some of the aforementioned courses but still have not been able to migrate them into a certificate program	Continue to pursue certificate program

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: WISE WOMEN'S CENTER

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
			To develop a Philanthropic Development Program	Create linkages between non-credit, certificate, and credit offerings in Philanthropic Development in consultation with Business Division	WISE Coordinator	June 2011	A Philanthropic Development Program which includes Non-Profit Management, Grant Writing, Volunteer Management, Project Management and Philanthropy Management Increase inquiries by 10%	Created and taught Fundraising for Non-Profits and Grant Writing but still have not been able to develop all courses necessary for the certificate program	Continue to pursue certificate program
	1.3		To Inform community about WISE, Continuing Education Programs, non-credit courses and academic programs	Employ outreach programs to community-at-large re: services of WISE that links community members to academic opportunities. Create new brochure	Program Specialist				Implement improved, or more expansive and modern marketing techniques: greater utilization of Social Networking sites such as FACEBOOK, YOUTUBE, and TWITTER. Update mailing list.  Improve ability to capture data re: no. of inquiries, source of inquiry, how many people were exposed at outreaches to info re: WISE and WISE programs
1.a.	2.1	9	To serve the mainstream college population with the necessary services, tools and referrals for success, retention self-sufficiency  To obtain useful information about the clients we serve, create and use a universal intake form to obtain student information. Set up sessions as required	Provide a “go to” place that can provide resources and referrals to students to advance retention efforts	Director	Ongoing	Increase numbers served by 10%	More than <b>900</b> walk-ins (ECC students and/or community members) received counseling & assistance from the Director, Coordinator, and TAP, DYFS, FORGE Program Coordinators  All clients filled out universal intake form and data was transferred to database	Upgrade and modernize database

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: WISE WOMEN'S CENTER

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
1.a. 1.c. 2.a.	3.1		To establish a cadre of new and superior quality non-credit adjunct instructors	Use WISE network and non-credit adjunct faculty database to recruit new and superior quality instructors  Send recruitment letter and email with an invitation to apply to teach non-credit classes and/or workshops for our various programs	Director  Program Specialist		Increase pool of instructors by 10%	WISE recruited 7new instructors by word of mouth, from other adjuncts, other CCE departments, other ECC departments and our own staff  Sent recruitment letter via email for "Let's Move" campaign and received responses from 10 instructors	Acquired full complement of instructors but must continue to recruit
1.a. 1.c. 1.d. 3.a.	4.1 4.2 4.3	3	To submit 5 proposals in order to increase programs and services for members of the College and the community-at-large	As a department, proactively research/write grants, and establish partnerships/collaborations. Work with Director of Development  Write 5 proposals	Director  WISE Coordinator	Ongoing	Submit 5 proposals	The following proposals were submitted: 1) Verizon Foundation for Domestic Violence 2) Barbara Bush Foundation for Family Literacy 3) W.K. Kellogg Foundation for Healthy Kids/Secure Families 4) US Veterans Administration for Homeless Veterans in collaboration with NESF 5) Corporation for National & Community Service for VISTA worker 6) David Bonhett Foundation for LGBT Funding 7) USDOL YouthBuild for at-risk youth	Need to proactively research/write grants, and establish WISE partnerships and collaborations. Endeavor to work with Grants Office of Institutional Advancement  Create and develop WISE Fundraising Plan. Implement grant research and proposal tracking system. Liaison with potential funders, developing meaningful relationships with potential funders and/or potential collaborators. Create proposal templates such as: mission and goals, needs statement, history and background, financial capacity, measurable outcomes and assessment tools and techniques, staff and leadership bios, major accomplishments, etc

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

Department: WISE WOMEN'S CENTER

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
2.a.	5.1	3	To replace 15 computers and one network printer in the WISE Women's Center Lab, Third Level, Yellow Area	Make an appeal for computers and a printer from capital equipment or write a proposal for same	Director	January 2011	Fully functional Computer Lab, Yellow Area	Prepared PRs for 14 computers and 1 network printer. Computer Lab will be fully functional in early 2011-12	Since there are 17 workstations in the Lab we will make a strong appeal for 3 more computers from the 2012-13 capital equipment budget
1.d.	5.2	9	To provide opportunity for all staff to upgrade their skills	Schedule all staff to attend Human Resources-sponsored professional development, computer, customer service and workplace protocol classes		Ongoing	100% of WISE staff will attend 3 workshops	Staff attended the following workshops: Crisis Intervention, Domestic Violence, Fugitive Safe-Surrender, HR Diversity, HR eLearning, HR Performance Evaluation, HR Stress Management, Hypnosis, Meeting of the Minds, Nutrition, Reentry Best Practices, Resource Scheduler, Rutgers Reentry Conference, Sakai, The Entrepreneur Network  3 staff members are enrolled in a Masters program	Continue to encourage staff to attend professional development workshops on and off campus, and pursue advanced degrees
2.a.	6.3	3	To assess effectiveness of each program funded by outside private and public agencies	Monitor budget and numbers of participants on a <u>monthly</u> basis. Ensure that numbers are on target	Director  Program Coordinators	Ongoing	<b>DYFS Parenting Skills Program:</b> contracted to serve 120 clients with 67 completions required. DYFS recognized that meeting their goals may not be possible because the number of clients is based on the number of DYFS referrals. The Program's purpose is to provide parenting skills classes to parents whose children are under DYFS supervision. It includes both a parenting curriculum and four (4) sessions of formal observations, by a professional Social Worker, of the interaction between parents and their children.	The Department of Children and Families ( <b>DYFS</b> ) made a change in the level of service and the number of completions expected. The new level was 120 with 67 completions. (Previously, the contract stipulated 48 to be served and 36 to complete.) The total of unduplicated customers served was 81, the level of service was 112, and the number who completed the program was 51. The number of clients referred by DYFS was considerably less than the previous contract and we achieved the same number of completions. This means a 49% increase in the number of clients who completed compared with the previous service cycle. We did not reach these outcomes because of several factors: there was a reduction of 28% in the number of referrals received compared with the previous contract. Although we had fewer clients, more of those who attended completed the program.	Maintained ongoing service-oriented contact with all <b>DYFS</b> supervisors and case workers

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

							<p><b>F.O.R.G.E./WISE</b> is expected to serve a minimum of 125 female ex-offenders. The goal is to guarantee that any female, within 30 days of her release from the Criminal Justice System in Essex County, has proper documentation in order to access services for education, parenting, food, employment, counseling and housing. 100% will be served.</p>	<p><b>279</b> new clients enrolled by <b>FORGE</b> Resource Specialists <b>937</b> walk-ins (students or community members) received counseling &amp; assistance from the Program Coordinator (not reflected in the numbers immediately following this) <b>65</b> currently employed <b>21</b> received birth certificates <b>21</b> received photograph identifications <b>47</b> received social security card assistance and notary services <b>41</b> planned parenthood/medical assistance or healthcare services <b>12</b> completed New Jersey Nutrition programming known as EFNEP <b>86</b> received domestic violence counseling and/or safe haven shelter <b>230</b> food pantry referral <b>129</b> housing referral <b>59</b> received rental assistance <b>90</b> clothing assistance <b>151</b> received furniture assistance <b>144</b> women attended East Orange Pal shopping spree for holidays <b>167</b> GED referrals (32 currently enrolled GED) <b>2</b> completed Training Inc. <b>31</b> Parole <b>9</b> Kintock/DOC <b>29</b> Kintock/Steps <b>10</b> Kintock/Columbus House <b>8</b> Drug Court <b>7</b> SRPW <b>4</b> ISP <b>3</b> PTI <b>3</b> Time Served <b>6</b> Pending probation <b>64</b> Probation <b>10</b> Federal <b>2</b> County Parole <b>6</b> Maxed Parole <b>70</b> Maxed Probation</p>	<p><b>F.O.R.G.E./WISE</b> will continue its extraordinarily successful program as it is.</p>
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							<b>Self-Employment Assistance Program (SEA):</b> based on referrals from NJ Dept of Labor, Employment Services. The program’s purpose is to train eligible participants who are unemployed to become entrepreneurs. The average number of attendees over the last several years has been 30. 25% will start a new business.	<b>SEA</b> is funded by the NJDOL with referrals coming from the local Unemployment Offices. Mercer County College wrote the proposal, administers the program and has fiduciary responsibilities. To date there have been no referrals due to a delay in the approval of funding	WISE stands ready to offer the <b>SEA</b> entrepreneurial courses and will be awaiting referrals from the NJDOL Unemployment Offices
							<b>Truancy Alternative Program (TAP)</b> is based on referrals from the Newark Municipal Court. The average number over the last several years has been 30. TAP is a 6 session course designed to help parents of truant children learn skills that will help them keep their children in school. Included are discipline techniques, family values, stress/anger coping mechanisms, self-esteem, communication skills, and behavior modification. 61% are expected to return to school regularly	<b>TAP 12</b> participants are referred to the program; 10 attended the program; 6 attended make-up classes; 2 were No-Shows; <b>7</b> completed the program and received Certificates of Completion. <b>58%</b> of clients who participated in the course resulted in their children attending school on a regular basis. 4 participants made the decision to continue their education; 4 signed up for GED classes and 1 applied for admission to Essex County College’s Training, Inc. Participants became comfortable in ECC’s learning environment and wanted to become students again.	<b>TAP</b> will continue to maintain cordial collaborative service-oriented contact with Newark Public Schools and Family Court personnel



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Academic Foundations

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, C2	2.2	3	Actively apply for grants to gain additional funding sources for the Division that will be used to hire more tutors and additional staff, upgrade/purchase equipment and books, etc. to enhance student success opportunities.	Coordinate efforts with the grants department to identify potential grants/funding options and then apply for appropriate funding.	Leigh Bello-de Castro	Ongoing	Submitted grant proposals and approvals	Additional funding of at least \$20,000 is obtained for AF. At least 2 additional proposals are submitted for funding.		
A1, C2	2.2	3	Actively apply for grants to gain additional funding sources to continue with the Project DEgree model of Learning Communities, integrated curriculum and student support.	Coordinate efforts with the grants department to identify potential grants to continue program with the Gateway to College Network.	Leigh Bello-de Castro	Ongoing	Submitted grant proposals and approvals	Secure funding i.e. grants or College line to continue with Project DEgree.		
A1, A4, B1	2.4	8,9	Provide an easily accessible student-friendly AF website link completed to provide information on all Division offerings in AY 2011 – 2012.	Create an AF website link to include all AF areas: i.e., Learning Center, CAF, High School Initiative programs, and other relevant AF services.	Leigh Bello-de Castro – Department Coordinators	Ongoing	Creation of the website link	The AF website link including all AF areas was created.		

A3, B1, B3, B4	5.2	8, 9, 14,	Coordinate with IT to integrate/coordinate the Skills Set screen with the LC Swipe system so a profile of the learning needs of students seeking tutoring will be immediately available upon arrival at the Center and develop the 09 level of the skills set worksheet. .	Launch 09 skills set work sheet and establish process to deliver information to TLC personnel and Department Chairs	Leigh Bello-de Castro	January 2012	Completed 09 level skills set	09 skills set complete and Phase 2 of project (students swipe system).. Faculty usage and students using the Center as a result.		
A3, B2	6.3	8, 9, 14,	Continue to work closely with Information Technology to assess department effectiveness.	Create additional web reports to provide AF area effectiveness data – e.g., tutoring usage and tutored student grades; create additional reports using Touch Screen (swipe system) information.	Leigh Bello-de Castro	Ongoing	Completed webreports	All necessary web reports containing relevant AF assessment data are obtained via IT. Data is shared with appropriate staff and is thoroughly analyzed to determine strengths and shortcomings of the various AF areas and other institutional tutoring areas. Action plans are developed as necessary to address any deficiencies. Touch Screen reports are developed and provided to AF and other institutional tutoring areas.		

A3, B2	2.2	8, 9, 14,	<b>Provide students with additional Developmental options in Math and English</b>	Develop additional Developmental options for incoming students including modularized courses and placement test preparation.	Leigh Bello-de Castro	Ongoing	<b>Develop at least 2 additional options for Dev Ed students.</b>	Number of students and success rates of 75%		
A3, B2	2.2	8, 9, 14,	<b>Provide students with a Developmental option in Reading</b>	Develop a Developmental options for incoming and returning Reading students including a software component for preparation.	Leigh Bello-de Castro	January 2012	<b>Pilot program with Reading 096 students and show a demonstrated success through the Accuplacer Reading portion of the exam.</b>	Successful completion of course and no formal reading course needed for students in the program. Measured via pre and post Accuplacer		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Adult Learning Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	1.1	9	Add the Math Refresher Course to FY 12 course offerings	Create and have course outlines reviewed by Non-credit curriculum committee.	J. Celestin I. Arroyo- Martinez	12/11	Course outline developed and approved by Non-credit curriculum committee and offered to students.	One (1) Math Refresher will be offered to students in 2012.		
A1	1.2	7	Administer TABE 9/10 and Best PLUS Pre and Post test to students.	Schedule and administer TABE and Best Plus. Monitor student's hours and post test when appropriate.	J. Celestin I. Arroyo- Martinez	6/12	Number of students tested using TABE9/10 and Best Plus test.	100% of students will be pre-tested as per the grant requirements and 30% will be post-tested.		
A1	1.3	11	Explore pathways for students to enter post secondary education.	Meet with credit and non-credit departments personnel to determine appropriate transitions and skills needed.		6/12	Number of students who transition to post secondary education.	2% more will transition to postsecondary education in comparison to last year.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_10/11/11\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department:** \_\_\_\_\_

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	2.2	8	Increase the number of the students who complete the GED and ESL programs and those who obtain their GED.	Monitor and provide additional support for students who are near completion.	R. Brown I. Arroyo Martinez	6/12	Completion Rate of students.	Increase completion by 2%.		
A1	2.3	7	Conduct professional development sessions for instructors in order to promote a culture of assessment.	Provide professional development training for instructors.	J. Celestin	6/12	Number of training conducted.	Two (2) trainings will be offered to consortium instructors.		
A1	4.3	3	Increase funding for Adult Learning Center activities.	Seek additional funding for Federal, State, Local municipalities and/or foundations.	J. Celestin	7/11-/6/12	Increase funds as a result of additional funding source(s).	Funding will be increased by 3% as a result of additional funding source(s).		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Africana Institute

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A3 & B1	2.2	8 & 13	Provide high quality programs and learning opportunities for ECC students, staff and faculty.	Plan and offer the following AI activities/events: <ul style="list-style-type: none"> <li>• Bridging the Gap Symposium in collaboration with the Newark African Commission (to be held in 09/2011)</li> <li>• State of Black Writers (to be held in 10/2011)</li> <li>• Pre-Kwanzaa Celebration (to be held in 12/2011)</li> <li>• MLK Memorial Program with Student Life and Activities (to be held in 01/2012)</li> <li>• Africana History Month (to be held in 02/2012)</li> <li>• Health and Wellness Expo (to be held in 11/2011)</li> <li>• Hip Hop Education Week (to be held in 04/2012)</li> <li>• Study Abroad to Ghana (7/2012)</li> </ul>	Akil Khalfani	AY 2011 – 2012	The AI activities are planned and offered; all events are well-attended and well-received.	All AI events were planned and held. These events were well-attended. All AI events are well-received based on program evaluations, emails and letter.		
A4: D1	2.2; 2.4	13	Coordinate more effectively with other departments or organizations, on- and off-campus, to increase publicity and ECC class participation in AI programs.	Meet with Divisional Chairs to develop ideas for incorporating Africana Studies into the broader College Curriculum	Akil Khalfani	AY 2011 – 2012	The effectiveness of the AI working with other departments	Develop more co-sponsored programs with various Divisions in the College		

Dept./Div. Head: \_\_\_\_\_ Dr. Akil Kokayi Khalfani \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Africana Institute

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A.1; D.1	1.4; 2.2	13	Solicit student and community volunteers for AI programs and events and use their talents more effectively (i.e., better match individual volunteer skill sets with task assignments).	<ul style="list-style-type: none"> <li>• Use Co-op program to gain access to volunteers</li> <li>• Develop internship opportunities for alumni and other community members</li> </ul>	Akil Khalfani	AY 2011-2012	The ability of the AI to develop staffing solutions for short-term and long-term needs.	Identify 2 – 3 regular long-term volunteers. Have one student serve as an intern.		
A4, B1 & B2	5.1 & 5.3	13	Provide a high quality learning environment with up-to-date and efficient audio/visual and IT capabilities.	Request the budget for the purchase and installation of new internet-ready, multimedia equipment to be used for movie screenings, meetings, workshops, and mini-conferences in the AI's conference room.	Akil Khalfani	AY 2011-2012	The ability of the AI to broaden its programmatic offerings to students, staff, and the community	New internet-ready, multimedia equipment is purchased and installed in the AI conference room.		
A4	1.1; 3.1	13	Develop new credit and non-credit course offerings	<ul style="list-style-type: none"> <li>• Complete the development of the Introductory Africana Studies Course</li> <li>• Reintroduce the class on hieroglyphics</li> <li>• Establish an African martial arts class</li> </ul>	Akil Khalfani	Fall 2011-Fall 2012	Develop the curriculums and submit the courses for approval	Courses approved for Fall 2012		

Dept./Div. Head: \_\_\_\_\_ Dr. Akil Kokayi Khalfani\_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Africana Institute

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1 & A4	1.4	8	Continue developing the relationships the Africana Institute (AI) has with Essex County High Schools; conduct further outreach in the local schools to expand the pool of AI-high school collaborations.	Meet with Newark Public School (NPS) and Newark Tech personnel to discuss additional ways to incorporate Newark students into AI programs and events; establish new and improve existing relationships with key local high school personnel to increase the number of AI-high school collaborations.	Akil Khalfani	AY 2011 – 2012	The level of high school student participation in AI programs and events increases; the number of AI-high school collaborations increases.	Have 100 local HS students attend each major AI event by Spring 2012		
A1 & A4	1.4	8	Recruit high school AI-program/event participants as future matriculated ECC students, especially encouraging them to pursue the Liberal Arts: Africana Studies option.	Use AI programs and events as a recruitment tool by exposing students to the campus and by informing them of the Liberal Arts: Africana Studies option degree program.	Akil Khalfani	AY 2011 – 2012	Some previous AI-program/event high school participants enroll at ECC.	Increase the number of students majoring in the Liberal Arts: Africana Studies option.		
A1 & A4	1.4	8	Develop a brief survey in Spring 2012 for students who declare the Liberal Arts: Africana Studies option as their major.	Administer the survey in the Spring of 2012	Akil Khalfani	Spring 2012	Determine in which AI programs or events, if any, current ECC students participated while attending local high schools.	Gather data to assess program and recruitment effectiveness		

Dept./Div. Head: Dr. Akil Kokayi Khalfani

Date: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Athletics

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings
A4	4.1		Enhance Student Services	Increase involvement of Athletic Alumni for advocacy and fundraising.	Solicit names of current and alumnae athletes Develop database Develop promotional and marketing materials of which describes our activities and special events. Develop list of fundraising activities and projects. Send a questionnaire to current and former athletes.	Melvin Knight	Oct. - May	Number of names obtained Database secured Number of names entered into database Survey developed % responding to survey Survey responses	100% of current athletes identified  30% of alumna athletes identified  1 database developed  100% of identified athletes entered into database  100% of populated database contacted  Establish baseline for number who responded to questionnaire  Establish baseline for number willing to attend or contribute to fundraising	
			Enhance Student Services	Expand Intramural Activities	Increase advertisement for current intramural programs  Increase number of teams allowed for each season  Increase overall number of fans watching programs	Melvin Knight		# of advertisements  # of teams/players participating  # of non-players participating	1 advertisement for each program  Increase player participation by 5%  Establish baseline for non-player participation	

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Athletics**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings
A.1	2.1	8	Develop a Culture of Completion	Encourage student-athletes to use online early registration to guarantee classes toward major	Review all registration to determine student-athletes early registration advisement, date and method  Post early registration dates in accessible areas in Physical Education Building.	Melvin Knight	Ongoing	# of athletes using on-line registration  Date athletes registered	Establish baseline for # of athletes using on-line registration	
A.1	2.1	8	Develop a Culture of Completion	Determine the academic requirements needed to complete student athlete's their degree	Review current registration to ensure that student-athletes are taking correct classes towards majors.  Inform student-athletes with 36 credits or more to request audit towards major.	Melvin Knight	OnGoing	# of registrations reviewed  The number of student-athletes who requested audit reports	100% of all athletes registrations reviewed  85% of all eligible athletes receive audit report	

A.2	2.2	9	Develop a Culture of Completion	Encourage student athletes to use available resources to meet academic course requirements	<p>Review syllabus to determine academic requirements to better advise students</p> <p>Review academic course requirements with athletes during mandatory study hall.</p> <p>Identify and provide additional academic support</p> <p>Monitoring reports will be submitted for all student-athletes to determine progress in classes</p>	Melvin Knight	Ongoing	<p>Number of student who attend the academic support activities.</p> <p># of students using tutorial services.</p> <p>Number of student-athletes achieving at high academic level.</p> <p>academic grade at end of current semester.</p> <p>.</p>	<p>90% compliance with mandatory study hall</p> <p>Establish baseline for usage of additional academic support, including tutorials</p> <p>75% of all athlete receive C or better</p>	
			Develop a Culture of Completion	Expand successful athletic academic model to informal athletic population (intramurals, athletic clubs, weight room & supporters)	<p>Develop plans for academic resource center</p> <p>Submit funding request for 2013 budget</p> <p>Establish task force for implementation of academic resource center</p>	Melvin Knight	Ongoing	<p>Funding for academic resource center approved for 2013</p> <p># of task force meetings</p>	<p>\$10,000 approved</p> <p>3 Task force meetings</p>	

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Auxiliary Services-Graphics

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D.1 D.2	3.1	3 5	To hire another full time trained graphic designer	Advertise in local newspapers and trade publications	C. Attenborough	Fall 2012	Attract at least 3 candidates who have the technical ability to design complex artistic projects	Hire individual capable of designing complex artistic projects	TBD	Provide ongoing professional development

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Auxiliary Services-Mail Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1 D2	3.1	3 5	Decrease mailing cost to the institution	Staff training on new postal procedures and equipment	C. Attenborough	Ongoing	1. Compare last year's costs to this year's costs 2.Staff standardized testing	1. Reduction of cost by 20% 2.100% of staff pass test	1. TBD 2.TBD	1. Target not met, implement new strategies; target met, no further action 2.Retrain those who fail; if target met, no further action

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Auxiliary Food Services/ Concessions/ Vending

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
C	2.0	3	Provide affordable food in compliance with health code regulations	Review proposed new fee structure Conduct at least one Health Department inspection	C. Attenborough	Ongoing	1. Monitor the CPI 2. Number of violations found	1. 0% over the CPI 2. 0 health code violations	1. TBD 2. TBD	1. If exceed CPI reevaluate offerings. If not..no further action 2. If violations, implement corrective action plan; no violations, no action
C	2.0	3	Provide snacks and beverages while maximizing profits	Review offerings and fee structure	C. Attenborough	Ongoing	Compare profits year over year	10% increase over prior year	TBD	If no increase, review offerings; if increase, no further action

Dept./Div. Head: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Auxiliary Services-Print Shop

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1 D2	5.1	2 3	Increase customer satisfaction with print shop services	Training and monitoring of junior staff Enhance skills of senior staff	C. Attenborough	Ongoing	Customer satisfaction survey	95% positive survey results	TBD	If target not met, revisit print shop services procedures; if target met, no further action

Dept./Div. Head: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

# AY 2012

**Department:** Scheduling/Special Events & Conferences

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Dept./Div. Head: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Bookstore

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	1.4	9	Require mandatory adoptions no later than ninety (90) days from the start of the semester	Send notices to faculty and chairs one hundred and twenty (120) days before start of the semester	M. Rudder	Every semester	Number of adoptions received in time specified	100% adoptions received in time specified	1. TBD 2.TBD	Continue process
D1	4.5	3	Reduce encumbrance for obsolete items in ECC budget	Review upcoming editions for changes Review categories of text not in use	M. Rudder	Every Semester	Comparison of obsoletes to prior year inventory	20% reduction of obsoletes	TBD	Ongoing process

Dept./Div. Head: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Bursar

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A4 & C2	4.5	9	Implement the Stage Coach Prepaid Visa card for F/A E-Refunds.  Increase F/A E-Refund direct deposit enrollment.	Train staff to use Wells Fargo portal & Banner form for Prepaid Visa cards.  Continue to coordinate marketing efforts with F/A Dept.	D. Miller	7/1/11 – 6/30/12  7/1/11 – 6/30/12	Number of cards issued as reported by Wells Fargo Portal  Number of new enrollees as reported by Banner	Issue minimum of 300 Visa cards.  Increase enrollment by 20%		
A4 & C2	4.5	9	Automate E-Refund process to allow on-line enrollment.	Meet with IT to determine feasibility of creating a Wells Fargo/TouchNet interface for on-line enrollment.	D. Miller	11/30/11 – 4/30/12	Students ability to enroll on-line	Students can enroll on-line by June 1, 2012		
C2	4.5	3	Place past due tuition accounts with an outside collection agency.	Hire & train Collection Man. Draft RFP for Coll. Services Analyze accounts for accuracy Mail warning letters Place accounts	D. Miller	Jan. 2012 Nov. 2011 Mar 2012 May 2012 June 2012	Contracts with collection agencies.  Number of student accounts placed.	Two years of receivables placed with collection agencies by June 2012		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: CCE Noncredit Enrollment Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	4.3	14	Explore and develop ancillary data-collection tables using the Banner System that capture noncredit student goals, objectives and outcomes so as to compile quantitative data for the purposes of assessing student learning and ultimately justifying grant applications.	<p>Using the Adult Learning Center program student data as the pilot, create ancillary data-collection features pre-existent in the Banner System to compile critical student data, i.e. test scores, attendance records, completion data, tracking registration data year-to-year, GED completion, and transfer activity to credit programming.</p> <p>*Activity must be accomplished in cooperation with IT.</p>	M. A. Alvarado	Dec 2011 – Jun 2012	<p>Using a pilot group of 100 students, create integrated data features associated with noncredit registration activity to establish a trail of student activity at the college.</p> <p>Data collection tables will be either activated within those that pre-exist in the Banner System or can be created and linked to the System.</p> <p>Outcomes can be used as data sources that justify the need for additional grant funding for the college.</p>	<p>Integrated data features are created in Banner Non-credit System.</p> <p>Data collection tables are activated or linked into Banner system.</p> <p>Outcomes are used as a data source for justification of additional grant funding for college</p>		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: CCE Noncredit Enrollment Services**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
				Using the Banner Schedule Form (SSASECT) Meeting Location and Credit Table, assign newly created training locations to their respective noncredit course sections.	M. A. Alvarado	Jan 2012 – June 2012	All training locations for noncredit course sections are entered in Banner.	Training locations are assigned to their non-credit courses and report generated in Banner System for verification.		
				Create room assignments for each section built in Banner. To date, 1,008 sections rolled-over into PY2012. *Activity must be accomplished in cooperation with IT.	M. A. Alvarado	Jan 2012 – June 2012	Room assignments built into Banner System.	75% of rooms for each section built in Banner System by the end of PY2012		

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: CCE Noncredit Enrollment Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1.c.	6.3	9	In order to facilitate the process of issuing tax form 1098-T, automate the identification of Certificate noncredit programming.	Using the Banner Basic Course Information Form (SCACRSE), create validation data that identify Certificate noncredit courses.  *Activity must be accomplished in cooperation with IT.	M. A. Alvarado	Nov 2011 – Dec 2011	Based on PY2010 enrollment data, 19 noncredit certificate courses were offered which yielded 710 student registrations. From this pool, create validation data to identify and build 100% of the active noncredit Certificate courses offered during this program year.  Build and implement an automated system so that all students are eligible to receive 1098-T tax form.  (AY2011 data in the process of being finalized.)	Validation data will be generated that indentifies 100% of active non-credit certificate course offered.  All eligible non-credit students will received 1098-T tax form.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Center for Academic Foundations

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, A2, A3, A4, C2	2.2	12	Review and improve curriculum and syllabi for AFM 083 and AF - 092 according to the ECC-Sloat criteria	CAF staff will meet with the SLOAT committee to ascertain complete compliance	Ernest Abad Arturo Vera Violeta de Pierola	8/15/2011	Standardize the curriculum and syllabus with the math department and compare success rates	Achieve success rate of at least 60% in CAF courses.		
			Review and improve curriculum and syllabi for AFE 083 and AF - 096 according to the ECC-Sloat criteria	CAF staff will meet with the SLOAT committee to ascertain complete compliance	Ernest Abad Troy Hamilton Zahra Hammoud	8/15/2011	Standardize the curriculum and syllabus with the Humanities department and compare success rates	Achieve success rate of at least 60% in CAF courses.		
A3, B2, B3	2.2	12	Improve CAF AFM 083, AFE 083, AF ENG 096 and F Math 092 success rates	Provide More extensive exercises on fractions, decimals, factoring, Create study guides and develop student study groups	Arturo Vera Violeta De Pierola	Ongoing through the Semester	Achieve higher midterms, Finals and Success Rates	Achieve success rate of at least 60% in CAF courses. Compare final exam grades from the previous years.		
				Conduct a Library Workshop And MLA Workshops, Assign a research paper and Add lessons based on critical analysis methods.	Zahra Hammoud	Ongoing through the Semester	Achieve higher midterms, Finals and Success Rates	Achieve success rate of at least 60% in CAF courses. Compare final exam grades from the previous years.		

A1, A3,	2.2	9	Continue and expand CSS 101 courses for CAF blocks which covers note-taking, time management, math anxiety, and test taking to create College awareness among new CAF students about college life	Create new 8 CSS 101 sections and syllabus in order to encourage the students to succeed in learning the fundamentals for success, learn how to use the institutions on-line resources and tools as well as, navigate the ECC website	Ernest Abad Dasha Barger Larrae Bethea	July 2011	Compare success rates of classes with CSS to those without the CSS component	A 50 % higher success rate of comparison groups will be achieved.		
A3, B2, B3	2.2	14	Coordinate Online Early Assessment with Learning Center (skills set worksheets via Webservices)	Establish procedures with Learning Center on using the on-line assessment for tutors to help CAF students	Ernest Abad - Samantha Holberts	Ongoing through the Semester	Compare students that used the Learning Center to those who did not utilize the services.	Students using the TLC will have a higher course pass rate than those who did not.		
A1, A2, A3, A4, B1, B2	2.3	14	Enhance current tracking procedure for CAF students.	. Implement tracking system to reflect success in English and Math.  Track students persistence Track students completion rate.	Ernest Abad	After each semester	Identify the success rates of CAF students in their progression in succeeding semesters  Chart progress per semester Determine completion rates of CAF students	Track CAF students into college level courses. 40% success rate.  CAF students will have a 25% higher completion and persistence rate.		
A1, A2, A3, A4, C2	3.2	13	Continue to implement and enhance CAF staff and Instructors'/SI training programs.	Meetings and workshops with Instructors and SI's on curriculum, book, lab, and classroom improvement and enhancement  CAF staff to register/attend workshops and training concerning Sirius on-line courses	Ernest Abad  Ernest Abad	August 2011 January 2011  Ongoing through the Semester	AFM Fall 2010 workshop AFE Fall 2010 Workshop AFM Spring 2011 Workshop AFE Spring 2011 Workshop  Staff trained in SIRIUS materials.	80% of all staff will be trained.  40% of all staff will be trained.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Child Development Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	2.1	3 9	Increase enrollment in Child Development Center	Advertise Outreach to high schools Revise Child Development Center application	D. Grimsley	Ongoing	Growth in enrollment year over year	10% increase in enrollment	TBD	If no increase, reduce accepted ages and/or establish website with application; if increase, no further action
	2.1	3 9	Place remedial students in Pre-School Intervention Team (PIRT)	Attend PIRT workshops	D. Grimsley	Ongoing	Newark Public School aptitude test	75% decrease in students in PIRT	TBD	If no decrease, secure additional summer support; if decrease, no further action
D1	3.1	8	Maintain P3 certified teaching staff	Provide additional training Implement web based support training Create teacher reference library	D. Grimsley	Ongoing	Monitor attrition rates	Less than 10% turnover	TBD	Continue recruiting and training

Dept./Div. Head: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: College - Yes

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A.3	2.2	14	Increase the student usage of the distance learning self-tutorial software to improve college readiness and increase retention.	a. Track the usage per student b. Hour usage will become mandatory. c. Upgrade the software to include different languages and e-mail between student and staff capability. d. Offer other software choices and encourage combination of book and software learning. e. Offer the tutorial software to current transition C-Yes students and to those in college since the software includes content up to the second level of college.	LaVonne McIver/Staff	November 2011	a. Comparison of the retention rate for the C-Yes classes. b. Comparison of the number of students who took and passed the GED test. c. Comparison of students who go to college without remediation.	a. Increase retention rate to 75%. b. Deliver 50% more students who pass the GED test while maintaining an 80% + pass rate. c. Increase the number of students who go to college without remediation by 15%.		
A.3	2.1	14	Track Students' progress from entry to graduation, with a degree or a certificate, to increase retention and graduation.	a. Continue to review and revise the C-Yes curriculum for student success. b. Check banner to determine students who pass the college level math and English classes. c. Establish a sophisticated follow-up system to track the students.	Renita Ragan, LaVonne McIver/Staff	Ongoing  October 2011  November 2011	a. Successful completion of C-Yes classes. b. Entrance into college mainstream. c. College retention fall to fall. d. Exceed mainstream college 1 <sup>st</sup> year graduation rate	a. Increase retention rate to 75%. b. Increase college entrance rate by 30%. c. Increase college fall to fall rate by 15%. d. Exceed mainstream 1 <sup>st</sup> 3 year cohort graduation rate by 50%.		

Dept./Div. Head: Renita Ragan

Date:

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: College - Yes

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B.1	4.2/4.3	3	Obtain funding for yearly operations	<p>a. Seek funding from local, state, and federal grants.</p> <p>b. Apply to foundations and seek out philanthropists.</p> <p>c. Try to fund multiple years through various sources.</p> <p>d. Continue to work on the long term plan for state policy to be established to fund transition programs.</p> <p>e. Work with community partners and the C-Yes advisory board to search for dollars.</p> <p>f. Participate with the state committee for collaborative funding for 18-24 year old youth programs.</p>	Renita Ragan	Ongoing	<p>a. Receive referrals and funding sources from all of the C-Yes Advisory Board members.</p> <p>b. Identify and develop at least 15 potential sources of funding to be pursued.</p> <p>c. Pursue the NJ DOL and the Federal Government Agencies for Youth Funding</p> <p>d. Line up community partners for collaboration on funding.</p>	Multiple sources of funding found for the continued operations of C-Yes.		

Dept./Division Head: Renita Ragan

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Community & Extension Programs**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A3	2.1	8	<ul style="list-style-type: none"> <li>• Improve course completion for FOCUS and Ironbound Extension Centers' students.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct training sessions Evenings and Saturday.</li> <li>• Conduct Orientation sessions for new and returning students.</li> <li>• Conduct WEB Services Workshops. Conduct Financial Aid Workshops.</li> </ul>	I. Rojas	March 2011 – June 2012	<ul style="list-style-type: none"> <li>• Banner credit enrollment reports</li> </ul>	<ul style="list-style-type: none"> <li>• Increase course completion rate by 5% at FOCUS and Ironbound Extension Centers based on credit Banner Data.</li> </ul>		
A3	2.1	8	<ul style="list-style-type: none"> <li>• Increase Fall to Fall retention for FOCUS and Ironbound Extension Centers' students.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist students with completing Financial Aid application.</li> <li>• Assist students with WEB registration process.</li> <li>• Conduct student surveys to determine students' academic needs.</li> <li>• Offer credit courses needed to complete degree requirements.</li> </ul>	I. Rojas	October 2011- February 2012	<ul style="list-style-type: none"> <li>• Banner credit enrollment report.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Fall to Fall retention by 5% for FOCUS and Ironbound Extension Centers' students.</li> </ul>		

A3	2.1	8	<ul style="list-style-type: none"><li>• Increase the number of students transferred to Main Campus courses.</li></ul>	<ul style="list-style-type: none"><li>• Conduct a Transfer Night process at Extension Centers.</li><li>• Increase students' participation in Main Campus courses and activities.</li><li>• Conduct a Main Campus tours.</li></ul>	I. Rojas	Nov 2011 and March 2012	Banner credit enrollment report.	<ul style="list-style-type: none"><li>• Increase the retention of students transferring to the Main Campus to 5%</li></ul>		
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Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Corporate and Business Training

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	13	Develop, offer and implement a “cutting edge” academic program to meet emerging needs and labor market demands	<p>Market and promote a pilot program consisting of 2 to 3- 3credit classes for TSA employees at Newark International Airport</p> <p>Hold pre-registration days, obtain college application, register students</p> <p>Deliver books &amp; student ID's.</p> <p>Secure room arrangements</p> <p>Hire Adjunct faculty</p> <p>Invoice TSA for classes</p> <p>Develop flyers and host an open house for Q &amp; A to promote Essex County College for TSA Employees</p>	M. Behr	Fall 2011- Spring 2012	Obtain approval for the federal funding of 2-3 off-site credit classes for the fall and spring semester	2-3 credit classes placed off-site with 12-15 students enrolled in each class		
	1.1	13	Increase corporate training revenue	<p>Market corporate/business training programs to businesses, not-for-profits, and governmental organizations in Essex County and NYC</p> <p>Reach out to new companies</p> <p>Expand small company interest</p>	M. Behr	Fall 2011- Spring 2012	Offer courses to 3 new companies	Program revenue increased by 5%		

				<div>Initiate 5-15 phone calls a month to follow up and ascertain interest and participant eligibility</div> <div>Send email and fax inquiries</div> <div>Make posters</div> <div>Distribute flyers</div> <div>Write a blurb in CCE brochure</div> <div>Place on ECC website</div>							
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Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

**ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives****AY 2012****Department: Corporate and Business Training**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	1.1	13	Offer and implement five (5) ongoing programs with the Council of Community Colleges (NJCCC) to promote and engage business owners	Aggressively mail market information packets  Create and post a web blurb about program	M. Behr	Fall 2011- Spring 2012	Number of courses offered and student enrollment	Achieve enrollment of 2% over 2010-11		
	6.3	13	NJ Business and Industries Association (NJBIA) Literacy Program  NJ Utilities Grant Program (NJUA)  EPA/DCA Renovator Training  BTOP-Library Grant Project  32BJ-SEIU ESL Program	Place an advertisement in the newspaper  Write a press release on NJBIA free training program  Distribute flyers, send faxes and emails  Create posters  Network at breakfast, lunch and dinner meetings to market training programs						
			Assess effectiveness of corporate training courses	Develop a participant survey to capture Satisfaction response	M. Behr	Fall 2011- Spring 2012	Satisfaction Survey assessment Client feedback	Survey measures a 80% or above satisfaction rate		

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# -ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Bilingual Studies**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1 & A4	1.1	8	Clarify and publicize the offerings of the Division to the entire College community.	Prepare a brochure that explains program objectives placement and exit procedures, benefits of second language proficiency, and other relevant Divisional policies (e.g., the ESL writing rubric).	Bilingual Studies Chair	June 2012	The brochure is created and disseminated.	Presentation of the brochure is captivating, and ensures that its target market (i.e, prospective students) are able to understand its message and are motivated to enroll.		
				Develop individual instructor web pages with multiple “links” directing viewers to sites of various programs, registration, and testing procedures, and important Divisional announcements. This web page will be accessible from the main Academic page.	Bilingual Studies Chair & assigned faculty/staff members	June 2012	Success will be determined by an increase progression of the conversion rate. (i.e. 50% conversion rate by 4 <sup>th</sup> qtr.)	Webpage is captivating, and user friendly. It ensures that students are able to understand its message and motivates them to explore further.		
A1 & B1	1.1	1 & 8	Offer an ESL Certificate of Completion	Identify required courses for the ESL Certificate of Completion; prepare and submit all required forms and the proposals for a new certificate program to CCAC.	Bilingual Studies Chair	June 2012	The ESL Certificate of Completion curriculum is identified; the proposed new program is approved by CCAC.	Serves as an entry ticket to matriculating into a professional degree program. Gives the students a sense of accomplishment for furthering their education.		

Dept./Div. Head: \_\_\_\_\_Marie C. Girault\_\_\_\_\_

Date: \_\_\_\_1/19/12\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Bilingual Studies

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.2.	14	Prepare an assessment plan and collect and analyze student learning outcomes (SLO) data for each course offered in the Division to determine the level of student mastery of at least one MPO per course.	<p>Train and support each MPO Assessment Coordinator to develop and implement an appropriate course assessment submitted to and review by the Division Chair.</p> <p>An action plan must be written and implemented to address any identified student underperformance on course MPOs.</p> <p>Expand Divisional SLO assessment activities.</p>	Bilingual Studies faculty (MPO) Assessment Coordinators) & Chair, Susan Gaulden	June 2012	Identified MPO Assessment Coordinators develop and implement appropriate assessment tools to collect SLO data, which can be analyzed to determine the level of student mastery of at least one MPO per course, in all Division courses offered in Spring 2012.	<p>Comparing entry and exit assessments in order to measure student outcomes.</p> <p>Include course goals and measurable objectives (MPOs) in class syllabi.</p> <p>Faculty member will be added to SLO each academic year.</p>		
B1	5.1 & 5.2	1 & 9	Incorporate computer-based Language Labs into all Division course offerings to improve students' computer competency skills.	<p>Revised course pedagogical methods and teaching approaches (which will be indicated in the course outlines) to increase lab instruction component.</p> <p>Request the update of Language Lab hardware and software; proposed to acquire additional computers to accommodate all students in each class section.</p>	<p>Bilingual Studies Chair</p> <p>Bilingual Studies Chair</p>	<p>June 2012</p> <p>June 2012</p>	<p>All Division courses include a Language Lab component as part of their instructional strategy.</p> <p>The Language Lab hardware, software, and number of computers meet the demands of the Division.</p>	<p>Comparing entry and exit assessments in order to measure student development and progress.</p> <p>Reviewing "reservation log" for use of Lab by the instructors.</p>		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Bilingual Studies

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
				Secure a part time Computer Technician to oversee the repair and operation of the Language Lab equipment and facility.	Bilingual Studies Chair	June 2012	Funds are secured and at least one part-time technician is hired to begin in March 2012.	Employee is identified, all paperwork is processed, the individual is on site physically.		
				Develop, write, and implement a departmental acceptable use policy agreement to be posted in the Language Lab.	Bilingual Department Chair.	June 2012				
				Faculty will review the policy prior to printing and posting final draft.						
				Develop and implement a system to match each terminal with its user.	Bilingual Department Chair.	June 2012	Having in place a sign-in/out sheet with a specific terminal number which will be assigned to the students in order to use the PCs freely.	Monitor and review user log . Checking lab at the end of the day will help to minimize break down of equipment.		

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	6.3,6.4, & 6.5	14	<p>Revise all course outlines as per the new ECC Course Outline format to include specific course goals and corresponding measureable performance objectives (MPOs), Outcomes Assessment information, and Course Content Outline (tentative content distribution schedule) among other items.</p> <p>Change the name of the department as follows.</p> <p><b><i>Division of World Languages</i></b>  Comprising of the following departments:</p> <ul style="list-style-type: none"> <li>• <b><i>Languages</i></b></li> <li>• <b><i>Bilingual Education</i></b></li> <li>• <b><i>ESL</i></b></li> </ul>	<p>Revise all Divisional course outlines as per the new format.</p> <p>Recommend to CCAC that ESL 128 &amp; ESL 129 be inactivated;</p> <p>Collaboratively explore the pros/cons of the name change. Probe students for feedback. Review current trends in Higher Education.</p>	<p>Bilingual Studies faculty (Course Coordinators)</p> <p>Bilingual Studies faculty.</p>	<p>Fall 2012</p> <p>June 2012</p>	<p>Faculty members “complete” the revision of all Divisional Course outlines.</p> <p>Change name of the department officially. Post change in new brochures, pamphlets, and throughout the facility.</p>	<p>Inactivate or deactivate courses that have not been offered since 2005.</p> <p>New name eliminates stigma, focuses on the diverse population of ECC. Coincides with advent of Globalization. Cultivates new market in and outside of the community.</p>		

Dept./Div. Head: \_\_\_\_\_Marie C. Girault\_\_\_\_\_

Date: \_\_\_\_\_1/19/12\_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Biology /Chemistry**

**GOAL 1.0 Develop new credit and non-credit programs, courses and community offerings that meet emerging needs while ensuring that all current programs and offerings are of superior quality and responsive to academic and labor market demands and community interests.**

**Objective 1.1** Enhance the on-going process to review labor market trends and propose the development of new programs and courses. This process also includes a review of existing and deactivated courses and programs for potential restructuring and/or revitalization.

**Objective 1.2** Develop, for all credit and non-credit offerings, formative and summative assessment tools.

**Objective 1.3** Create linkages between credit, certificate and non-credit offerings for the purpose of creating learner-centered pathways to each succeeding level of achievement.

**Objective 1.4** Strengthen and expand partnerships with local high schools, four-year institutions, and the private sector.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	1.1	11	Obtain approvals for the new Sustainability Technology Program by the Divisional Curriculum Committee, CCAC and the State.	Working with Division faculty to meet the College's and community's needs, draft and submit a proposal for a new 13-credit Certificate in Green Building Technology.	BIO/CHM Division Chair	October – June 2011/12	New certificate program approved by Divisional Curriculum Committee, CCAC and the State		
B1	1.1	11	Create a new Environmental Science A.S. program for the Division	Build new courses to start the A.S. program	BIO/CHM Division Chair and Division Faculty	November – June 2011/12	Courses developed will be offered in the course catalog for registration in Fall 2012.		
				Seek approval for the new Environmental Science A.S. program	BIO/CHM Division Chair and Division Faculty	November – June 2011/12	Courses and program proposal submitted and approved by the Divisional Curriculum Committee, CCAC and the State		



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

## Department: Biology /Chemistry

**Goal 2.0** Implement and upgrade academic and student support programs and services to improve students' access, recruitment, retention, and success.

**Objective 2.1** Enhance counseling, guidance, and support

**Objective 2.2** Develop additional approaches to enhance and better support academic instruction.

**Objective 2.3** Develop a comprehensive assessment plan for developmental education

**Objective 2.4** Continue to develop and implement integrated marketing strategies.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	2.2	9	Increase student success rates in the Anatomy and Physiology courses.	Conduct a brief assessment study to determine the actual percentage of students enrolled in BIO 121 and 122 in a chosen semester (e.g., Fall 2011) without the correct prerequisites. Enforce pre-requisites for students to ensure they are adequately prepared.	BIO/CHM Division Chair and Division faculty	Spring 2012	Uniform enforcement of BIO 121 and 122 pre-requisites so that all students are where they should be, in term of course preparation.		
B3	2.2	14	Develop and implementation action plans based upon student learning outcome assessment results.	Using Spring 2010 SLO data, particularly for those courses identified as underperforming, division faculty will meet to develop action plans intended improve student teaching and learning	Course MPO Coordinator, Division Faculty, and Division Adjunct Faculty	Fall & Spring 2011/2	Fall 2011 MPO's data analyzed and action plans to address student underperformance were developed by Division Faculty. Action plans were implemented.		

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Biology /Chemistry

GOAL 3.0 Recruit, retain, develop and promote high quality faculty and staff.

Objective 3.1 Recruit a diverse faculty and staff at various stages of their academic careers.

Objective 3.2 Provide appropriate professional support and development opportunities for adjuncts, full-time faculty and staff to enable them to create and employ innovative and current instructional strategies.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	3.1	10	Hire a full-time Biology professor.	Advertise, interview, and recommend 3 top candidates for the position.	BIO/CHM Division Chair & Divisional Committee	June 30, 2012	A full-time Chemistry professor is hired to start in Fall 2012.		

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Biology /Chemistry

Goal 4.0 Develop resources to support effective programs and align the College’s budget with the strategic plan.

Objective 4.1 Increase involvement of alumni for advocacy and fundraising.

Objective 4.2 Increase private giving to the institution.

Objective 4.3 Increase grant funding to the institution from federal, State and County sources.

Objective 4.4 Reinvigorate the library liaison system to upgrade the library’s collections.

Objective 4.5 Develop and implement budget/planning process for FY 2012 and incorporate some aspects of the process for on-going budget/decisions programs.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2011**

**Department: Biology /Chemistry**

**GOAL 5.0 Advance all areas of the College by applying emerging technologies and upgrading the physical environment.**

**Objective 5.1** Maintain, renovate and sustain the physical infrastructure essential to supporting effective programs and expanding IT capabilities.

**Objective 5.2** Improve the skills of all constituents within the college community by providing training to assist students, faculty, and staff in utilizing information resources.

**Objective 5.3** Policies and guidelines for distance learning courses and web supported activities must be established including the development of assessment procedures.

**Objective 5.4** Renovate science laboratories.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	5.3	2	Provide input as requested related to the final equipment, finishing touches and furniture selection in the construction of the BIO and CHM classrooms, laboratories, and laboratory preparation areas.	Involve faculty to provide recommendation as to furniture selection. Relay desired information to purchasing.	BIO/CHM Division Chair	Ongoing Fall 2011	Equipment and furniture were accepted by the Project Manager/Director of Facilities.		
				Perform walk-throughs and regular inspections in order to provide anticipated needs-assessment information and provide advisement for any small changes or modifications in constructed laboratories.	BIO/CHM Division Chair	Ongoing Fall 2011	Needs-assessment information and modification requests was provided as necessary and as requested by the Project Manager/Director of Facilities.		

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

Revised: 07/26/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Biology /Chemistry**

**GOAL 6.0 Promote a culture of assessment.**

**Objective 6.1** Develop new institutional assessment plan.

**Objective 6.2** Improve the college’s methodology to assess institutional effectiveness.

**Objective 6.3** Improve the college’s methodology to assess program effectiveness.

**Objective 6.4** Improve the college’s methodology to assess general education effectiveness.

**Objective 6.5** Improve the college’s methodology to assess student learning.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
B1	6.3	12	Prepare a single assessment tool (instrument) to be used in all sections of a course.	Encourage more faculty to be involved in SLOAT activities and thereby be fluent in assessment activities.	Division faculty	Ongoing	A uniform assessment tool is prepared across all sections of a course, such that all sections’ performance data can be analyzed and actions plans developed to improve student performance on the course learning objectives.		
B2	2.2	14	Revise all course outlines as needed to reflect changes in General Education Guidelines and re-establish course goals to be measurable.	Faculty members will meet in program area groups and review and revise to revise program and course goals and subsequently modify the appropriate Divisional course outlines.	Division Chair, Dr. Susan Gaulden & Division faculty	Fall 2011	Faculty members have reviewed and revised all program and course goals and “completed” the revision of all Divisional course outlines.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Business Division

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	1.0	11	Develop and implement an Entrepreneurship Program.	Create both a certificate and degree program: research curriculum alternatives in New Jersey and other venues; develop certificate that will articulate into a degree program.	Division Chair and designated Program Coordinators	Research will be conducted in the fall semester with curriculum being developed in the Spring semester.	Report developed on colleges offering programs within NJ.  Curriculum approved by Division and College Curriculum Committees	Certificate and Degree Program in Entrepreneurship offered to the community.  Enroll 10 students in the program in the next academic year.		
A1	1.4	11	Assure courses and degrees offered in the Business Division are consistent with what is expected at senior institutions.	Meet with and maintain relationships with deans, faculty and representatives of senior institutions.  Meetings with specific institutions to tweak alignment of courses/ curricula are held as necessary	Chair of Business and Division Program Coordinators  Chair of Business and ECC transfer Counselor	Ongoing  Ongoing	Attend twice yearly meetings of the New jersey Collegiate Business Administration Association (Deans, Division Chairs, and Faculty). Required Curricula at the various institutions are compared to those of ECC and discrepancies are identified.  Meetings are held and agreements are arrived at.	Meetings of the NJCBAA attended by the Division Chair and Program Coordinators. ECC Business Division Programs are aligned with the senior institutions.  Courses are aligned with senior institutions if there are problems.		

A1	1.4	13	Maintain, enhance ECC/Montclair High School Business Academy and work with other public high schools on Twelfth grade initiative.	Meet with high school personnel to schedule the appropriate courses.	Chair of Business	Ongoing	Meetings are held and appropriate courses are scheduled, offered and staffed.	Enroll 15 MHS students in the Business Academy. Students will be fully integrated into college courses offered on the Main Campus. Have an over 80% completion rate for the students.		
				Work with High School Initiative Office to increase the number of relationships (initiatives).	Chair of Business	Ongoing	At least 1 additional high school initiative is planned.	A successful program is established with another high school.		
A1	1.4	13	Continue to work with IDT Corporation to provide credit course instruction at their location.	Meet with IDT to plan and set a schedule of courses.	Chair of Business	Ongoing	Meetings will be held every semester to plan the IDT program.	Courses are offered and the relationship with IDT continues.		
A1	2.4	1	Continue to promote compressed time frame for degree completion.	Meet with Recruitment and marketing to coordinate and promote the program.	Chair of Business	Ongoing	Meetings will be held with Marketing and Recruitment to iron out details.	Program is actively promoted to students through appropriate media.		
				Develop a course schedule that supports this initiative.	Chair of Business	Ongoing	Scheduled developed to accommodate student progression.	Students take advantage of this initiative.		

Dept./Div. Head: Michael C. King

Date: 10/14 /2011

**Department: Business Division**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.3	11	Continue to award college credit for CIS, Bus, and OCT courses to Training, Inc. students based on demonstrated student competency (i.e., students must pass divisional final exam that are proctored and graded by Business Division Faculty).	Meet with Training Inc., and other entities to review course offerings where credit might be awarded.	Chair of Business	Ongoing	Meetings will be held and course content will be reviewed. Exams will be administered to Training Inc. students who have mastered their course learning objectives.	Exams will be administered to Training Inc. student and credit will be awarded to those students showing proficiency in the equivalent credit course offerings.  Training Inc. Students move into credit programs.		
B2	6.4	11	To complete the CIS Five Year Program Evaluation.	Meet with faculty teaching in the program and develop a plan for completion.	Chair of Business	Fall Semester	Meeting to be held and a plan for completion is developed.	CIS Program Evaluation completed by the Spring Semester.		
B1	6.4	14	Assure all division programs comply with state general education requirements.	Continue to review all divisional programs to insure compliance  Continue to create and revise program and course outlines to reflect and measure student learning outcomes.	Chair of Business and Program Coordinators  Chair of Business and Program Coordinators	Ongoing  Fall and Spring Semester	Meeting to be held to discuss with faculty.  All course and program outlines are reviewed for compliance.	Meetings held. All programs are in compliance.  Revised outlines submitted and approved by SLOAT.		



B1	6.4	14	Assure all HMM course outlines are complete by fall semester	Contact adjunct teaching in program to assist in outline development	Chair of Business and Business Program Coordinator	Ongoing until completed and received SLOAT office	Conversations held with adjunct and Business Program Coordinator	Completed outlines received and approved by SLOAT.		
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Dept./Div. Head: Michael C. King

Date: 10/14/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

## Department: Engineering Technologies & Computer Sciences

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	11	Seek State approval for the new Renewable Energy Technology (RET) Certificate Program.	Include ENR 100 (3 Credit Hrs) to the existing 27 Credit hrs for a total of 30 Credit hrs. Then propose changes to CCAC and seek state approval.	ETCS Chair	Spring 2012	Proposed changes to RET program are approved by CCAC and the state.	CCAC and State Approval		
B1	4.3	3	Secure continued NSF grant funding to support more STEM students at ECC.	Apply for an additional-year extension of the NSF grant.	Prof. J. Yue	Fall 2011	Obtain extension of the NSF grant.	At least one year extension of the NSF grant.	In Sep. 2011, NSF granted one year extension (2011-2012)	
A2	3.1	10	Hire one new full-time Computer Science faculty member.	Advertise for the position, interview candidates, and recommend the top 3 candidates to administration for hire in Fall 2012.	Dept. of Human Resources, ETCS Chair & the ETCS Faculty Search Committee.	Spring 2012	One new full-time Computer Science faculty member is hired.	Full-time Computer Science faculty member in the ETCS Division.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

## Department: Engineering Technologies & Computer Sciences

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	5.1	2	Enhance the CFT – that is, upgrade the facilities (lab equipment, hardware, software) to make it a world-class technology center.	Conduct needs-assessment studies to determine lab equipment, hardware, software and advocate for the purchase and installation, budget permitting.	ETCS Chair, Dean of Work Force, and IT.	AY 2011-2012 (ongoing)	Hardware and Software updated.	Additional wireless routers and smart projectors installed.		
B2	6.4	11	Complete the ETCS Five-Year Program Evaluation for the following Program Codes: 0399, 3205, 2002, 2302, 2303, 3203, and 3204.	Meet with ETCS program coordinators and develop a plan for completion.	ETCS Chair and Program Coordinators.	Fall 2011 & Spring 2012	Relevant ETCS programs evaluated and approved by SLOAT.	Relevant Program Assessment Reports (PARs) completed and approved by SLOAT.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Division of Mathematics and Physics Page 1

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	11 and 12	Review the Mathematics Program – 0604 – to ensure it is of superior quality and responsive to academic and labor market demands.	Create the Mathematics Education option toB the current 0604 program.	Divisional Curriculum Comm. and Chair de la Torre	AY 2011-2012	Option is defined.	Option is approved by President.		
B1	1.2	14 (Assessment of student learning)	Develop, for all credit offerings, formative and summative assessment tools.	Develop and execute course assessment plans; analyze findings and recommend improvements to mathematics and physics courses: MTH <u>086*</u> , <u>092*</u> , <u>100*</u> , 101, 103, 113, 114, <u>119*</u> , 120, <u>121*</u> , 122, <u>127*</u> , 221, 222, 136 and 239; and PHY 101, 102, <u>103*</u> , 104, 113 and 114.  <u>* Participating in SLOA.</u>	Course coordinators and Chair de la Torre	AY 2011-2012	MPOs are assessed in MTH <u>086*</u> , <u>092*</u> , <u>100*</u> , 101, 103, 113, 114, <u>119*</u> , 120, <u>121*</u> , 122, <u>127*</u> , 221, 222, 136 and 239; and PHY 101, 102, <u>103*</u> , 104, 113 and 114	1. Plans are developed for all courses. 2. Data is collected in all courses. 3. Reports are submitted for 80 % of courses. 4. Academic improvements are recommended and incorporated into the outlines of 30 % of all math and physics courses.		

<b>B1</b>	<b>1.4</b>	<b>13</b>	Strengthen and expand partnerships with local high schools.	1. Coordinate course offerings with participating High Schools: MTH 086, MTH 092 and MTH 100.	Chair de la Torre and faculty at High Schools.	AY 2011-2012	Number of students registered.	Growth in the number of students registered set by HS Initiative Program.		
				2. Evaluate and approve offering of PHY 101 at Science Park HS..	Chair de la Torre and Professors Rozak and Lvov, and faculty at High Schools.	AY 2011-2012	Passing and success rates.	Passing and success rates improvement of 10 %..		

Dept./Div. Head: \_\_\_\_Carlos de la Torre\_\_\_\_\_

Date: \_\_\_\_10/21/11\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Division of Mathematics and Physics Page 2

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	2.1		<b>LSAMP – STEM Grant:</b> Provide TUTORING and academic support to students majoring in STEM disciplines.	Partner students in need of tutoring with an individual tutor for the selected course throughout the semester.	N. Lvov	AY 2011-2012.	Number of students participating in the program.	200 students receive tutoring.		
	2.2		Provide research opportunities to students.	Partner ECC students with faculty in area universities.	PBI-STEM faculty.	AY 2011-2012.	Number of students registered in MTH 100 and MTH 100R.	12 students graduate from summer research program.		
	2.2		<b>PBI – STEM Grant:</b> Enhance academic instruction.					150 students register for the MTH 100 and 100R course.		
B1	2.2	11 (Educational Offerings)	Enhance academic instruction.	Conduct computer assisted instruction in math lab T-105.	All faculty.	AY 2011-2012	Number of students doing homework online.	Increase by 15 % per year the number of students doing homework line.		

Dept./Div. Head: \_\_\_\_\_ Carlos de la Torre \_\_\_\_\_

Date: \_\_\_\_10/21/11\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Division of Mathematics and Physics Page 3

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	3.1	10 Faculty	Recruit faculty.	Develop, recommend and execute a faculty hiring plan.	Chair de la Torre	AY 2011-2012.	Faculty hired.	Two full time mathematics faculty hired. And ten part time faculty hired.		
	3.2	10 Faculty	Employ best practices for teaching mathematics courses.	Train Faculty in Computer Assisted Instruction.			Number of faculty using Computer Assisted Instruction.	An additional 15 % of faculty regularly use CAI.		

Dept./Div. Head: Carlos de la Torre

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Division of Mathematics and Physics Page 4

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	6.5	14	Develop a plan to assess student learning.	A plan is developed for every course.	Course Coordinators and Chair de la Torre	AY 2011-2012	MPO data is collected for every course.	20 % of MPOs in a course are measured in a majority of courses (80%).		

Dept./Div. Head: Carlos de la Torre

Date: 10/21/11



Department: Nursing and Allied Health

**GOAL 1.0 Develop new credit and non-credit programs, courses and community offerings that meet emerging needs while ensuring that all current programs and offerings are of superior quality and responsive to academic and labor market demands and community interests.**

**Objective 1.1** Enhance the on-going process to review labor market trends and propose the development of new programs and courses. This process also includes a review of existing and deactivated courses and programs for potential restructuring and/or revitalization.

**Objective 1.2** Develop, for all credit and non-credit offerings, formative and summative assessment tools.

**Objective 1.3** Create linkages between credit, certificate and non-credit offerings for the purpose of creating learner-centered pathways to each succeeding level of achievement.

**Objective 1.4** Strengthen and expand partnerships with local high schools, four-year institutions, and the private sector.

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
Actionable Foresight	Objective	M.S. Standard							
A1	1.4	1.1	Assure courses, certificate programs and degrees offered in the Division of Nursing and Allied Health are consistent with expectations of accrediting agencies and clinical facilities.	Review all Divisional program curricula annually within specific program advisory committee(s). Complete the Health Science program assessment as per the 5 year evaluation schedule identified by OPRA and submit the PAR (which is currently past due) to Academic Affairs.	Nursing Program Administrator LPN Program Coordinator PTA Program Director RTC Program Director Vision Care Program Director Coordinator of Allied Health Programs with input from Advisory Committees	Ongoing	Program curricula reviews are conducted and requirements are determined to ensure compliance with external accrediting standards. The Health Science PAR is submitted to OPRA.	RTC faculty participation in SLOAT led to the examination and revision of program curricula. The Health Science PAR was not yet written; however, the program of study was under review in AY 2010 – 2011 in conjunction with records contained in the CCAC archives.	The Health Science program assessment needs to be completed and the PAR needs to be submitted to Academic Affairs as soon as possible.
A1	1.4	1.1	Assure courses, certificate programs and degrees offered in the Division of Nursing and Allied Health are consistent with expectations of senior and partner institutions.	Meet with appropriate personnel and develop agreements with senior institutions that benefit our students and ensure that expectations are met.	Nursing Program Administrator LPN Program Coordinator PTA Program Director RTC Program Director Vision Care Program Director Coordinator of Allied Health Programs	Ongoing	Meetings are held (minutes are provided) and favorable articulation agreements are defined or renewed by Fall 2011.	The Chair met with personnel at UMDNJ-HSRP and faculty from the DHY and RSP programs and initiated discussions of defining relevant outcome measurements/data of joint programs.	Continue discussion of relevant outcome measurements/data of joint programs; obtain preliminary outcomes data by Spring 2012.

Dept./Div. Head: \_\_\_\_\_ Date: \_\_\_\_\_

10/22/2010

A1	1.4	1.3	Develop a career ladder with multiple entry/exit points and internal articulation processes between health career courses in Training, Inc. and LPN and RN programs, allied health programs, and four-year institutions.	Meet with Dean of Community and Continuing Education and staff to develop proof of concept; meet with Training Inc., and other entities to review course offerings where credit might be awarded; meet with Dean of Educational Services and Staff to develop proof of concept; and meet with Dean of Educational Services and other entities to review course offerings where credit might be awarded.	Chairperson of Nursing and Allied Health & appropriate Program Coordinator (s)	Spring 2011	Relevant meetings are conducted which lead to the development of the proposed career ladder strategy.	Unanticipated process issues were identified in the AS in Health Sciences; a plan of correction was defined and implemented in Spring 2011. Concurrently, activities with colleagues in Training, Inc. have defined internal articulation models and frameworks including the CNA-to-LPN articulation. This proposal and other similar ones were submitted to the IAC, who provided feedback in April 2011.	The original proposals will be revised to incorporate the feedback provided by IAC. The revised proposals will be submitted to IAC in Fall 2011. Implementation of these career-ladder program articulations will begin in Spring 2012.
A1	1.4	1.3	Develop methods to award college credit based on demonstrated student competency.	Develop advanced standing methodology through the assessment of knowledge and skills obtained prior to admission into the articulated program; create and administer Divisional program-specific exams/rated-scale, skills-evaluation rubrics as appropriate to students seeking credit based on competency.	Chair of Nursing and Allied Health & appropriate Program Coordinator (s)	May 2011	Advanced standing methodology consisting of a student contract, a detailed description of content and skills evaluation assessment methods, and pertinent program documentation is developed.	A new framework for defined credits to be placed into the Professional Transfer Block was completed and submitted to IAC for review. In May 2011 IAC suggested a different strategy be employed to facilitate awarding advanced-standing credit for demonstrated previous knowledge and skills.	Develop a new strategy to award advanced-standing credits as per the suggestions made by IAC. Submit this revised proposal to IAC in Fall 2011.



Department: Nursing and Allied Health

**Goal 2.0** Implement and upgrade academic and student support programs and services to improve students’ access, recruitment, retention, and success.

**Objective 2.1** Enhance counseling, guidance, and support

**Objective 2.2** Develop additional approaches to enhance and better support academic instruction.

**Objective 2.3** Develop a comprehensive assessment plan for developmental education

**Objective 2.4** Continue to develop and implement integrated marketing strategies.

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
Actionable Foresight	Objective	M.S. Standard							



Department: Nursing and Allied Health

GOAL 3.0 Recruit, retain, develop and promote high quality faculty and staff.

Objective 3.1 Recruit a diverse faculty and staff at various stages of their academic careers.

Objective 3.2 Provide appropriate professional support and development opportunities for adjuncts, full-time faculty and staff to enable them to create and employ innovative and current instructional strategies.

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
Actionable Foresight	Objective	M.S. Standard							
	3.1		Recruit and hire a skills lab coordinator for the RN and LPN Program(s)	The position was posted and advertised in the Fall, 2010 with a subsequent review of applicants. Two candidates were moved forward but the Program was requested to increase the number of candidates. In the Spring, 2010 a search was undertaken with a larger pool of applicants reviewed and three candidates were moved forward for consideration, although the process did not conclude with an offer made. A request to continue the position was made by the Chairperson of Nursing and Allied Health for the Fall 2011.	Nursing Program Administrator		Recruitment and retention of a Skills Lab Coordinator for the Nursing Programs (RN and LPN)		



Department: Nursing and Allied Health

Goal 4.0 Develop resources to support effective programs and align the College’s budget with the strategic plan.

Objective 4.1 Increase involvement of alumni for advocacy and fundraising.

Objective 4.2 Increase private giving to the institution

Objective 4.3 Increase grant funding to the institution from federal, State and County sources.

Objective 4.4 Reinvigorate the library liaison system to upgrade the library’s collections.

Objective 4.5 Develop and implement budget/planning process for FY 2012 and incorporate some aspects of the process for on-going budget/decisions programs.

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
Actionable Foresight	Objective	M.S. Standard							



Department: Nursing and Allied Health

GOAL 5.0 Advance all areas of the College by applying emerging technologies and upgrading the physical environment.

Objective 5.1 Maintain, renovate and sustain the physical infrastructure essential to supporting effective programs and expanding IT capabilities.

Objective 5.2 Improve the skills of all constituents within the college community by providing training to assist students, faculty, and staff in utilizing information resources.

Objective 5.3 Policies and guidelines for distance learning courses and web supported activities must be established including the development of assessment procedures.

Objective 5.4 Renovate science laboratories.

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
Actionable Foresight	Objective	M.S. Standard							

Department: Nursing and Allied Health

GOAL 6.0 Promote a culture of assessment.

Objective 6.1 Develop new institutional assessment plan.

Objective 6.2 Improve the college’s methodology to assess institutional effectiveness.

Objective 6.3 Improve the college’s methodology to assess program effectiveness.

Objective 6.4 Improve the college’s methodology to assess general education effectiveness.

Objective 6.5 Improve the college’s methodology to assess student learning.

Actionable Foresights (2010/11 Priority)			Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
Actionable Foresight	Objective	M.S. Standard							
	6.5		Update all course outlines in the Division to include Measurable Course Program Objectives (MPOs); update all class syllabi in the Division to include MPOs.	Request all Divisional faculty to attend training sessions on Course Outline revision; revise all course outlines and update class syllabi to contain all essential elements.	Program Coordinators & Faculty	Fall 2010 – Spring 2011	All Divisional faculty attend Course Outline Revision Training sessions; all Divisional course outlines are revised in the new format; all class syllabi submitted to the Chair contain all prescribed essential elements.	All faculty attend the training session, and all course outlines were revised except for NRS 291, which was recommended for inactivation. Class syllabi have not been submitted to the Chair for review.	No further action is necessary on existing course outlines. The Nursing Department must decide whether to inactivate NRS 291. All prepared class syllabi must be submitted to the Chair in AY 2011 – 2012.

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Division of Social Sciences

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A-3 B-1	1.0 1.1 1.3	11	Develop Articulation Agreement between the University of Cincinnati's On-Line Early Childhood Education B.A. Degree and Essex County College's A.A. S. In Early Childhood Education Degree	Review the curriculum provided by the University of Cincinnati Develop changes if necessary to the Essex A.A.S. Early Childhood Degree  Submit program articulation agreement to Academic Dean	Division Chair and designated Program Coordinators Professor Linda Harvest and Professor Margarita Roig	Fall 2012	Articulation Agreement signed between Essex and the University of Cincinnati	15 students enrolled in transfer program		
A-3 B-1	1.1 1-3	11	Offer Soc 108 - Social Problems as a Hybrid course	Develop curriculum through Saki for Hybrid Soc 108 - Social Problems Course	Division Chair and Professor Charles Pinderhughes	Fall 2012	One Social Problems hybrid course offered	Minimum of 15 students completing hybrid Social Problems - SOC 108 course		



A-1 A-3 B-1	1.1 1.2 1.3	11	Submit the PLS ABA Approval Application to the ABA	College Higher Administration Approve the Application	College Higher Administration	Spring 2012	Acknowledgement by ABA of receipt of application	ABA Committee Site visit Essex County scheduled		
B-1 B-2	2.2 2.1	8,9,11	Measure the same CJI Learning Outcomes from the Spring 2011 semester	Document Adjustments to the curriculum Identify deficiencies	Division Chair Professor Patrice Davis	Fall 2012	Implementation of teaching strategies to address deficiencies	Assessment loop will be closed based upon data from assessment instruments		
B-1 B-2	6-3	7	Submit PLS Program for first ECC Internal Program Assessment	Utilize the ABA Program Application for evaluation as Assessment Document	Chair of Division and Professor Linda McDonald Carter	Fall 2012	Program reviewed by College Assessment Committee against internal standards	Response to internal issues within the framework of ABA Standards		

Dept. /Div. Head: **Mamie Bridgeforth**

Date: **11/15/2011**

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Division of Social Sciences

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B-1	1.3	11	Recruit 15 candidates for the Human Service 27 credit certificate program	Meet with New Community Corporation and. CBO's to introduce the ECC Human Services Certificate	Chair of Social Sciences Professor Arzelia Said	Ongoing	Agencies will send employees to enroll in program	15 students will enroll and complete 3 credits in the Human and Social Services Certificate		
B-1	6.4	14	Assure all division programs comply with state general education requirements	Continue to review all divisional programs to insure compliance	Chair of Social Sciences and Program Coordinators	Ongoing	Meeting to be held to discuss with faculty	Meetings held. All programs are in compliance		
				Continue to create and revise program and course outlines to reflect and measure student learning outcomes	Chair of Social Sciences and Program Coordinators	Ongoing	All course and program outlines are reviewed for compliance	Revised outlines submitted and approved by SLOAT		

Dept. /Div. Head: Mamie Bridgeforth

Date: 11/15/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: **Educational Opportunity Fund**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A.1	1.1	3, 8, 9	Recruit students by creating <i>Learning Pathways</i> from internal programs into the EOF Program	Administrators meet with Directors from Internal Program – ABE, College Yes, Special Programs, etc. to identify students eligible for EOF	J. Romano	1 Year	IT Reports	30% of all EOF students will have been referrals from at least one of these departments		
A 1    A 4	2.0	4, 5, 9	To improve student access to EOF Services	Further develop and evaluate structure of Open Application Campaign: <ul style="list-style-type: none"> <li>• Start earlier recruitment eligible students</li> <li>• Train &amp; support staff to assist</li> <li>• Actively help with Financial Aid obstacles</li> <li>• Reach out to WEC students</li> </ul>	J. Romano	4 months	Report from EOF Resource Specialist	Maintain 85% certified/funded new students by mid October 2011		

A3	2.2	8, 9	Improve Fall to Fall retention rates	<ul style="list-style-type: none"><li>• Produce Monthly Group Meetings (Forums)</li><li>• Provide high quality and ample tutoring services</li><li>• Encourage use of EOF Counselors for Individualized sessions</li><li>• Update use of social media</li><li>• Publish Monthly Newsletter</li><li>• Help Counselors reduce paperwork by using swipe machine</li><li>• Produce special initiative on internships</li><li>• Produce workshop on careers with a 2 year degree</li><li>• Invite professors to participate in EOF activities</li><li>• Encourage students to enroll in Student Support Services</li><li>• Develop a small group career and transfer component</li><li>• Encourage new FTFTF students to register in College Success Seminar</li><li>• Encourage students on Probation to use tutoring/counseli</li></ul>	Romano & Beretta	1 year	IT Reports  Internal Monthly Reports	Fall to Fall retention rate will be increased by 2%  (last Fall to Fall rate: 71% EOF students)		
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				<div>ng services in order to receive continued funding</div> <ul style="list-style-type: none"><li>• Student participation will be tracked more effectively</li><li>• EOF students will have access to maximum amount of institutional support by encouraging enrollment in Single Stop Program and use of Student Success Center, Learning Center, etc.</li></ul>							
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Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: *Educational Opportunity Fund*

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A3	2.2	8, 9	Maintain the 3 year graduation rate	<ul style="list-style-type: none"> <li>Produce Monthly Group Meetings (Forums)</li> <li>Provide high quality and ample tutoring services</li> <li>Encourage use of EOF Counselors for Individualized sessions</li> <li>Update use of social media</li> <li>Publish Monthly Newsletter</li> <li>Help Counselors reduce paperwork by using swipe machine</li> <li>Produce special initiative on internships</li> <li>Produce workshop on careers with a 2 year degree</li> <li>Invite professors to participate in EOF activities</li> <li>Encourage students to enroll in Student Support Services</li> <li>Develop a small group career and transfer</li> </ul>	Romano & Beretta	1 year	IT Reports	Graduation rate will be maintained at 18%		

				<div>component</div> <ul style="list-style-type: none"><li>• Encourage new FTFTF students to register in College Success Seminar</li><li>• Encourage students on Probation to use tutoring/counseling services in order to receive continued funding</li><li>• EOF students will have access to maximum amount of institutional support by encouraging enrollment in Single Stop Program and use of Student Success Center, Learning Center, etc.</li></ul>						
	2.4		Improve the academic performance of EOF Students	<ul style="list-style-type: none"><li>• Produce Monthly Group Meetings (Forums)</li><li>• Provide high quality and ample tutoring services</li><li>• Encourage use of EOF Counselors for Individualized sessions</li><li>• Update use of social media</li><li>• Publish Monthly Newsletter</li><li>• Help Counselors</li></ul>	Romano & Beretta	1 year	IT Report	EOF Students in good standing (2.0 or above will increase by 2%  (last year was 87%)		

				<div>reduce paperwork by using swipe machine</div> <ul style="list-style-type: none"><li>• Produce special initiative on internships</li><li>• Produce workshop on careers with a 2 year degree</li><li>• Invite professors to participate in EOF activities</li><li>• Encourage students to enroll in Student Support Services</li><li>• Develop a small group career and transfer component</li><li>• Encourage new FTFTF students to register in College Success Seminar</li><li>• Encourage students on Probation to use tutoring/counseling services in order to receive continued funding</li><li>• Student participation will be tracked more effectively</li><li>• EOF students will have access to maximum</li></ul>						
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B2	6.3	7	Ascertain the effectiveness of counselors and tutors	<ul style="list-style-type: none"><li>• Develop satisfactions surveys for counselors and tutors</li><li>• Implement surveys</li></ul>	Romano & Beretta	1 year	Surveys	Two surveys will be carried out and evaluated		
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Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Enrollment Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Final
A1, A4	2.1	8, 9	Enhance Student Services	Develop Banner Web Transcript Self-Service.	<p>Submit a request to Information Technology outlining what is required.</p> <p>Meet with Information Technology to review implementation steps and timelines.</p> <p>Develop information sheet and step-by-step procedures.</p> <p>Rollout Web Transcript Requests services.</p>	<p>Zee Kassa Assistant Dean of Enrollment Services</p> <p>Alejandrina Cruz, Assistant Registrar</p> <p>Information Technology</p>	2012	<p>Students will be able to request and pay for transcripts online.</p> <p>Students will be able to check status of their transcript requests online.</p> <p>Reduce the number of paper transcript requests.</p> <p>Transcripts request processing time will improve.</p>	<p>50% of transcript requests will be submitted online.</p> <p>At least 50% of transcript requests will be processed within five work days.</p>	

Dept./Div. Head: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Enrollment Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Fin
A1, A3	2.1	8, 9	Enhance Student Services	Develop Banner Web Self-Service for Degree evaluation.	Meet with Information Technology to review Banner rules and run tests.  Develop policies and procedures for on online degree evaluations .  Code all degree and certificate program requirements in Banner from current ECC College Catalog.	Zee Kassa, Assistant Dean of Enrollment Services  Linda Caldwell, Assistant Director  Information Technology	2012	Roll out Banner Web Degree evaluation  Degree evaluations and/ or 'what if ' degree analysis performed by advisors or students.	Students and advisors will be able to perform degree evaluations online.  Students and advisors will be able to run a 'what if' degree analysis online.	

Dept./Div. Head: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Enrollment Services**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Fin
A1, A3	2.1	8, 9	Encourage a Culture of Completion	Ensure students are well informed about early and online registration services.	<p>Review and update registration procedures and post information on ECC Web site.</p> <p>Review and update student self-service for registration ,post on ECC Web site, print, and/or e-mail to students.</p> <p>Increase e-mail communications to students encouraging early and online registration.</p>	<p>Zee Kassa, Assistant Dean of Enrollment Services</p> <p>Linda Caldwell, Assistant Director</p>	2012	<p>Number of students that register early.</p> <p>Number of students that register online</p> <p>Number of emails sent</p>	<p>3% increase in the number of students that register early</p> <p>3% increase in number of student who register online.</p> <p>5% increase in email communication to students</p>	
A1, A3	2.1	8, 9	Provide Data Driven Assessment of Retention Activities	Review Banner tracking form to include all relevant information regarding students' enrollment status	<p>Identify additional data elements or contact codes needed.</p> <p>Work with Information Technology to implement the additions/changes.</p>	<p>Zee Kassa Assistant Dean of Enrollment Services</p> <p>Sonia Rios-Cardoso, Assistant Director</p> <p>Information Technology</p>	2012	<p>Usefulness of Banner tracking form for new student intake and advisement .</p> <p>Usefulness of Banner tracking form to conduct follow up on students.</p>	<p>85% of students' enrollment information will be displayed on Banner tracking form.</p> <p>1 Web Report for students who missed test and/or registration appointments.</p>	

Dept./Div. Head: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Enrollment Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Fin
A1, A3	6.0	8, 9	Provide Data-Driven Assessment of Retention Activities	Create a process to track reasons students withdraw from classes.	Develop a list of possible reasons for withdrawal.  Work with Information Technology to add survey/questions to the online withdrawal form.  Work with Information Technology to create reports.	Zee Kassa, Assistant Dean of Enrollment Services  Student Development  Information Technology	2012	Reasons for withdrawal will be tracked and documented.	Establish baseline withdrawal data	

Dept./Div. Head: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Wish List for Enrollment Services

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
			Provide students with convenience of updating their information online; address, phone, emergency contact, change of major etc.							
			Provide students with flexibility and convenience of signing up for placement test online.							

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: \_\_\_\_\_

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

## Department: EVENING WEEKEND SERVICES

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings
A1, A4	1.3	8, 9	ENCOURAGE A CULTURE OF COMPLETION	Promote Intra-College, Departmental Collaboration	Ronald Ross	Ongoing	Provide Informational Forums Host House Events Cohost SLOA Events Increase Counseling & Advisement Services	Increase attendance  Increased Attendance  Increase Counseling Services	
A1, A4	2.0, 2.2	1, 8, 9	INCREASE VISIBILITY AND TRAFFIC  INCREASE MARKETING ACTIVITIES	Provide Student Support Services  311 Information Center  Publish EWS Newsletter	Ronald Ross	Ongoing  Ongoing  Ongoing	Gather Data  Data Collection  Increased Distribution	Increase knowledge of college services  Increase college & community awareness  Increase Readership	
A3, A4	4.0	1,3,8,9	RAISE STUDENT RESOURCE FUNDS	Increase Revenue From Book Sales	Ronald Ross	Ongoing	Increase Revenue From Book Sales	Resource Maximization	
A1, A4	6.0 , 6 , 3	1, 3, 8, 9, 10	DEPARTMENTAL SURVEY'S	Increase Survey Visibility Through The Use Of Technology & Interpersonal Interaction	Ronald Ross	Ongoing	Data Collection & Evaluation	Increased Student Satisfaction	

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

Department: Facilities

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1	5.1	2	Ensure no owner caused delays on construction projects	Assign construction manager Create work plan for every project Daily monitor-vendor and contractors Review budget and expenditures	J. Shapiro	Ongoing	1.Comparison of actual to. budget expenditures 2. Work plan checklist	1. 0 cost overruns 2. 100% of projects completed on time and on budget	TBD	If overruns, revisit estimating processes and procedures and selection process for contractors and hire staff with estimating skills

Dept./Div. Head: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Comptroller

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D-1	4.5	2	Complete year end audit and resolve management letter comments (if any) by established deadlines.	Schedule Auditors in accordance with established timeline. Provide reports that demonstrate fiscal management and strong internal controls are in place.	Louis D. Genovese Jr.	March 2012	Audit results will determine the accuracy of the budget plan, both for the prior and succeeding years, and fiduciary responsibility of this office.	Meet reporting date targets for State and USDOE and issuance of clean opinion by auditor.		
D-1	4.5	2	Accelerate the summarizing of the departmental budget requests for fiscal year2013.	Provide an electronic file to each director and area head for completion by specific due date.	Louis D. Genovese Jr., with support from IT.	November and December 2011	Extensive review of budget requests by cabinet to ensure that Middle States Standards and institutional objectives are attained.	Accurate budgets that align to actionable foresights.		

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: \_\_\_\_\_

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

**Department: Financial Aid Department**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings
A1, A3, A4, C2	2.0, 2.4	1	Enhance Student Services	Develop communication plans using Banner capabilities t include continuous, deliberate, and targeted interventions at various points of the enrollment process to keep applicants and students engaged, informed and empowered.	Open up communication with students through cyber and social communication such as Twitter and Face book.	Mildred Cofer Claudia Rodrigues	Spring 2012	Increase knowledge of financial aid students to understand the financial aid process.  Increased use of web and portal by students.  Increase the number of students who take advantage of our online services and information.	Increase the number of items we post the Portal and Social Networking (Face book and Twitter) by 5%.	
	2. 1		Enhance Student Services	Develop standards of service excellence for each point of student contact (in-person, e-mail, telephone and web services.	Offer student Information Sessions and workshops that will keep students up to date on topics related to FA.  Invite admitted students who have been tested to attend workshops that are held in high schools and on our campus to complete the FAFSA. Hold Information Sessions for New Students applying for aid.  Establish a Drop-Box outside the office to provide another method for students to submit forms and documents to reduce long lines outside office.	Mildred Cofer and FA Staff  Financial Aid Staff  Financial Aid Staff	2012  Spring 2012  Spring 2012	Conduct 5 Information sessions for Returning students to provide information about the new 2012 FAFSA.  Conduct monthly information sessions beginning January, 2012 for New applicants to ECC for Spring and Summer I.	Conduct surveys to determine the effectiveness of sessions and the services we offer. Looking for 85% satisfaction.  Looking for 15% of students to attend Information Sessions and financial aid workshops with 80% satisfaction.  Reduce our lines by 10%. The office will track the number of students who use the Drop Box.	

	3.2	3	Enhance Student Services	Enhance productivity through innovative use of technology	<p>Develop an Imaging process to manage documents and forms, establish a workflow between departments, electronically capture, store and route documents, provide a means to alleviate time consuming manual functions of filing and retrieving documents.</p> <p>Develop Direct Deposit and Smart Card System for FA Refund Checks</p> <p>Create a FA Online Orientation Product for New students on our website. This orientation will provide students with information and instructions on how to successfully applying for and maintaining aid eligibility.</p> <p>Orientation will contain a test at the end of each section to determine their knowledge of the information. We will initiate a survey to determine the overall effectiveness of the orientation.</p>	<p>Mildred Cofer, Mohamed Seddiki, Darlene Miller</p> <p>Darlene Miller, Mildred Cofer, and Mohamed Seddiki</p> <p>Mildred Cofer and Claudia Rodrigues</p>	<p>Spring 2012</p> <p>Fall 2011</p> <p>January 2012</p>	<p>Increase the % of awards processed, reduce manual functions, increase accountability, student satisfaction, improve customer service, reduce lines, improve workflow and staff morale.</p> <p>Faster and more efficient delivery of refund checks</p> <p># new students participating admitted for Spring and Summer I 2012 who are applying for aid.</p> <p>% students rating session useful</p>	<p>Increase awarding process and reduce time required to award a student. Increase awarding by 10% over previous year.</p> <p>Increase number of students in program by 15%.</p> <p>Target 15% of the New Students to participate in the online orientation with 50% rate it as useful.</p>	
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ESSEX COUNTY COLLEGE –Departmental Objectives



Department: Financial Aid Department

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Fin
		3	Enhance Student Services	Create an alternate method for students to track their status and eligibility for aid.	Develop a product in Banner Self-Service that will provide students 24 hour access to their FA information and status by phone through Banner Voice.	Mildred Cofer and Mohamed Seddiki	Summer I, 2012.	A targeted % of the students will use this enhancement over standing in our line to submit information to the office.	Reduce lines and the need for students to come to the office by 15% students.  Ensure students have access to their FA status 24 hours a day. Document students use and conduct survey to determine student satisfaction with Banner Voice. Have 80% of the student rate the process as useful.	

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Gateway to College

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets
A1, B2	2.2	11	Increase College Readiness of incoming freshman	Promote academic rigor and model student success in alternative high school programs that are college-based.	a. Attend all training (online and on active sites), Webinars, conference calls, and workshops sponsored and/or proposed by the Gateway to College National Network  b. Facilitate training on lesson planning and apply to all lessons in foundation courses  c. Classroom Observation	Coordinator  Coordinator  Coordinator	a. Ongoing  b. April 2012  c. April 2012	a. % of training full-time staff participate within the academic year  b. Created lesson plans  c. Student engagement & Number of classroom observation	a. 80% of training offered by the national network  b. All lessons in the foundation Learning Community will be outlined using the Understanding by Design (UbD)  c. 100% student engagement in classroom; 4 classroom observation will be conducted each semester; 2 by program leader and 2 peer observation.

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Gateway to College

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets
A1, B2	2.4	13	Increase College-Readiness of Incoming Freshmen	Expand partnership to other school districts, maintain current partnership, and sustain program operation in the college	a. Schedule off-site meeting/information session to at least two non-participating district in Essex County  b. Provide data report on student success/graduation rate to participating and potential districts' partners	Coordinator & Dean of Student Success  Coordinator	June 2012  June 2012	a. Acquire new district partnership  b. Contract renewal of current partners for next school year (2012-2013)	a. 1  b. Two contract renewals
A3, A4, B1	2.1	8	Increase College Readiness of Freshman	To encourage students to earn their Associate Degree at ECC and increase retention and graduation rates at the college	a. Schedule the following: (i). information sessions to inform students of the various counseling/social services ECC offers (ii). Student conference to inform students on resume clinics, financial aid workshops, and other student support services activities provide by the college.  b. Provide continuous support to GtC graduates	Resource Specialists  Coordinator	June 2012  Ongoing	a. GtC graduates will continue with ECC  b. GtC graduates application for Financial Aid	a. Establish Baseline  b. Establish Baseline

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Gateway to College

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets
A3, A4	2.1	9	Establish a culture of completion	Increase attendance rate of returning student population	a. Daily follow-up on students' attendance	Coordinator	Ongoing	a. Account for registered/ active students	a. All registered students will be accounted for
					b. Supplement transportation cost that partnering school district cannot provide	Coordinator	Ongoing	b. Returning students' Attendance rate	b. 10% Increase in attendance
					c. Request frequent attendance feedback from faculty	Resource Specialist	Ongoing	c. Attendance feedback request to faculty	c. 2 attendance feedback request forms to faculty per semester
					d. Address poor attendance issue with district to take serious action through truancy/districts' attendance counselor	Coordinator	Ongoing	d. Participating district reports on attendance	d. Weekly reports on students' attendance
					e. Schedule parent/guardian conference for students who have frequent absences	Resource Specialist	Ongoing	e. Student Counseling	e. All student reflecting poor attendance will be counseled by Resource Specialist and parent
A1, A3	2.2	8	Establish a culture of completion	Create culture of completion for the Gateway to College students	a. Increase attendance by enhancing students ability to physically attend class	Coordinator	April 2012	a. Increase the number of enrollment by providing bus tickets for students	a. Establish a baseline

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Gateway to College

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	
A1, A3	2.1	9	Encourage a culture of completion	To minimize students' potential of exceeding age requirement prior to completion of program/receiving high school diploma	a. Provide academic counseling to ensure students are following the curriculum alignment with ECC's and their school district  b. Provide social/wrap around services to ensure students are minimizing any obstacles that may affect their academic success  c. Collaborate with participating school district/ECC supporting departments (College YES) for additional credit recovery options (Plato/Virtual High) and/or alternative high school option	Resource Specialist   Resource Specialist   Coordinator	January 2012  Ongoing  Ongoing	a. Senior graduation evaluation/ status report  b. Students who request and receive wrap around services  c. Seniors who receive credit recovery and GED recommendation.	a. All seniors will receive a graduation evaluation to determine status in program  b. Establish baseline  c. Establish baseline	

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

Department: Gateway to College

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	
A1, A3	2.1	9	Encourage a culture of completion	To ensure that students who have high school senior status graduate within the academic year	Provide on-going academic support and credit recovery opportunity on the college level and participating school district level, to see that all potential graduates meet their graduation requirements.	Coordinator	June 2012	Graduated seniors	Establish baseline	
B2, D1, D2	6.3	7	Provide data-driven assessment of retention-related activities	Use the Gateway to College National Network Data -Base System for accountability and to make workflow more efficient	a. Continuous use of Share Drive b. Solicit Gateway to College National Network Support for staff training c. Keep data-base current and reduce the amount of paper work used to store information	Coordinator  Coordinator  Data Specialist	Ongoing  June 2012  Ongoing	a. Full-time Staff access to share drive b. Number of training session provided by National Network c. Students' personal information electronically filed	100%  1  100% of active students	

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

Department: Gateway to College

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	
B2, D2	6.2	7	Provide data-driven assessment of retention-related activities	Use Banner to generate accurate reporting on enrollment and students' academic success	a. Facilitate training to full-time staff on requesting and accessing students grades, demographics, and enrollment status	Coordinator	June 2012	Training on using banner to access grades, students' personal, and registration status.	All full-time staff	
B2, D2	6.3	13	Provide data-driven assessment of retention-related activities	Create a culture of surveying and soliciting feedback on services provided to students in the program, with specific attention to instruction	a. Generate and implement instructional feedback form for Instructors to use in classroom  b. Generate and implement workshop feedback forms and provide data report on outcomes of workshop	Coordinator           Coordinator	Ongoing          Ongoing	a. Instructors' Feedback          b. Feedback on Workshops	a. 2 instructional feedback per week per course          b. 85% feedback on all workshops	

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

Department: Academic Advisory Council

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1,3;2,3	<u>2.2 ; 3.2</u>	8, 11, 14	Continue to develop strategies to improve student retention and student success.	Conduct a review of existing math “successful strategies” currently employed within the institution.  Examine in AY 2011 – 2012 the math anxiety issue, which also affects student performance in math courses.  Make recommendation to address “math anxiety”	Davis	Spring 2012	Subcommittee formed  Potential math anxiety issues identified  Strategies identified  Recommendations made to IAC	A list of strategies for Math is compiled		
			Continue to develop strategies to improve student retention and student success. (continued)	Determine status of recommended alternate math course  Determine and recommend ways to improve support for college-level students. These may include providing tutors for students with repeated attempts and providing tutors (for all students) in the Division; installing a writing lab; evaluate/expand models, such as MESA and PTK “How to Get an A” seminars.	Castillo/Davis	2011-2012	The developed course is completed, implementation problems resolved, and submitted to the Curriculum Committee for approval and to the state for affirmation as a gen ed course.	Status of the Alternative Math Course is resolved		

			Continue to develop strategies to improve student retention and student success. (continued)	Determine and recommend ways to improve support for college-level students and other killer courses identified in 2010-2011. These may include providing tutors for students with repeated attempts and providing tutors (for all students) in the Division; installing a writing lab; evaluate/expand models, such as MESA and PTK "How to Get an A" seminars.	Davis	Spring 2012	College-level support strategies identified Administer a survey to each department Collect information on Writing Labs from Humanities Interview MESA and PTK Recommendations are made to IAC	A list of strategies is compiled		
			Continue to develop strategies to improve student retention and student success. (continued)	Collect information from faculty and develop an Advisement Manual in AY 2011 – 2012.  Recommend advisement training for all academic advisors.  Solicit input from faculty for best practices.	Davis	Spring 2012	Information collected for manual Suggestions for training components made to Enrollment Management Best practices by faculty documented	Completion of a list of best practices for inclusion in the Advisement Handbook First Draft generated for review		

Dept./Div. Head: \_\_\_\_\_ Patrice Davis, Associate Professor/Chair \_\_\_\_\_

Date: \_\_\_\_\_



ESSEX COUNTY COLLEGE –Departmental Objectives



Department: \_\_\_\_\_

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1,3;2,3	2.2 ; 3.2	8, 11, 14	Continue to develop strategies to enhance and promote student competency building and develop strategies for the effective integration and delivery of these methods into academic instruction in order to promote student success.	<b>Provide guidance in the implementation of the revamped Student Success Seminar course.</b>	Davis & Rivera	AY 2011 – 2012	Make recommendations about the content of and pedagogical methods used in CSS 101.	At least 3 recommendations are made regarding the content of and/or pedagogical methods used in CSS 101.		
2,3	2.2	14	<p>To promote student success, AAC will continue to develop strategies to enhance and promote student competency building and develop strategies for the effective integration and delivery of these methods into academic instruction</p> <p>(continued)</p> <p>AAC will <b>conduct periodic Academic Forums on student learning and effectiveness.</b></p>	AAC will <b>conduct periodic Academic Forums on student learning and effectiveness--</b> Academic Forum will be held on March 1, 2012	Davis	Completed  Ongoing	Developed and disseminated a booklet containing some best practices for Teaching and Learning and suggestions. Content included brief summary of best practices in teaching; suggestions for working in groups; suggestions for teaching problem solving; verbs used in essay descriptions.	<p>Complete Materials for dissemination</p> <p>Conduct Forum</p> <p>Present findings from last forum</p> <p>Findings will be forwarded with recommendations to Academic Affairs</p> <p>During the forum, Essex County College professors will share their own best practice teaching strategies.</p> <p>At least 75% will describe the forum as helpful and informative</p>		

Dept./Div. Head: \_\_\_\_\_AAC/Davis\_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

Department: Academic Foundations Advisory Council (AFAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B2	2.2	13	To review and update the by-laws of the Academic Foundtions Advisory Council	<p>Introduce a discussion of by-law review.</p> <p>Rview the by-laws as currently written and draft a revised version for consideration by the Council.</p> <p>Finalize revision of Council by-laws based upon review and discussion of council.</p>	<p>Chair of AFAC</p> <p>Chair of AFAC</p> <p>Chair of AFAC</p>	<p>Dec. 2011</p> <p>Feb. 2012</p> <p>March 2012</p>	<p>Discussion held regarding by-law revision</p> <p>Revision of by-laws finalized.</p>	Revision of by-laws developed and accepted by Council.		
B1	2.3	13	To continue the process of documenting the rubrics which were developed last year concerning the elements of placement, curriculum, and evaluation for the developmental programs.	<p>Schedule further reviews for the coming years, on a three-year cycle.</p> <p>Select areas to be reviewed for present year</p> <p>Assign council representatives from each area to contact course coordinators regarding the documentation of the current rubrics</p> <p>Collect and review rubrics received</p> <p>Contact the current coordinators of ENG 085</p>	<p>Chair of AFAC</p> <p>Chair of AFAC</p> <p>Chair of AFAC</p> <p>Chair of AFAC</p> <p>Chair of AFAC</p>	<p>February 2012</p> <p>February 2012</p> <p>February 201</p> <p>April 2012</p> <p>April 2012</p>	<p>Review of received documents in support of rubrics.</p> <p>.</p> <p>.</p>	<p>Further documentation received regarded English and Reading courses.</p> <p>Scheduling of additional programs to provide documentation.</p>		

				and ENG 096 regarding regarding follow-up to the 2010-11 task.						
A3	2.3	13	To review the grading policy for developmental courses.	<p>Continue to review, through sub-committee, the policy of Essex County College toward grading students who fall short of the criteria needed to pass developmental courses.</p> <p>Review the practices of similar institutions.</p> <p>A recommendation will be made by the sub-committee to the council, discussed by the council, and acted upon during the 2011-12 Academic Year.</p>	<p>Chair of AFAC Chair of Sub-Committee</p> <p>Chair of AFAC Chair of Sub-Committee</p> <p>Chair of AFAC</p>	<p>Oct. 2011 - April 2012</p> <p>March 2012</p> <p>April 2012</p>	<p>Develop recommendation regarding grades given to developmental students failing to complete the requirements of the course.</p> <p>Present any recommendation for change to AAC for further consideration.</p>	Recommendation made and, if accepted, forwarded to AAC.		
A2 A3	2.2	13	To examine the issue of academic plagiarism and make recommendations relevant to appropriate response.	<p>Present the issues regarding plagiarism and appropriate response to the Council.</p> <p>Form a sub-committee to explore the issue.</p> <p>Develop presentations for faculty and student support on issues regarding plagiarism.</p>	<p>Chair of AFAC</p> <p>Chair of AFAC</p>	<p>Oct. 2011</p> <p>Feb. 2012</p> <p>May 2012</p>	Develop presentations for faculty and students regarding appropriate approaches and responses to plagiarism.	Development and scheduling of presentations.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: COLLEGE CURRICULUM ADVISORY COUNCIL (CCAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.0	11,12	Review, debate and recommend and either send forward to the Academic Dean or send back to the Department/Division all new course proposals, new degree/certificate programs, changes to existing courses and/or programs, new options to degree programs, deactivation or reactivation proposals and changes in the General Education requirements.	Hold regular meetings, usually once a month, but more often if needed, in order to review, debate and pass on or send back new course proposals, new program proposals, changes to existing courses and/or programs, and deactivation or reactivation proposals.	Barbara Pogue, Chair of CCAC	Fall, 2011 to Fall, 2012.	Meetings and minutes of meetings, plus signing and forwarding of proposal forms to the Academic Dean.  Preparation and delivery of Annual Report.	Reviewing all proposals for new courses/ programs, changes to existing courses/programs, new options and deactivation/ reactivation of courses/programs. All approved proposals signed, then forwarded to the Academic Dean. Completion of Annual Report.		
B1	1.1	11,12	Enhance the on-going process to review labor market trends and propose the development of new programs and courses. This process also includes a review of existing and deactivated courses and programs for potential restructuring and/or revitalization.  Focus on reviewing new program goals which were mandated by the Middle States team and which had to be revised to reflect measurable assessment goals.	Continue to utilize the new forms.  Continue to review new program goals.	Barbara Pogue, Chair of CCAC	Fall, 2011 to Fall, 2012	New forms continue to be utilized and disseminated. Ongoing review of new program goals.	New forms with the required labor and license/credential statements added and utilized. All new program goals reviewed and approved or not.		




Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

Department: Institutional Computing Advisory Council (ICAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, A3, B2, D1, D2	5.0, 6.0	7, 14	Support the College in its assessment efforts.	Share information, and introduce new technologies and assessment tools to assist the faculty in their assessment efforts.	Institutional Computing Advisory Council Chairperson (Ines Figueiras), Professional Development Advisory Council Chairperson (Margaret Botney) and Coordinator of Academic Assessment Coordinator (Susan Gaulden)	Fall 2011- Spring 2012	The number of new technologies and assessment tools workshops for faculty that are conducted. Feedback received on the quality and helpfulness of the workshops.	At least 2 workshops will be held on new technologies and assessment tools.  80% or more of workshop attendees will rank each event as 'excellent' or 'very good'.		
A2, D1, D2	5.0, 6.0	7, 10, 14	Identify and prioritize the technological needs of the faculty, and make implementation recommendations.	Administer an online survey to faculty to determine technological needs and interests.  Research grant opportunities to support new technologies.	Institutional Computing Advisory Council Chairperson (Ines Figueiras) and Professional Development Advisory Council (Margaret Botney)  Institutional Computing Advisory Council subcommittee	Fall 2011  Spring 2012	The online technology survey is created and administered.  A list of potential grant RFPs to support new technologies is compiled.	At least 50 responses are received on the technology survey.  At least 1 potential grant RFPs are identified.		

Dept./Div. Head: Ines M. Figueiras

Date: January 30, 2012

# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

**Department: Institutional Computing Advisory Council (ICAC)**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
<b>A1, A2, A3, D2</b>	<b>5.0, 6,0</b>	<b>7, 10, 14</b>	Introduce new technologies to faculty to improve the teaching and learning process.	Create and present workshops including a technology panel discussion,, scannable worksheet training, iClicker training and online survey training.	Institutional Computing Advisory Council Chairperson (Ines Figueiras), Professional Development Advisory Council (Margaret Botney), and Coordinator of Academic Assessment (Susan Gaulden)	Fall 2011-Spring 2012	The number of technology-enhanced teaching/learning workshops for faculty are conducted.  Feedback received on the quality and helpfulness of the workshops.	At least 2 workshops will be held on new technologies and assessment tools.  80% or more of workshop attendees will rank each event as 'excellent' or 'very good'.		
				Examine potential robust online grade books with reporting capabilities; recommend the best one for implementation at ECC	Institutional Computing Advisory Council Chairperson (Ines Figueiras)	Fall 2011-Spring 2012	At least 2 online grade books with reporting capabilities are presented to ICAC members for their review.	One online grade book with reporting capabilities is determined.		
<b>A3, D2</b>	<b>5.0</b>	<b>8</b>	Research more cost-effective textbook options for students such as iPads with e-books.	Compare textbook versus e-book costs/other technological options. Determine the hardware/ software requirements of e-books.	Institutional Computing Advisory Council subcommittee	Fall 2011-Spring 2012	Several (at least 3) publisher reps are surveyed to determine pricing and hardware/ software requirements for e-books.	One comprehensive report is developed that includes details of cost and hardware/ software requirements of e-book/other technological options.		



# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

Department: Professional Development Advisory Council (PDAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A2, D2	3.2, 6.0	10, 14	Support the College in its assessment efforts.	Share information, and introduce new technologies and assessment tools to assist the faculty in their assessment efforts.	Professional Development Advisory Council Chair (Margaret Botney), Institutional Computing Advisory Council Chair (Ines Figueiras) and Coordinator of Academic Assessment Coordinator (Susan Gaulden)	Fall 2011-Spring 2012	The number of new technologies and assessment tools workshops for faculty that are conducted. Feedback received on the quality and helpfulness of the workshops.	At least 2 workshops will be held on new technologies and assessment tools.  80% or more of workshop attendees will rank each event as 'excellent' or 'very good'.		
A2, D2	2.2, 3.2, 6.0	10, 14	Introduce new technologies to faculty to improve the teaching and learning process.	Create and present workshops including a technology panel discussion, scannable worksheet training, iClicker training and online survey training.	Professional Development Advisory Council Chair (Margaret Botney), Institutional Computing Advisory Council Chair (Ines Figueiras) and Coordinator of Academic Assessment (Susan Gaulden)	Fall 2011-Spring 2012	The number of technology-enhanced teaching/learning workshops for faculty are conducted. Feedback received on the quality and helpfulness of the workshops.	At least 2 workshops will be held on new technologies and assessment tools.  80% or more of workshop attendees will rank each event as 'excellent' or 'very good'.		

# ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

**Department: Professional Development Advisory Council (PDAC)**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A2, D2	3.2, 6.0	10	Identify and prioritize the technological needs of the faculty.	Administer an online survey to faculty to determine technological needs and interests.	Professional Development Advisory Council Chair (Margaret Botney) and Institutional Computing Advisory Council Chair (Ines Figueiras)	Fall 2011	The online technology survey is created and administered.	At least 50 responses are received on the technology survey.		
A2, D2	3.2	10	Improve communications with adjunct faculty to ensure their professional development.	Share information about resources and assessment at the Adjunct Session of Convocation and at the Spring 2012 Adjunct Orientation.	Professional Development Advisory Council Chair (Margaret Botney) and Academic Affairs	Fall 2011- Spring 2012	PDAC member(s) are involved with and present at the Adjunct Convocation Session and the Adjunction Orientation.	At least one PDAC representative will speak at each adjunct event.		
A2, D2	3.2	10	Encourage and enhance faculty use of learning resource facilities and services.	Advertise/sponsor training workshops on SAKAI.	Professional Development Advisory Council Chair (Margaret Botney) and Faculty Technology Resource Center (Yelena Lyudmilova)	Fall 2011- Spring 2012	SAKAI Workshops are scheduled, advertised, and run.	At least 4 SAKAI workshops will be held.  At least 20 faculty members will complete SAKAI training.  80% or more of workshop attendees will rank the SAKAI training as 'excellent' or 'very good'.		

## ESSEX COUNTY COLLEGE –Departmental Objectives

**AY 2012**

Department: Professional Development Advisory Council (PDAC)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A2, D2	2.2., 3.2	10	Enhance faculty professional development with opportunities to attend conferences.	Educate faculty about conferences relevant to institutional priorities that they may attend (expenses paid).	Professional Development Advisory Council Chair, Margaret Botney	Spring 2012	Relevant conferences are advertised to faculty. Some faculty submit proposals to attend for PDAC review.	At least one faculty member will be recommended by PDAC to administration to attend an advertised conference. .		

Dept./Div. Head: Margaret Botney

Date: January 30, 2012

# ESSEX COUNTY COLLEGE - Departmental Objectives

**AY 2012**

Department: Standards and Assessment Advisory Council

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	11	Suggest revisions for the assessment protocol at the College, continue faculty education on assessment especially focusing on student learning outcomes (SLO) assessment, and continue to promote a culture of assessment at ECC (continuous process of reviewing and clarifying program assessment at the College)	Review program assessment reports and hold SHARE meetings SHARE meetings were held for the Business: Accounting and Social Sciences: Human & Social Services program assessment reports.	Various Standards and Assessment Advisory Council subcommittees	Ongoing throughout the year	Rank program assessment reports submitted to Academic Affairs/Office of Planning, Research & Assessment  The Accounting PAR receiving a ranking of 1 while the Human & Social Services PAR received a ranking of 2.	SAAC would like to have the following five program assessment reports (PARs) reviewed to ensure that the corresponding SHARE meetings are held in a timely manner.  <u>Biology &amp; Chemistry:</u> Biology/Pre-Medicine  <u>Engineering Technologies and Computer Sciences:</u> <u>Energy Utility Technology</u>  <u>Humanities:</u> Digital Media and Electronic Publishing & Art  <u>Humanities:</u> Liberal Arts  <u>Mathematics &amp; Physics:</u> Mathematics		
D1	2.1	8	Follow through on course prerequisite enforcement report to ensure that it is modified accordingly and that the included policies are implemented in the spring 2011 semester (with AFAC)	Update previous course prerequisite proposal to include suggestions made by AAC members to improve the proposal Suggest improvements to the advising process	Standards and Assessment Advisory Council subcommittee chaired by Eman Aboelnaga	ongoing	Fewer students enroll without meeting the course prerequisites	Our first goal is to have our revised course prerequisite proposal accepted by AAC. Then, it would get presented at an IAC meeting. If it gets accepted as is by IAC, then our policy would be included in the Lifeline student handbook.		

D2	3.2	10	Follow through on the final draft of the Student Evaluation of Faculty form to ensure that it is adopted at the time of the next contract renewal	Propose changes to the Student Evaluation of Faculty forms	Standards and Assessment Advisory Council subcommittee chaired by Alkis Dimopoulos	By the next Faculty Association contract negotiation (renewal)	Propose a revised version of the Student Evaluation of Faculty forms that is endorsed by the Faculty Association , Academic Advisory Council, and administration	Our first goal is to have our revised Student Evaluation of Faculty form proposal accepted by AAC. Then, it would get presented at an IAC meeting. If it gets accepted as is by IAC, then our revised form would replace the current form.		
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## ESSEX COUNTY COLLEGE – Departmental Objectives

Department: Standards and Assessment Advisory Council

***AY 2012***

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D2	6.3	14	Suggest revisions for the assessment protocol at the College, continue faculty education on assessment especially focusing on student learning outcomes (SLO) assessment, and continue to promote a culture of assessment at ECC (continuous process of reviewing and clarifying program assessment at the College)	Annual Program Assessment Training Workshop Only twelve faculty members attended the most recent Annual Program Assessment Training workshop.	Standards and Assessment Advisory Council subcommittee chaired by Susan Gaulden	Early spring (annually)	All program personnel whose program is scheduled to be assessed one to two years out should attend	SAAC's target is to have at least thirty faculty members (including SAAC and non-SAAC members) attend the annual program assessment training workshop.		

# ESSEX COUNTY COLLEGE – Departmental Objectives

**AY 2012**

**Department: Grants Unit**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A.1 <sup>1</sup> A.3 B.1	1.1 1.3 1.4 2.1 2.2 2.3 4.3	2, 3, 5, 8, 9, 11, 12	Prepare and assist 15 grant applications for projects that enhance program revitalization, retention, graduation, post-associate degree education, employability and life-long learning.	--Identify and monitor funding sources  --Research and circulate evidence-based projects  --Facilitate teams which generate designs, feedback, narratives, and budgets  --Prepare narratives & budgets for review, feedback, revisions, and submissions	Jefferies  De Haan/ Jefferies  De Haan/ Jefferies  De Haan/ Jefferies	Daily/ Weekly  Ongoing  Ongoing  Ongoing	# of applications prepared;  # of funding sources by category (federal, state, local, private);  # of grants approved in areas of focus  \$ amounts	# app's. prepared & submitted : 10  # app's. assisted & submitted: 5  New approvals in terms of: federal app's.: 3 state app's.: 2 local app's.: 2 private app's.: 3 Total value: \$ 2 million  # of app's submitted with specific areas of focus (duplicated): Developmental: 3 STEM: 2 Counseling/guidance: 4 Technology: 3 Employment: 4 Faculty Training: 2  App's. submitted for specific programs: Title V: 1 Minority Science: 1 TAACCCTP: 1 PBI-Competitive: 1 SDS: 1		Grants Unit Page 1 of 3

<sup>1</sup> A.1 is Enhance student access, A.3 is Increase student persistence, and B.1 is Enhance academic ad career programs

A.1 A.3 B.1	1.1	2, 8, 9, 11, 12	Establish grant preparation procedures that include design teams, reviews, feedback and collaborations among internal and external stakeholders.	-Update IAC & get feedback	De Haan	Bi-weekly	# of project designs;	# project designs:8		Grants Unit Page 2 of 3
				--Organize design teams	De Haan	As needed	# of memoranda of understandings (MOU's) signed;	# Signed MOU's: 10		
				--Assist with external advisory groups	De Haan/ Jefferies	As needed	# of grant-assisted linkages between credit & noncredit programs;	# noncredit-credit linkages that are grant-assisted: 8		
				--Analyze labor markets	De Haan/ Jefferies	As needed	# of Quarterly Action Plans	# action plans: 4		
				--Encourage faculty, staff, chair, and director participation	De Haan/IAC	Ongoing	# of labor market studies	# labor market studies: 8		
				--Arrange for grant-related training	Mulligan/ De Haan	1-31-2012	Frequency of participation by other faculty/staff in the grants process	# of faculty/staff trained and demonstrating grant-related competencies: 8		
A.1 A.3 B.1	1.3		Assist the grant implementation process with a focus on ensuring timely/budgeted expenditures, effective data collection/analysis, periodic assessments, and project adjustments when necessary.	--Organize & maintain common electronic files	De Haan/ Jefferies	Ongoing				
				--Prepare a project manager's guide	De Haan	2-29-2012	Deliverable: Project Management (P.M) guide	P.M. Guide approved by IAC and distributed internally to grant stakeholders		
				--Facilitate the collection & review of project data	De Haan/ Jefferies	3-1-2012	# of available progress reports, evaluations, & corrective action plans	By 6/30/2012, the # of projects that provide: -monthly reports: 6 -evaluations: 6 -corrective actions: 4		
				--Encourage & facilitate the monthly review of grant-funded projects in term of program performance and expenditures	De Haan/ Jefferies	Monthly, as of 3-1-2012				
				--Facilitate the evaluation of all grant-funded projects	De Haan	Ongoing				



A.1	1.1	2, 3, 5, 8, 9, 11, 12	Maintain, retain and renew 6 grants that fund 6 programs.	Maintain contact with grant funded project managers/coordinators	De Haan/ Jefferies/ Akiwowo	As needed	# of grants renewed	Renew Perkins grant		Grants Unit Page 3 of 3
A.3	1.3							Renew subcontracts: GS LSAMP (RU), Bergen CCC (healthcare)		
B.1	1.4							Extend Tidewater		
	2.1			Assist project managers with grant renewal tasks	De Haan/ Jefferies	As needed	\$ value of all renewals	Renew Project DEgree		
	2.2							Renew Gateway to College		
	2.3							Value of renewals & extensions: \$ 1 million		
	4.3									

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: HUMAN RESOURCES**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1 A-2 2 B-2	3.2	5,10	Automate department's training and development program to offer web based delivery of professional development and compliance training courses for faculty and staff.	<p>1. Continue to offer on-line career-development courses to employees to improve employee service delivery, cultivate leadership and professionalism and enhance employee productivity.</p> <p>2. Supplement online training with 'Lunch and Learn' workshops for personal enrichment.</p> <p>3. Overhaul 'Workplace Wellness' program to incorporate a more comprehensive approach to selection and offering of wellness workshops and events.</p>	J. Robinson M. Hospedales	Fall 2011 Spring 2012	<p>Offer minimum of 3-5 courses in key areas of development such as time management, computer applications, customer service, and leadership.</p> <p>Number of courses completed through HR eLearning</p> <p>Number of workshops offered</p>	<p>HR eLearning is used by 75% of departments for staff training needs</p> <p>Enhance HR eLearning usage by offering training workshop of on role of the Individual Development Plan (IDP) process in performance management</p> <p>At least 80% of courses taken are completed</p> <p>80 % or better employee satisfaction rating of good /excellent for the overall wellness program</p>		
				2. Introduce online harassment prevention training	J. Robinson M. Hospedales	Spring 2012	<p>Offer program to total employee population</p> <p>Number of participants completing the program</p>	<p>Train 80-90% of population by June 30, 2012</p> <p>Ninety (90%) completion rate of participants registering for the course</p>		

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: HUMAN RESOURCES

Actionabl e Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1 A-2 2 B-2	3.2	5,10	Commence with the department’s process re-engineering agenda to incorporate the utilization of technology and to reduce the reliance on hardcopy distribution throughout the workflows of each employment function.	Convert routine forms to a “fillable” PDF document allowing for the online entry and electronic transmission of employment applications with digitalized signatures.	J. Robinson M. Hospedales	Fall 2011 Spring 2012	Systematically reduce the number of manual Human Resources forms	Introduce on the Human Resources web page a minimum of three (3) fillable forms per semester  E-mail announcement to College community to make known the availability of on-line fillable forms  Determine accuracy of information completed on line		
			Begin the preliminary stages of implementing electronic personnel processing.	Review workflow and activities associated with employment processing.		Spring 2012	Collaborate with key Human Resources staff and meet with Information Technology personnel to determine scope of project, timelines, and costs associated with implementing electronic personnel processing  Secure budget dollars for software and consultant services to implement applicant tracking, hiring and approval module	Internal assessment of workflow processes  Approval of College funding to support electronic personnel processing  Assignment of delegated staff guided by Banner consultant assistance		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Institutional Research**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/ Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
<b>B1</b>	<b>1.1</b>	<b>11</b>	Provide labor market information for each new curriculum/ course proposal.	<ul style="list-style-type: none"> <li>- Identify CIP codes for each new curriculum/course.</li> <li>- Use EMSI Educational Analysis tool to find the demand in the occupations for Essex and surrounding counties.</li> <li>- Work with College Curriculum Advisory Council (CCAC) so that all new curriculum/course proposal contain labor market information.</li> </ul>	Drakulich	6/30/12	New curriculum/ course proposal(s) with labor market information.	Provide labor market information for all new curriculum/course proposals.		
<b>A3, B1</b>	<b>2.3</b>	<b>13, 14</b>	Develop a comprehensive model for Basic Skills Effectiveness	Review possible models including the State Student Success Model. Collect, analyze and distribute outcomes information to appropriate areas.	Drakulich	Ongoing	Model selected and reports prepared.	One Basic Skills Effectiveness study will be produced for the State using the Student Success Model. Reports will be prepared for CAF and AFAC.		
<b>B2</b>	<b>3.1</b>	<b>7, 14</b>	Review staffing needs of the department.	Review monthly reports to evaluate future staffing needs which will help support the overall objectives of the Institutional Advancement Area. Specifically focus on staffing needs pertaining to the implementation of WEAVE.	Drakulich	12/1/11	Staffing needs.	If needed, hire a FT or PT person to help implement WEAVE.		
<b>A1</b>	<b>4.3</b>	<b>2</b>	Provide data as needed to support grant proposals.	Collect demographic and outcomes data and provide information to the grants office.	Drakulich	Ongoing	Log of data request.	Data will be provided within one week of being requested.		
<b>B2</b>	<b>5.2</b>	<b>7, 14</b>	Expedite the acquisition and processing of data.	Secure direct access to selected sections of the BANNER database. Receive training on how to query the database.	Mulligan Drakulich Park	10/31/11	Access obtained. Training obtained. Log of data requests.	Improve turn-around time for data requests.		

Dept./Div. Head: Mulligan/Drakulich

Date: 10/14/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Institutional Research**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/ Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D2	6.1	7, 14	Develop new 2012-2015 institutional assessment plan.	-Set the performance benchmarking such as retention rate and graduation rate. -Identify areas that need improvement. -Request to develop assessment plans at institution level, program level, general education level, and course level.	Drakulich	6/30/12	New 2012-2015 institutional assessment plan	Publish and distribute the new 2012-2015 institutional assessment plan by the end of the academic year.		
B2	6.2	7, 14	Implement WEAVE to provide assessment outcomes data to the college for decision making.	-Enter AY11 departmental outcomes program and course outcomes into WEAVE online assessment tool. -Develop a template for AY12 departmental outcomes. -Assign responsible administrator for each entity in WEAVE. -Analyze the assessment outcomes. -Use WEAVE to prepare detailed Assessment Reports, Achievement Status Reports, Action Plan Reports, etc.	Institutional Advancement  Drakulich	3/1/12	WEAVE reports used to support college decision making. Information provided for Middle States monitoring report	Remove the warning status from the Middle States accreditation on standards 7 and 14.		
B1, B3	6.3	7	PROGRAM EVALUATION Provide data needed for program evaluations and work to improve program evaluation process.	-Establish program evaluation schedule with Academic Affairs. -Provide data to support program evaluation and conduct in-service workshop with Academic Affairs. -Hire external consultant for each program evaluation. -Review other program evaluation models.	Drakulich Academic Affairs	Ongoing	-Schedule established. -Data Provided and workshop conducted. -Consultant hired -Models reviewed	-New schedule established by 10/31/11 -Conduct workshop for 6 programs being evaluated and provide data for these evaluations. -Identity 6 external evaluators – COST \$6,000. Review 3 models.		

Dept./Div. Head: Mulligan/Drakulich

Date: 10/14/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Institutional Research

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/ Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B2, B3	6.4, 6.5	14	Provide data to support SLOAT evaluations of general education and student learning.	Work with SLOAT to determine data and benchmark needs. Provide data to Academic Affairs and SLOAT.	Drakulich Academic Affairs	Ongoing	Data needs determined and data provided.	Identify and provide data elements necessary for the evaluation of general education and student learning.		

Dept./Div. Head: Mulligan/Drakulich

Date: 10/14/2011

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department:** Information Technology – TECHNICAL SERVICES

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, A4	2.1	9	Provide Online Self-service tools for students and Staff	1. Implement Online Financial Aid Book Voucher for students	Salah Dami	Fall 2011	- Students will be able to access to MyECC Portal and print their Financial Aid Book Voucher and take it to Bookstore to purchase textbooks	-Improve work efficiency: No need for Financial Aid to email Book Voucher to students on a daily basis -Keep the Book Voucher balance up-to-date		
				2. Implement new Surveys for Nursing Department	Salah Dami	Fall 2011	-3 surveys will be implemented in Web Services: ✓ Nursing Course Evaluation ✓ Clinical Experience ✓ Evaluation of the Faculty	-All Nursing Program Students will access to Web Services and submit the surveys		
				3. Implement Course Outlines in Banner Web Services  4. Work with Student Success on a policy for Online Course Withdrawal form.	Salah Dami	Fall 2011	-Students and Staff will have access to Course Outlines after logging to Banner Web Services	-All Course Outlines are implemented in Banner Web Services		

A1, A4, B2, B3, C2, D2	5.1	3	Establish a stable, robust, and reliable technology infrastructure to support the effective and efficient operation of the College	1. Ensure that new patches and upgrades are applied to software and hardware	Salah Dami	Jan-2012 through Dec-2012	<ul style="list-style-type: none"> <li>- Oracle Database will be upgraded to the most current release.</li> <li>- Banner System will be upgraded to the most current and stable release</li> <li>- Portal will be upgraded to the current release</li> </ul>	<ul style="list-style-type: none"> <li>-Enhance Banner/Portal System reliability, availability and performance</li> <li>-All required patches and upgrades are applied</li> </ul>		
				2. Create new Scripts, Forms and Reports to support Staff	Salah Dami	Ongoing	<ul style="list-style-type: none"> <li>- Implement the new Scripts, Forms and Reports in production and grant access to the appropriate Staff</li> </ul>	<ul style="list-style-type: none"> <li>-Improve work efficiency and ensure that operational tasks are continuously streamlined to enhance operations</li> </ul>		

Dept./Div. Head: Mohamed Seddiki

Date: 10/14/11



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Information Technology – TELECOMMUNICATIONS

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, A4, B2, B3, C2, D2	5.1, 5.2, 6	3, 5, 9	Establish a stable, robust, and reliable technology infrastructure to support the effective and efficient operation of the college.	Implement virtual servers environment (replacement of “one server, one application” model with multiple virtual machines on each physical machine)	Juan Estrada	Fall 2011- Spring 2012	<ul style="list-style-type: none"> <li>• Servers assessment reports (benchmarking - CPU, memory utilization, HD, power consumption)</li> <li>• Reports on costs for acquisition , maintenance, deployment and operation for desktop PCs</li> </ul>	<ul style="list-style-type: none"> <li>• Create a more flexible IT infrastructure</li> <li>• Reduce costs by increasing energy efficiency and requiring less hardware with server consolidation</li> <li>• Improve disaster recovery solutions and deliver high availability throughout the datacenter</li> <li>• Reduce the time to provision new servers and deploy new applications</li> </ul>		
				Implement new Virtual Desktop Infrastructure (VDI) – (replace desktop clients with thin clients in a client/server environment)	Juan Estrada	Spring 2012	<ul style="list-style-type: none"> <li>• Reports on costs for acquisition , maintenance, deployment and operation for desktop PCs</li> <li>• Helpdesk systems reports</li> </ul>	<ul style="list-style-type: none"> <li>• Cost reduction through increase in energy efficiency and less hardware requirement</li> <li>• Improve desktop management &amp; control</li> <li>• Reduce downtime in the event of server or client hardware-failures</li> <li>• Lower cost of deploying new applications secure remote access to an enterprise desktop environment</li> </ul>		

				<b>Deploy load balancing appliances for application servers</b>	<b>Juan Estrada</b>	<b>Spring 2012</b>	<ul style="list-style-type: none"><li>• Servers assessment reports (benchmarking - CPU, memory utilization, HD, power consumption)</li><li>• Performance indicators monitoring</li></ul>	<ul style="list-style-type: none"><li>• Reduce downtime in the event of server or client hardware-failures</li><li>• Improve disaster recovery solutions</li><li>• Create a more flexible IT infrastructure</li></ul>		
				<b>Upgrade network backbone infrastructure to 10 Gigabit Ethernet (this includes core switch and main switches in all IDF closets)</b>	<b>Juan Estrada</b>	<b>Summer 2012</b>	<ul style="list-style-type: none"><li>• Network performance indicators monitoring</li><li>• Network connectivity assessments</li><li>• Servers performance indicators</li></ul>	<ul style="list-style-type: none"><li>• Increase bandwidth to enhance new web based applications development and deployment</li><li>• Create a more robust and cost effective network infrastructure</li></ul>		
				<b>Upgrade West Caldwell connection to the main campus from a 10Mb to 100Mb private Ethernet line</b>	<b>Juan Estrada</b>	<b>Spring / Summer 2012</b>	<ul style="list-style-type: none"><li>• Technology surveys</li><li>• Network performance indicators monitoring</li></ul>	<ul style="list-style-type: none"><li>• Increase bandwidth to enhance new web based applications development and deployment</li><li>• Create a more robust network infrastructure</li></ul>		
				<b>Upgrade Police Academy connection to the main campus from a T1 line 1.5Mb to private 10Mb Ethernet line</b>	<b>Juan Estrada</b>	<b>Spring 2012</b>	<ul style="list-style-type: none"><li>• Technology surveys</li><li>• Network performance indicators monitoring</li></ul>	<ul style="list-style-type: none"><li>• Increase bandwidth to enhance new web based applications development and deployment</li><li>• Create a more robust network infrastructure</li></ul>		

				Implement professional development training for IT staff	Juan Estrada	Fall 2011 - Ongoing	Track record of projects and tasks assigned to IT staff	Enhance IT staff expertise and technical skills to strengthen productivity		
A4, B2, B3	5.1	3, 5, 9	Expand the capability of network infrastructure.	Expand ECC wireless network coverage throughout the three campuses	Juan Estrada	Fall 2011 – Spring 2012	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Walk-in feedback</li> <li>• Performance indicators monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Improve and expand wireless access throughout the campus.</li> <li>• Enable secured connectivity to ECC's network resources</li> <li>• Control and monitor mobile devices accessing the network</li> </ul>		
				Expand IP telephone system at the main and West Caldwell campuses	Juan Estrada	Fall 2011 – Spring 2012	<ul style="list-style-type: none"> <li>• Telephone system assessments</li> <li>• Helpdesk and telephone systems reports</li> <li>• Technology surveys</li> <li>• Walk-in feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce cost of cabling, troubleshooting and system administration</li> <li>• Improve remote voice access capabilities</li> </ul>		
				Upgrade and expand IP-based security surveillance system.	Juan Estrada	Spring / Summer 2012	<ul style="list-style-type: none"> <li>• Technology surveys</li> <li>• Surveillance system reports</li> <li>• Video/image quality reports</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in cabling, operation and equipment costs</li> <li>• Enhancement of video recording quality and compression</li> </ul>		

	5.1	3	Enhance Information Systems Security.	Implement new Adaptive Security Appliances (firewalls) and VPN technologies with failover.	Juan Estrada	Spring 2012	<ul style="list-style-type: none"> <li>• Network security assessments</li> <li>• Performance, scanning and monitoring indicators</li> <li>• Web based applications reports and assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance perimeter network security</li> <li>• Improve network availability</li> </ul>		
				Deploy a new Intrusion Detection System (IDS)	Juan Estrada	Spring 2012	<ul style="list-style-type: none"> <li>• Network security assessments</li> <li>• Performance, scanning and monitoring indicators</li> <li>• Web based applications reports and assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance perimeter and internal network security</li> <li>• Increase visibility over network based attacks to provide a more secure environment</li> </ul>		

Dept./Div. Head: Mohamed Seddiki

Date: 10/14/11

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Learning Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1, A3, A4	2.4	8,9	2.1 Develop new marketing material and skills brochures to enhance student success.	A. Update all current material to reflect changes made to services.  B. Assess student needs and produce new skill set material  C. Advertise new material on the web and via student emails.	Samantha Holbert-Roberts  Samantha Holbert-Roberts  Samantha Holbert-Roberts	Ongoing  Ongoing  Ongoing	Use TLC Webreports for monthly and semester usage.	Increase Student Usage by 5% per semester compared to last year.  Show 2% increase in student understanding of skill set by using a pre and post test of skill set.  Show a 5% increase in the number of students that use The Learning Center.		
A1, A3, A4	2.2	8,9	Enhance the Distribution of Learning Center information to students.	Distribute information through Freshman Orientation, student emails, via Facebook and the Learning Center website. .	Samantha Holbert-Roberts	Ongoing	Use TLC Webreports for monthly and semester usage.	Show a 5% increase in the number of students that use The Learning Center.		
A1, A2, A3	2.2, 2.4	8,9,13	Increase the number and variety of workshops offered through the Learning Center.	Schedule and advertise all workshops including midterm and final exam review	Samantha Holbert-Roberts	Ongoing	Compare attendance from previous semester and end of the semester grades	Show 10% increase in student attendance of workshops with 5% increase in overall class pass rate.		
A3, A4, B2, D1	6.3	8,9,13	Continue to lead and meet with the Institutional Tutoring Committee 2 times per semester to increase institutional awareness of tutoring practices.	A. Formalize training programs for all Learning Associates throughout the institution.  B. Maintain set statistical monthly reports of departmental tutoring usage.	Samantha Holbert-Roberts  Samantha Holbert-Roberts	Ongoing  Ongoing	Monitor training reports.  Monitor meeting minutes	Show that 20% of all of the Learning Associates throughout the institution are level 1 CRLA certified.  To meet at least 4 times during the year to discuss and coordinate activities for tutor training.		

A1, A3, A4	1.3	8,9,13	Develop/ expand additional non-credit experiences for students.	A. Continue to implement and expand Move Up workshops in Math and English.	Samantha Holbert-Roberts	Ongoing	Obtain grade distribution reports from IT.	Increase the number of students moving into college level classes as a result of these workshops by 5%.		
				B. Offer placement test exam workshops.	Samantha Holbert-Roberts	Ongoing	Monitor grades and track students into College level courses.	Decrease the number of students that need developmental Math and English classes by 2%.		
				C. Expand the Summer Connections program for incoming Freshman students. The program will run continuously throughout the year after placement test results are posted.	Samantha Holbert-Roberts	Ongoing		Show a 10% increase in the number of students moving into college level classes as a result of these workshops.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: LIBRARY

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
2	2.1, 2.2	11	Establish a file of course syllabi	Collect outlines from divisions/departments	Ref Librarian	On-going	Current course information available in the library	Outlines of all courses received.		
			Review the course content and its expected needs including text books with divisional/departmental curriculum committee members	Librarians & liaisons evaluate the inclusion of textbooks in library collection – design of loan periods, frequency of change, costs, etc.	Director	On-going	Library offers a means to assist students in the acquisition of required textbooks	Reserve collection titles reflect required course text books. Gifts to collection increase. Uses reported to liaisons by library		
			Continue to publish materials (print and non-print) to support the information needs of the college	Continue to prepare pathfinders and instructional brochures. Create links on library website to pertinent sources	All librarians	On-going	Communication regarding information literacy – its purpose and relation to the College's curricula is improved	Increase in requests for handouts and quantity of reprints increase. New handouts & information bulletins designed		
			\ Continue the in-service training program for all College faculty (full time & adjunct)	Schedule a series of seminars & workshops	Circulation Librarian	On-going		Attendance at workshops increases 100% above numbers of previous year		
			Evaluate the current bibliographic instruction lessons	Review and create a rubric according to the course curriculum and ACRL standards	Director	On-going	College personnel use ECC library services			
			Continue to develop a collection that supports the mission of the College	Resume ordering new print & non-print materials Order hard copy of high use periodicals in addition to online availability Continue to 'weed' all collections	Director	On-going	Student development exhibits uniformity	Number of information literacy classes scheduled by faculty increases 25% above those of AY '11		
							Inventory collection via L.C. classifications. Identify dated materials and voids in subjects.	Cataloging data reflects growth and development of collection as compared to previous year		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: LIBRARY

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1	2.2, 2.3	9	Secure hardware and software for students with specials needs	Confer with College counselors and other appropriate personnel to identify appropriate materials Identify equipment and costs Confer with special agencies Search for outside funding	Director	On-going	Library’s services are ADA compliant	Purchase requisitions are submitted for the hardware which College personnel identify as needed by/for students with special needs – especially the visually impaired  Cooperative arrangements are made with various local agencies that provide services for students with special physical need Grants Department is asked to notify Library about organizations which offer equipment or funds to purchase specialized equipment Special editions of textbooks are secured from publishers		



ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: LIBRARY

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1	3.1	10	Replace the cataloger, acquisitions, and West Essex Branch Campus librarians	Advertise for vacant positions and search for qualified candidates	Director (in cooperation with the Executive Dean of Academic and Learning Technologies)	As soon as possible	Library personnel meet standards as set by the Association of College and Research Library (ACRL) Standards.	Vacant positions are filled with qualified personnel.		
			Have a full time security presence in the King Library	Place a security officer within King Library Design alternatives (plans) in the absence of a full-time security officer	Director	As soon as possible	Vandalism and rowdy decrease and also the calls for the assistance of Security (the College police officers)	Implement plan to patrol the King Library		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: LIBRARY

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
2	2.2, 2.3	11, 12	Teach information literacy skills to faculty (adjunct and full-time).	Organize and schedule classes via the College-wide Faculty Development Advisory Committee. Teach College personnel (including but not limited to learning assistants and support staff) to use the OPAC and databases	Librarians	On-going	Activities and schedules reported to the College-wide Academic Policies Advisory Council and publicized throughout the College	Schedule workshops during academic year. Invite staff, especially clerical, to participate. Secure assistance of Faculty Development Committee to publicize and encourage participation		
			Encourage enrollment of students into the approved course, Information Literacy Skills 101	Publicize its value via the CSS courses/program	Director	On-going	Compare the number of students who enroll in the course to those who complete it. Evaluate academic standing in relevant disciplines after completing the course	CSS Library Week ends to 2 weeks		
			Design certificate in information literacy	Seek departmental assistance in developing design	Librarians	As needed	Certificate program is presented to and approved by College Curriculum Advisory Council	Faculty who attend workshops are awarded certificates and notices are sent to the appropriate Chairs and Deans		

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: LIBRARY

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
4	2.1, 2.2	10, 11, 12	Increase the activity and communication between the divisions and departments	Librarians meet with liaisons to identify information resource needs of each area/discipline	Director	On-going	Formal record maintained of department/divisional needs and resources	One formal meeting of all suggested during Fall semester Librarians, Director, & liaisons regularly share ideas and needs via telephone, email, and face to face meetings		
			Ensure that each division & department has a liaison who has been assigned the position by the respective D/D Chair	Request for assignees as well as their duties and responsibilities are submitted to D/D Chair	Director	Beginning of academic year	Circulate the names and telephone extensions of each liaison to each division/department liaison, each D/D chair, and the appropriate academic deans. Each D/D is informed about the purpose of the library liaisons	Each division/department has at least one liaison and all liaisons have a list of their counterparts. Librarians also retain this information		
			Assess each academic program	Liaisons follow written procedures as prepared in cooperation with librarians	Director, Librarians, & Liaisons	In accordance with schedule designated by College	Formal record is retained for program assessment. Data is used in collection development	Liaisons assist in the evaluation of the collection as it pertains to their discipline, make purchase recommendations to the Library, College Curriculum Committee, external evaluation agencies, etc. File maintained of activity.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: LIBRARY

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
<b>1</b>	<b>6.1</b>	<b>3</b>	Acquire the hardware to complete the installations begun during the renovation	Install the computers for the OPAC on the second level of the King Library, complete and update the computers in the Periodicals Research Ctr. as well as the Bibliographic Instruction classroom in King Library	Director	As soon as possible-IT	Web-based automation available throughout library. Bib. Instruction and Literacy classes function. produce reportable statistics.	The Bibliographic Instruction Center is restored in the King Library		
			Prepare an electronic inventory of the collection	Use portable barcode readers to electronically inventory the collections of all three College libraries.	Director	Ongoing	Breadth and depth of collection has accurate, verifiable data	Identify improved barcode readers and purchase.		
			Complete West Essex Library renovations	Implement ADA standards	Director	As soon as possible	Physical space is efficiently used, is ADA compliant, and security is improved	Plans approved and renovation activities begin with the preparation of bids and identification of contractors		
			Ensure the security of the Library's patron database	Review the interface of the Banner System and the Library's Millennium software	Circulation Librarian	As soon as possible per Innovative Interfaces, Inc	Accurate student/College personnel section of patron database is maintained	Continue to use existing Millennium system until, or if, Innovative Interfaces, Inc. and Banner can resolve their interface issue		
			Upgrade the King Library copiers	Replace all the dated machines	Director	As soon as fiscally possible	Revenue increases as purchases decreases	Purchase requisitions submitted		
			Update the Library web pages on College website	Revise layout and add links	Director & Library Personnel	Ongoing	Forms (e.g. ILL), etc. completed on-line & revised accordingly	Colleagues review site, receive suggestions. New links are added		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_



ESSEX COUNTY COLLEGE – Goals and Objectives 2011-12



Department: Middle States Planning & Marketing

Goal 2.0 Implement and upgrade academic and student support programs and services to improve students’ access, recruitment, retention, and success.

Objective 2.1 Enhance counseling, guidance, and support

Objective 2.2 Develop additional approaches to enhance and better support academic instruction.

Objective 2.3 Develop a comprehensive assessment plan for developmental education

Objective 2.4 Continue to develop and implement integrated marketing strategies.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
D1	2.4	1, 5 7, 14	Prepare faculty, staff, and trustees for Middle States team visit	"Close the loop" by completing and restarting cycle after assessing outcomes. Implement student learning outcomes. Draft and publish monitoring report and share draft with employees. Enact communications plan to add transparency and input into process. (Convocation, info sessions, other open forums, newsletters).	Constance Mierendorf Susan Mulligan Scott Drakulich Marsha McCarthy	7/2011 – 3/2012	(Susan to add)  Communications Plan to include: monthly newsletter newsletters; video messages by faculty-for-faculty promoting their SLO best practices; and by President to campus community; open Q&A forum.		

ESSEX COUNTY COLLEGE – Goals and Objectives 2011-12



Department: Marketing & Communications

Goal 2.0 Implement and upgrade academic and student support programs and services to improve students’ access, recruitment, retention, and success.

Objective 2.1 Enhance counseling, guidance, and support

Objective 2.2 Develop additional approaches to enhance and better support academic instruction.

Objective 2.3 Develop a comprehensive assessment plan for developmental education

Objective 2.4 Continue to develop and implement integrated marketing strategies.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
A1, A4	2.2, 2.4 (3.2)	1,8	Continue to develop and implement integrated communications and marketing strategies to improve students' access, recruitment, retention and success.	Create an integrated marketing plan connected to the Enrollment Management Plan that includes communications, advertising and new media. Design communications plans to promote College's mission, achievements and appropriate policies.  Continue reorganization of department by creating and incorporating two new positions.	M. McCarthy	9/2011 – 1/2012  7/2011 - 12/2011	Document outcome of major communications plans through media monitoring reports; test new media and measure outcomes (such as QC codes). The outcome of communications plans needs to include distribution among faculty and staff as well as external audiences.  Hire new Marketing Specialist (completed 8/2011), and Assistant Director of Web Services.		
A1, A4	2.4	1, 8	Build brand awareness of the College among key audiences and capitalize on legacy as a valuable community resource.	Create departmental webpage, that features a guidelines sheet.  Initiate upgrade to College website focusing on better navigation for end-user	L. Keister	11/2011 - 6/2012	Once completed, announce departmental website, monitor use of logo and click-through to guidelines page. Monitor click-through throughout website to decide: "What is working and what isn't?"		

ESSEX COUNTY COLLEGE – Goals and Objectives 2011-12



Department: Marketing & Communications

Goal 4.0 Develop resources to support effective programs and align the College’s budget with the strategic plan.

Objective 4.1 Increase involvement of alumni for advocacy and fundraising.

Objective 4.2 Increase private giving to the institution

Objective 4.3 Increase grant funding to the institution from federal, State and County sources.

Objective 4.4 Reinvigorate the library liaison system to upgrade the library’s collections.

Objective 4.5 Develop and implement budget/planning process for FY 2012 and incorporate some aspects of the process for on-going budget/decisions programs.

Actionable Foresight	Objective	M.S. Standard	Departmental Objective	Activities/Strategies	Responsible Administrator	Timetable	Measureable Outcome(s)	Assessment of Outcomes	Actions Taken Based on Assessment
C1	4.1	1, 3	Enhance and strengthen community outreach.	Implement Social Media campaign.  Continue to look for high-profile events that ECC can sponsor and co-brand.	L. Keister  M. McCarthy	12/2011 - ongoing  Ongoing	Built database of "friends" on social media sites, including Facebook, Twitter and others.  Participate in valuable community outreach initiatives, and maximize visibility at these high-profile events. (Confirmed: Urban League walk-a-thon/October; Barat Foundation Art Parade/Date?; National Sorority of Phi Delta Kappa's Teach-a-Rama (120 teachers in Newark & Jersey City in October).		



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Media Production and Technology Center**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	11	Offer non-credit broadcast industry certification programs working closely with Community and Continuing Education.	Advertise to appropriate population regarding production course offerings  Create AVID and Final Cut Pro courses, industry leaders in software for broadcast/film post production, which ultimately leads to professional certification	Nadine Abram	Fall 2012	Generate substantial outside revenue for the Media Production and Technology Center and expand program offerings to relevant constituents	At least two separate courses are held in AVID and Final Cut Pro, each with at least 8 or more participants		
D1	2.4	3	Aggressively market production services of the MPT Center both internally and externally to generate additional revenue for the college	Continue the revision of fee schedule to include production services and audio/visual support as well.  Revitalize the Center's website to reflect the services and activities  Continue to utilize social media tools as a means of FREE advertising for the facilities, production services and programs to the outside community	Nadine Abram/Eugene Jackson  Victoria Timpanaro  Victoria Timpanaro	Spring 2012  Ongoing  Ongoing	A revised fee schedule is created and approved by Cabinet. New fees are implemented through Auxiliary Services/MPT  Website is redone with appropriate tools to measure activity  Stronger presence measured through analytics	Services provided through Center are charged and additional revenue for the Center is generated  Website analytics show the site is active  Stronger presence translates into greater awareness of the Center and its services and additional revenue generated for the Center		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Media Production and Technology Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1	2.4	3	Aggressively market production services of the MPT Center both internally and externally to generate additional revenue for the college	<p>Create a current, more contemporary brand for the college's cable channels, TV77 (Cablevision) and TV37 (Verizon)</p> <p>Establish working relationships with various internal departments to create more programming content for TV77/37</p>	<p>Victoria Timpanaro</p> <p>Victoria Timpanaro</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Two channels are programmed regularly on a with identifiable graphics, promos and Public Service Announcements</p> <p>At least two departments and/programs work with the Center to produce content</p>	<p>Both channels have a "look" that is representative of what television viewers see on the major networks versus Public Access</p> <p>Production on programs is completed and programming airs on a regular basis</p>		
A4	2.4	5	Increase MPT Center involvement in government, local organizations/businesses and other educational entities	Promote Center's new production facilities/capabilities to non-profit organizations, businesses and political entities within Essex County	Nadine Abram	Ongoing	Generate outside revenue and general awareness of the Center and its services	At least 2 to 3 "new, for profit" relationships are established and nurtured		
D1	5.1	3	Increase audio/visual equipment inventory and instructional technology (systems) to enhance education in the classroom	New and advanced audio/visual equipment and/or systems are evaluated and purchased	Nadine Abram	Fall 2012	Increase the number of interactive classrooms by at least 50%	At least 25 classrooms are installed and operational. Faculty are trained and knowledgeable of room capabilities and equipment operation		

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Media Production and Technology Center**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1	2.4	3	Aggressively market production services of the MPT Center both internally and externally to generate additional revenue for the college	Create a current, more contemporary brand for the college's cable channels, TV77 (Cablevision) and TV37 (Verizon)	Victoria Timpanaro	Ongoing	Two channels are programmed regularly on a with identifiable graphics, promos and Public Service Announcements	Both channels have a "look" that is representative of what television viewers see on the major networks versus Public Access		
				Establish working relationships with various departments to create more programming content for TV77/37	Victoria Timpanaro	Ongoing	At least two departments and/programs work with the Center produce content	Two or more programs are produced and aired on the college television stations		
D2	3.2		Actively continue to promote professional development through outside industry training/education	Identify training/professional development opportunities for full-time staff  When necessary, conduct in-house training workshops on new equipment and/or system operation within the center and outside	Nadine Abram	Ongoing	3 to 4 training opportunities are identified and attended by full-time staff accompanied with a comprehensive report on the benefit of the training/workshop	3 or 4 relevant industry events are attended and ultimately benefit the MPT Center and ultimately the college through the knowledge acquired		

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Dept./Div. Head: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: On-Campus Continuing Education

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	1.1	13	To develop and offer new non-credit courses for youth and adults.	Identify potential new courses offerings by surveying labor and business data and reviewing other Community College programs.	A. MCKINNEY	On-going	Number of new courses offered	Offer a minimum of 6 new non-credit courses or classes.		
A1	1.2	13	To ensure that course/class completers meet acceptable employment, career, and professional standards.	<ul style="list-style-type: none"> <li>• Administer end of course/program test and evaluations.</li> <li>• Provide access to professional accreditation exams where possible.</li> </ul>	A. MCKINNEY	On-going	Review number of students satisfactorily completing and number of students advancing to accreditation exams	A minimum of 75% completion rate on end of course tests, evaluations and professional accreditation exams.		
A1	1.3	13	To provide an alternative career path into non-credit Allied Health Careers.	Recruit students who seek short term training and preparation for entry level employment into Allied Health field.	A. MCKINNEY	On-going	Number of students enrolling into medical, technical and business courses.	Enrollment will increase by 5% in comparison to AY 2011.		
			To improve job readiness skills for students enrolled in non-credit open enrollment courses/programs.	Design and develop Certificate Programs that will lead to enhancing employability skills.	K. KIRKLAND A. MCKINNEY	FALL '11; SPRING '12	Number of students achieving national and state certifications	10% students enrolled will achieve national and state certification.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: On-Campus Continuing Education

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	2.4	13	Increase enrollment in youth and adult programs.	<ul style="list-style-type: none"> <li>• Create a targeted marketing campaign of local elementary, catholic, private and charter schools.</li> <li>• Promote through Cable TV, Newark Star Ledger and/or other local papers and the Newark Program Directory (produced by the Association for Children of New Jersey).</li> <li>• Create mailing list of professional organizations for specific target professional populations.</li> <li>• Social Media Marketing</li> </ul>	A. MCKINNEY	FALL '11; SPRING '12 SUMR '12	Number of students enrolled in youth and adults programs based on Banner Non-credit enrollment report.	Increased enrollment by 10% comparison to AY 2011.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: On-Campus Continuing Education

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	4.3	13	To obtain grant funding from external funding sources for new training initiatives and youth programs.	Seek increased grant funding for continuation and enhancement of existing & new programs.	A. MCKINNEY	9/11-6/12	Number of new grants received.	Increased grant funding by 10% . comparison to AY 2011.		

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: On-Campus Continuing Education

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	1.2	13	Implement online courses and programs for adult learners.	<ul style="list-style-type: none"> <li>• Identify on-line educational program vendors.</li> <li>• Conduct meetings with on-line vendor representatives.</li> <li>• Develop contracts and agreements to provide online educational services.</li> </ul>	K. KIRKLAND A. MCKINNEY	SPRING '12	Number of online courses offered	Two (2) online programs will be offered to adult learners by Spring 2012.		

Dept./Div. Head: COMMUNITY & EXTENSION PROGRAMS – KEITH KIRKLAND, ASSOCIATE DEAN

Date: 10/13/11



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Payroll & Financial Accounting

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
4	4.5	4	Automate payroll and account payable forms via content management.	Integrating department's necessities, policies and procedures to create electronic forms via Banner.  Work with Information Technology and SCT Banner to develop unutilized applications.	Adrienne Thomas	Spring 2012	Efficiency Gains  Elimination of late payroll processing due to approval process of paperwork.	Reduction in error rate  Time management  Rapid Approval		
4	4.5	4	Initiate W2 and 1099 self sealers	Contract a vendor  Review, verify and select samples to ensure compatibility by working with Information Technology.	Adrienne Thomas	Fall 2011	Improvement in Productivity  Efficiency Gains  Reduced labor	Cost-effective  Time management  Streamlined Process		
4	4.5	4	Offer Direct Deposit email notification.	Modify Direct deposit form  Ensure all new hires have an email account.  Update SCT Banner with email information for direct deposit	Adrienne Thomas	Spring 2012	Substantial reduction in Direct Deposit statements produced  Crowd control on pay days	Cost savings  Time management  Reduction in stop payment rate		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Payroll & Financial Accounting

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
4	4.5	4	Decreasing the number of escheat payroll checks.	<p>Receive and review the listing of outstanding payroll checks from the accounting department.</p> <p>Notify employees by certified mail of unclaimed earnings, place stop payments and reissue.</p>	Adrienne Thomas	Spring 2012	<p>Less payroll checks to Escheat ( send to the State of New Jersey)</p> <p>Reduction of outstanding checks on the payroll bank reconciliation</p>	<p>Time Management</p> <p>Streamlined process</p>		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Institutional Advancement/Planning

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1-4	4.5	2	Establish new reporting protocol for Academic and Administrative Goals and Objectives.	Develop new forms for 2012 objectives consistent with WEAVE terminology. Provide staff with training on the use of new forms.	Mulligan Drakulich  Drakulich Gaulden Middle States Team	10/1/11	New forms are created.  Staff submit goals and objectives for 2012 on new forms.	All Academic and Administrative Goals and Objectives are submitted on new forms with 90% accuracy.		
B-1-4	4.5	2	Establish a new Strategic Planning Model.	Provide Cabinet with recommendations for new model that includes iterative process improvement strategies for strategic and operational planning.	Mulligan	2/1/12	New plan will be presented to Cabinet.	New plan will be implemented for 12/13 operational planning and new strategic plan.		
B1-4	4.5	2	Prepare, collect and analyze data in preparation for the development of a new strategic plan.	Analyze college's strengths and weaknesses based on established performance targets. Solicit input from varied constituencies on needs and priorities. Assess economic/political trends.	Mulligan Drakulich Park	6/30/12	Analysis of the internal and external environments will be prepared for Cabinet review.	Cabinet will review information during Summer Planning Retreat.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Police Academy

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	11	Develop new programs, courses and certificate offerings based on labor market and students' demands.	Review other training academy catalogs' offerings as well as conduct a needs assessment of local agencies to compile a list of possible new course offerings.	Rocco Miscia	On-going	Training catalogs, course approvals from non-credit course committee.	3-5 new offerings		
B1	1.1	11	Develop, schedule and conduct a Basic Fire Fighter 1 & 2 course for career fire fighters.	<ol style="list-style-type: none"> <li>1. Conduct a needs assessment with career fire service executives.</li> <li>2. Develop curriculum, identify instructors, and assemble required equipment/materials.</li> </ol>	Rocco Miscia	August 2011  Sept. 2011	Training catalogs, course approvals from non-credit course committee.	1-2 course offerings		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Police Academy

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A4	2.3	14	To ensure that graduates of the Basic Course for Police Officers are prepared for employment	Survey hiring departments three to six months post-officer graduation	Rocco Miscia	On-going	Survey.	Attain at least an 80% satisfaction rate from the responding hiring departments		
A3	2.1	14	To ensure that Alternate Route graduates receive timely notifications of available positions within law enforcement.	Monitor employment advertisements via newsprint, trade publications, emails, faxes and other notifications.	Rocco Miscia	On-going	Reports from recruit graduates, hiring agencies & Police Training Commission.	Attain at least a 50% hiring rate of all Alternate Route graduates for FY 2011 – 2012.		
D1	3.1	5	Recruit and hire a highly qualified individual for the position of Academy Associate Director.	Advertise position, assemble committee to review applications, conduct interview process and hire a highly qualified person.	Rocco Miscia	Dec. 2011	Board approval.	Individual hired.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Police Academy

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	4.3	3	Receive at least one new funding source for capital equipment.	Apply for at least one new grant or funding opportunity.	Rocco Miscia	On-going	Board approval.	Receipt of at least one new grant or funding source.		
D2	5.2	3	Provide training to increase proficiency of staff and instructors.	Identify and schedule training opportunities for staff and instructors.	Rocco Miscia	Ongoing	Appropriate training scheduled and attended.	Support and instructional staff to attend a minimum of two (2) training classes.		
B1	6.3	7	Review, assess and revise performance objectives for three (3) basic recruit classes.	Submit performance objectives for police, corrections and juvenile detention officer basic courses.	Rocco Miscia	June 2012	Police Training Commission approval.	Submission of revised performance objectives for three (3) basic recruit class curricula.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Project DEgree

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A3, B2	2.2, 6.3		Improve the reporting structure to the Gateway to College network on a weekly, monthly, quarterly basis.	Continue Weekly conference calls with staff from Gateway to College Network. Liaison with IT department and Institutional Research. Continue with Bi weekly staff meetings with updated records of reports.	Germaine Albuquerque	Weekly, Monthly, Quarterly	Meet specified deadlines laid out by the Gateway to College Network and improved communications.	Reports submitted to Network on time.		
A3, B2	2.2		Provide continued support to the first Fall semester 2011 cohort of 25 students with whom we will maintain contact to ensure attendance in class outside of the block schedule.	meet with students as a group on a regular basis by visiting different classes.	Germaine Albuquerque	Over one semester	Use cohort comparison data to determine success rates of PD cohort.	80 % of our students will move to the next level in Spring 2012 and to aim for 80% enrollment in the spring semester		
	2.2		Recruit and provide services to Spring semester cohort to consist of 25 students with whom we will maintain contact to ensure attendance in class	Prove students with scheduled individual meeting times on a one to one basis at least once every three weeks.	Germaine Albuquerque	Over one semester	Use cohort comparison data to determine success rates of PD cohort.	80 % of our students will move to the next level in Summer 1/2 and to aim for 70% enrollment in the fall semester taking college level classes		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives



Department: Project DEgree

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A3, B2	2.2		<b>Design and implement a Project-based Learning (PBL) experience.</b>	Conduct a Project-based Learning planning and assessment retreat.	<b>Germaine Albuquerque</b>	December 2011	The PBL unit will be created	Project DEgree instructors will create a PBL unit and will write a one-page overview that explains the details of the unit.		
A3, B2	2.2, 3.2		Provide appropriate professional support and development opportunities for adjuncts, full-time faculty and staff to enable them to create and employ innovative and current instructional strategies.	Assess the design and implementation of the PBL unit using the PBL Rubric for Project Design	<b>Germaine Albuquerque</b>	June 2012	Rubric and outcomes of PBL unit.	Project DEgree instructors will create a PBL unit that reflects best practices for project design.		
A3, B2	2.2, 3.2		<b>Provide coaching support for instructors involved in the PBL experience.</b>	Conduct classroom observations and provide feedback to instructors regarding pedagogical practices and instructional strategies that increase student engagement.	<b>Germaine Albuquerque</b>	September 2011 and ongoing	# of classroom visits and student feedback	Instructors will employ 2 new strategies for student engagement to their repertoire of classroom practices.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Public Safety**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1 D2	2.1	5	Implement new technologies to detect and prevent public safety violations	Acquire new technologies Patrol and inspect facilities using new technologies Promptly investigate criminal complaints and oversee emergency management activities	A. Cromartie	Ongoing	Budget reports vis a vis technology expenditures  Cleary Report	100% of budget spent on new technology  25% reduction in reportable incidents	TBD	Budget for new technology  If no reduction, increase training and staff; if reduction, no further action
C	4.3	3	Reapply for and receive state funding for bullet proof vest program for the protection of police officers	Complete application and submit in timely fashion	A. Cromartie	Annually	Funds granted equal to funds requested	Grants are awarded equal to the amount requested	TBD	Assure state money was properly spent to obtain vests by forwarding appropriate documents
	4.5	3	To assure that money awarded by the state through grants is utilized properly	Forward proper documents as proof of use of funds	A. Cromartie	Annually	Approval of grant	Obtaining full grant amount the following year	TBD	Reapply for grant Forward the appropriate documents to show proof of purchases made from funds given the previous year

Dept./Div. Head: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Purchasing

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D1	3.2	3 5	Have buyers trained and certified by State of NJ as Purchasing Professionals	Enroll staff in procurement classes at Rutgers University	M. Rutherford	On-going	Staff receives certification (RPPA, RPPO and QPA)	100 % of staff trained  100% Retention of high quality diverse purchasing staff.  100% compliance with local county and state statutes, laws, orders.	TBD	Continue process
D1	4.5	2 3	Implement cost saving programs through aggressive solicitations of bids, quotes, and proposals	Weekly meetings to monitor methods used to solicit purchases.	M. Rutherford	On-going	Comparison of expenditures for like goods and services year over year	20% overall cost savings	TBD	Continuous process
D1	5.4	2 3	To procure vendors to supply furniture and equipment for Bio/hem labs.	Present furniture presentation to all stake holders prior to ordering.  Purchase furnishing via state contract.	M. Rutherford	December 30, 2011	Furniture, equip. delivered, installed and ready to use by January 3, 2012.	100% of rooms ready for use	TBD	If not ready expedite vendor punch list; if ready, no further action

Dept./Div. Head: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Office of Retention, Recruitment & Enrollment Management

## Retention Plan:

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action
A1 A3 B2 B3 B4 D1 D2	1.4 2.0 2.1 2.2	1 8	Increase College Readiness of Incoming Freshman	1. Increase use of early developmental opportunities (bridge, HSI)	Test students on-site to determine placement needs  Advise students early to encourage use of developmental opportunities	S. Dizdarevic F. Mendez J. Brooks	Ongoing	# IA students tested on-site  # IA registered for early developmental coursework	5% increase in students tested on-site  10% of Summer Bridge Population is IA  Increase Fall 09 level by 2%		
A1 A2(staff) A3 A4 B2 B3 B4 D1 D2	1.4 2.0 2.1 2.2 2.3	1 8	Increase College Readiness of Incoming Freshman	2. Continue to redefine recruiter priorities within IA program as developing college-ready applicants	Include on-site, early advisement as part of the recruitment process	S. Dizdarevic M. Mack	Ongoing	# of matriculation plans	500 matriculation plans developed		
A1 A3 A4 C2 D1 D2	2.0 2.1 2.4	1 8	Increase College Readiness of Incoming Freshman	Expand financial awareness of incoming students	Refine stepped enrollment process to include specific FA step  Increase awareness vehicles for FA  Encourage students to apply for financial help other than FA	M. Cofer M. Mack P. Slade	Spring 2012	# distribution vehicles # students reached  # students applying for internal scholarships	2 standard methods of obtaining financial information for incoming students  Establish baseline for candidates told about financial aid/financing education/scholarships  Increase student scholarship applications by 5%		

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action
A1 A2(staff) A3 A4 B2 B3 B4 D1 D2	1.0 2.1 2.2	1 8	Develop a culture of completion at Essex County College	Continue to reorganize department to focus on retention and completion	Create job descriptions & Org chart consistent with new responsibilities	M. Mack P. Linfante	Ongoing	Develop job descriptions Hire New staff Develop new organization chart	All job descriptions approved Organization Chart approved All positions filled		
A1 A3 A4 B2 B3 B4 C2 D1 D2	2.0 2.1 2.2 2.4 5.2	1 8	Develop a culture of completion at Essex County College	Develop a college-wide initiative to improve retention and graduation of self-identified ECC students	Launch Completion Project	M. Mack PTK	Ongoing	# of students taking pledge # faculty/admin pledges # of students participating in completion events # of completers retained in Sprg/Fall # of completers graduating in Dec/Jun # of completers progressing towards graduation	300 students take pledge  60% of full-time faculty/staff take pledge  15% participate in any given event  20% develop matriculation plans  Establish baseline for retention and graduation		
A1 A2 A3 A4 B2 B3 B4 C2 D1 D2	2.0 2.1 2.2 2.4 5.2	1 8	Develop a culture of completion at Essex County College	Institutionalize processes aimed at improving continuous enrollment	Develop institutional calendar of retention gates  Remind students of upcoming deadlines  Follow-up with students who do not meet the deadlines	M. Mack Retention Specialists	Sep - Jun	# completion students contacted regarding on-line registration # students contacted who did not re-register # of referrals provided # students who maintain registration	100% of all eligible registrants contacted  80% of dnr  Establish baseline for referrals  10% reclamation of those contacted		

A1 A2(staff) A3 A4 B2 B3 B4 D1 D2	1.4 2.0 2.1 2.2 2.4 5.2	1 8	Develop a culture of completion at Essex County College	Institutionalize processes aimed at improving graduation of students with 45+ credits	Expand Welcome Back Project to current student population	M. Mack Graduation Coaches	Jan - Jun	# of manual degree audits conducted # of audits "revised" to improve graduation outcome Statistics on improved degree outcomes	25 manual audits per semester per retention specialist  Establish baseline on improved audits  Establish database on improved outcomes		
A1 A3 A4 B1 B2 B3 B4 D2	1.0 1.1 2.0 2.1 2.2 5.2	1 8	Develop a culture of completion at Essex County College	Develop a General Studies Program	Develop degree Submit to Curriculum Committee Submit to State Identify graduates Complete graduation process	M. Mack P. Linfante Academic Affairs	Spring 2012	Degree Description Submitted to Curriculum Committee Submitted to State # Eligible to Graduate (Dec/Jun) # Graduated (Dec/Jun)	Description created by Department  Approved by Curriculum Committee  Approved by State  Develop baseline for graduation		
A1 A2 A3 A4 B1 B2 B3 B4 D1 D2	1.0 1.1 1.4 2.0 2.1 2.2 5.2	1 8	Develop a culture of completion at Essex County College	Develop reverse transfer agreements with key stakeholders	Identify pilot partners Develop agreement Identify eligible ECC students Complete graduation process	T. Cooper P. Maynard	Spring 2012	# Agreements in process # Agreements finalized # of WB students graduating under reverse transfer	Final Agreement with Rutgers  1 addtl agreement in process  Establish baseline for # of students graduating under reverse transfer		

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action
A1 A2 A3 A4 B2 B3 B4 C2 D1 D2	1.4 2.0 2.1 2.2	1 8	Enhance Student Services	Increase satisfaction by continuing to improve the new student intake process	Decrease steps in registration process  Empower staff to solve issues at point of registration  Enhance overall atmosphere by including multi-media presentations	Yuri Bisono Marva Mack	Ongoing	Decrease # who attend but do not register  Improve wait time  Improve ratings on Satisfaction Surveys  # of intake videos	Decrease by 5%  Decrease wait time 5%  Increase satisfaction ratings by 5%  Establish baseline for referrals  1 intake video developed		
A1 A2 A3 A4 B2 B3 B4 C2 D1 D2	1.4 2.0 2.1 2.2 5.1	1 8 3	Enhance Student Services	Improve ability to navigate student life by exposing new students to portal/web-services earlier in the process	Develop on-line registration lab	Yuri Bisono Pam Maynard Marva Mack	Ongoing	Area identified for registration  # Students trained on web services/portal	Registration lab developed  Train 75% of incoming freshman on portal/web services		
A1 A2 A3 A4 B1 B2 B3 D1 D2	1.4 2.0 2.1 2.2	1 8	Enhance Student Services	Continue to employ successful reclamation of unregistered students	Invite students who do not register to special intake  Offer additional help as required	Yuri Bisono	Ongoing	# of dnr invited # of dnr registered # of referrals	90% of dnr invited  5% increase in # dnr registered  Establish baseline for referrals		
A1 A2 A3 A4 B1 B2 B3 B4 C1 D1 D2	2.0 2.1 2.2 2.4	1 8	Enhance Student Services	Improve advisement process -institutionalize advisement week (short-term)	Create advisement week prior to on-line registration	M. Mack P. Maynard Academic Affairs	Ongoing	Plan developed for advisement week  # students advised during advisement week  #advised registered	Plan approved by IAC and chairs for advisement week  Establish baseline for student advisement and registration		

A1 A2 A3 A4 B1 B2 B3 B4 C1 D1 D2	2.0 2.1 2.2 2.3 2.4	1 8	Enhance Student Services	Improve advisement process -- develop new advisement model (long-term)	Develop plan based on national best practices  Encourage strong faculty participation	M. Mack P. Maynard Academic Affairs	Ongoing	Best practices identified  # Faculty on committee  Implementation plan developed  Training plan developed	External Consultant hired  50% faculty committee  New Advisement model approved  Training scheduled for advisement		
A1.3; A1.4	2.1; 2.2	1 8 3 9	Enhance Student Services	Create a Student Welcome Center.	Develop a concept paper for the new Student Welcome Center.  Hold planning meetings on the Student Welcome Center  Implement Phase 1 of the Student Welcome Center Project.	June Persaud	June 2012	Concept paper Planning Meetings Relocation of offices	1 concept paper  3 planning meetings  Relocation to the 4 <sup>th</sup> floor of: <ul style="list-style-type: none"> <li>The Student Development Center</li> <li>The counselors</li> <li>One Financial Aid Officer</li> <li>All staff from Enrollment Management/Enrollment Services to the East side of 4<sup>th</sup> level corridor</li> <li>All staff from Recruitment &amp; Marketing to West side of 4<sup>th</sup> level corridor</li> </ul>		

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action
A2 A3 A4 B2 B3 B4 D2	2.0 2.1 2.2 5.1 5.2 6.2 6.3	1 8 7	Provide data-driven assessment of retention activities	Develop standard web-based reports for college-wide assessment of student success	Identify key performance indicators  Develop standard reports to track major projects  Create attribute codes for key cohorts	M. Mack M. Seddiki	March 1	Data dashboard Web reports # new attribute codes created	Student Success data dashboard  2 web reports  5 attribute codes active in banner		
A1 A2 A3 A4 B1 B2 B3 B4 C1 D1 D2	2.0 2.1 2.2 2.3 2.4 3.0 5.0 5.1 5.2 6.2 6.3	1 8 4 7	Provide data-driven assessment of retention activities	Develop enrollment management plan	Develop plan within context of best practices  Identify new enrollment management council  Assess existing recruitment plan  Analyze retention state and develop initial goals  Identify marketing initiatives to support plan	M. Mack P. Linfante	March 1	Hire consultant to assist with plan development  Reconstitute enrollment management council  Revise Recruitment Plan  Develop New Retention Plan  Include Marketing Plan	Consultant engaged  EMC Meet 3 times prior to March 1st  Develop plan and meet year to date targets  Develop plan based on best practices model and establish baselines  Receive submission from Office Of Marketing & Public Relations		



RECRUITMENT PLAN

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings
A1 A2 A4 B3 B4 D1 D2	1.4 2.0 2.1 2.2 2.3 2.4	1 8	Increase overall enrollment by 1%	Maintain market share of recent high school graduates	Continue with Instant Admit Program	S. Dizdarevic J. Brooks L. Mendez	Sep11 - Aug12	# IA students Applied, Tested & Registered	2,200 Applied 1,200 Tested 900 Registered  Increase yield from app to test by 5%  Increase yield from test to register by 5%	
A1 A2 A4 B3 B4 D1 D2	2.0 2.1 2.2 2.3 2.4	1 8		Maintain 25% Latino share of total population	Focus on retaining current student population  Continue Latino advertising strategy  Commit bi-lingual recruiter to Latino population	S. Dizdarevic J. Brooks L. Mendez Retention Specialists	Sep11 - Aug12	# latinos student retained  # new latino students applied, tested registered	Establish baseline for Latino Retention. Maintain historical levels.  30% IA population is Latino  2 Latino Open houses  3 Spanish language Newspaper advertisements	
A1 A2 A4 B3 B4 D1 D2	2.0 2.1 2.2 2.3 2.4	1 8		Increase % of readmits	Maintain Essex as an options for stop-outs  Encourage application through Open Houses and special programs	S. Dizdarevic J. Brooks L. Mendez Grad Coaches	Sep11 - Aug12	# direct mail # attending Open House # applied # tested # registered	Increase DM 5% vs. 1st yr Establish baseline for all other numbers	
A1 A2 A4 B3 B4 D1 D2	2.0 2.1 2.2 2.3 2.4	1 8		Maintain International Student Population	<ul style="list-style-type: none"><li>Implement "Mandatory" New International Student Orientation" on line- (web)</li><li>Organized and supervised Training for Additional DSO (Designated</li></ul>	S. Dizdarevic M. Seddiki	Sep11 - Aug12	# applied # accepted # registered  # of international students completed on line orientation	2% decrease from last year on overall registration  80% incoming international student to complete orientation on line	

					International Students official)  <ul style="list-style-type: none"> <li>Conduct Workshops for International Students</li> <li>Increase knowledge of F-1 status violation</li> </ul>			# of workshops  Conduct Survey	2-workshops with 20 participants  Increase awareness of status maintaining to 75%	
A1 A2 A4 B3 B4 D1 D2	2.0 2.1 2.2 2.3 2.4	1 8		Increase % of veterans and improve service by increasing veterans programs	<ul style="list-style-type: none"> <li>Become more Veterans Friendly Campus</li> <li>Organized/Advertized Veterans Open House</li> <li>Assume primary responsibility for Veterans Advisement-</li> </ul>	S. Dizdarevic	Sep11 - Aug12	# office inquiries # veterans events  # registered veterans  # matriculation plans completed  # GiBill educational benefits used	Increase office traffic by 5%  10 new veterans  10% of all veterans with matriculation plan completed  5% increase in #veterans using GiBill benefits	
A1 A2 A4 B3 B4 D1 D2	1.4 2.0 2.1 2.2 2.3 2.4	1 8		Improve Transfer Students Registration	Increase ability to deliver transcript credits prior to registration	J. Brooks L. Mendez	Summer I 2012	Number of transcript evaluated <i>on time for registration</i>	85% of transcripts evaluation completed Decrease re-evaluation by 20%	
A1 A2 A3 A4 B2 B3 B4 C2 D1 D2	2.0 2.1 2.2 2.3 2.4	1 8		Improve retention of current students	See Retention Plan for Specifics	Recruitment & Retention Staff	Ongoing	Fall to Spring Retention of targeted cohorts  Fall to Fall Retention of targeted cohorts  Participation in events	Establish baselines by cohort	

Dept./Div. Head: \_\_\_\_Marva R. Mack\_\_\_\_\_

Date: \_\_\_\_\_October 14, 2011\_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Special Programs and High School Initiative**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1.1	1.4	9 13	1. To improve recruitment and tracking activities of 350 low-income first generation college Student Support Services (SSS) participants.	-Develop program literature power point presentations, web page -Disseminate project brochures and literature -Utilize email, Facebook, & Twitter -Conduct recruitment sessions -College Tours -Transfer workshops	Director Associate Director Teacher Advisors College Placement Advisor	09/01/11 – 08/31/12	-The SSS program will enroll 350 eligible ECC students by Fall December 1, 2012 -100% of 350 SSS students tracked for post program outcomes.			
1.1 1.4 2.1	1.4 2.1	9 13	2. To improve quality of academic program services for 350 SSS students. Increase by 5% the number of students with 2.0 or better GPA	Personal and career Counseling; -Tutoring -Academic Advisement & Registration -Mentoring Peer and Professional -Enrichment Workshops -College Tours & educational exposures -Tours of private business/unions - College transfer sessions	Director  Associate Director  Teacher Advisors  College Placement Advisor	09/01/11 - 08/31/12	-70% or more of 350 SSS students will obtain 2.0 or greater GPA by end of program year 2012.			

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Special Programs and High School Initiative**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1.1 2.1	2.1	9	3. To improve by 5% the quality of services and retention activities for 350 SSS students.	Hire tutors & adjunct instructors; -Provide day & evening services for students including; -Tutoring -Academic Advisement Registration -College experience classes -Mentoring peer & professional -Personal and Career Counseling -Enrichment Workshop -College Tours and Educational Exposure -College transfer sessions	Director  Associate Director  Teacher Advisors  College Placement Advisor	09/01/11 – 08/31/12	Objective will be satisfactorily met if 70% of 350 SSS students will return Fall to Fall 2012.  100% of 350 SSS students will receive transfer information and assistance.			
1.1	4.3	9	4. Continue to seek external funding for the continuation and enhancement of existing SSS, High School Initiative, and new programs	-Expand the lines of communication regarding funding opportunities for Continuing Education	Director Associate Director Teacher Advisors College Placement Advisor	09/01/11 – 08/31/12	Special Programs & HSI will continue to seek new grant funding to support program activities by submitting at least one proposal to outside agencies 2012.			
1.3	2.2	9	5. To improve the SSS graduation and transfer rates	-Develop program literature, brochures, power point presentations on graduation -Financial aid workshops -Develop retention incentives for students -Provide transfer sessions -Improve tracking of student outcomes - 4-year college tours	Director Associate Director Teacher Advisors College Placement Advisor	09/01/11 – 08/31/12	Objective will be achieved if: -15% of the SSS 2009 FT FT cohort will graduate and or transfer in 3 years by 2012.			

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Special Programs and High School Initiative**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1.1 2.1	1.4	9 13	6.To increase by 5% the number of High School Initiative (HSI) students successfully completing college credit courses with a 2.0 or better GPA.	-Work closely with high school adjuncts and ECC academic departments to monitor student progress -Monitor students attendance to classes -Provide Accuplacer tests at high schools to appropriately place students in college credit classes	Director Coordinator Educational Representatives	09/01/11 – 08/31/12	-60% of HSI students enrolled will obtain a 2.0 or better GPA in college credit courses 2012.			
1.1 2.1	1.4	9 13	7. To increase by 7% the number of HSI students enrolling at ECC following high school graduation	-Provide Accuplacer test -ECC enrollment application -Financial Aid workshop -Campus tours -ECC Presentations at high schools on career options at the Main and West Essex campuses	Director Coordinator Educational Representative	09/01/11 – 08/31/12	-22% of HSI students will enroll in ECC after graduation 2012.			
1.1 2.1	1.4	9 13	8. Increase ECC faculty and academic departments' participation in curriculum and content learning models development by 50% for the Early College High School (ECHS).	-Meet with Newark Public Schools Administrators -ECC Deans and Division Chairs -ECC faculty and adjuncts -Hire academic coaches -Workshops for ECHS instructors	Director  Educational Representative	09/01/11 – 08/31/12	-ECC faculty and curriculum consultants will increase participation by 50% in 2012 for ECHS.			

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Departmental Objectives

**AY 2012**

Department: Student Development Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1.1 1.4 2.3	1.4	8 9	Encourage a culture of completion	1.4 Strengthen our partnerships with four-year institutions to maintain a seamless transfer process for students.	a. Update NjTransfer.org with new and revised course descriptions and syllabi. b. Increase Transfer Day participation. c. Update Articulation Agreements to reflect new course offerings. d. Distribute information to students regarding benefits of Essex County College graduation prior to transfer.	Director and Resource Specialists	On going	a. Produce Transfer Advisement Equivalency binders that reflect all changes in course descriptions and syllabi. b. Increase Transfer Day participants from 23 colleges to 28. c. Increase Articulation Agreements by two. d. Transfer rates for <u>graduates</u> will increase.	All Counselors and Chairs received binders.  5 additional colleges participated.  Two new agreements were signed by the College President.  Based on the Graduate Survey, the transfer rate increased by 10%.		
1.1 1.3 2.1 2.2 2.3 2.4	2.1	8 9 14	Encourage a culture of completion	2.1[1] Develop retention strategies to improve advisement, counseling and registration for new students.	c. Continue training workshops for Advisors and Counselors to improve customer service during the registration process. d. Continue to provide students with support in utilizing Web Services for registration. e. Generate a lively presentation with the assistance of MPT in order to increase new student interest in ECC extracurricular activities and services thereby increasing student retention and culture of completion.	Counselors, advisors and SDC staff	AY 2012	A Create a list of students identified to follow-up on midterm warning interventions. c. Conduct two workshops. d. Provide registration lab for new students for web registration. e. Create two videos; one to be shown at the beginning of the registration process and the other shown during the Exit Conference.	Provide a report at the end of semester to ascertain the results of the midterm interventions.  100% of counselors, advisors, SDC staff, CAF, Registrars and IT staff attend the workshop.  Registration Lab is functional.  90% of surveyed students rate the entire registration process as above 'Good' or 'Excellent'.		

Dept./Div. Head: Pamela Maynard

Date: 10-19-11

# ESSEX COUNTY COLLEGE – Departmental Objectives

**AY 2012**

**Department: Student Development Center**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1.1 1.3 2.1 2.2 2.3 2.4	2.1	8 9 14	Encourage a culture of Completion	2.1[1] Develop retention strategies to improve advisement, counseling and registration for probation students	2.1[1]a. Provide informational sessions for the probation student population. b. Confer with already identified probation students who have received midterm warnings to discuss academic progress and receive encouragement. c. Continue training workshops for Advisors and Counselors to improve customer service during the registration process.	Counselors, advisors and SDC staff	AY 2012	a. Produce a survey for student evaluation of probation informational sessions. b. Create a list of students identified to follow-up on midterm warning interventions. c. Conduct two workshops.	85% of students who participated in the probation informational sessions rated the sessions as informative.  Provide a report at the end of semester to ascertain the results of the midterm interventions.  100% of counselors, advisors, SDC staff, CAF, Registrars and IT staff attend the workshop.  Registration Lab is functional.  90% of surveyed students rate the entire registration process as above 'Good' or 'Excellent'.		
			Encourage a culture of completion	2.1[2] Improve Counselor and Resource Specialist visibility and relationships with students, college personnel and the outside community to develop a culture of completion and job readiness.	2.1[2]a. Conduct visits to academic classes including the general population as well as those leading to A.A.S. degrees, CAF, Special Programs, Gateway to College, Project Degree and Workforce Development.	Counselors, Resource Specialists and Part Time SDC Staff	AY 2012	a. The SDC staff will conduct 15 class visits during AY 2012.	85% satisfactory response to evaluation survey.		
1.3 1.4 2.2 2.3	6.3	7	Encourage a Culture of Completion	6.3(b) Generate daily reports on Total Withdrawals for the purpose of encouraging students to persist and complete their academic studies.	6.3(b) Request the Total Withdrawal Report from IT on a daily basis. Students will be questioned on reasons for withdrawing and advised on the repercussions of withdrawal from classes		Spring 2012	Revise the Total Withdrawal process to be able to better impact student regarding their decision.	Reduce the number of Total Withdrawals by 10%.		

Dept./Div. Head: Pamela Maynard

Date: 10-19-11

# ESSEX COUNTY COLLEGE – Departmental Objectives

**AY 2012**

**Department: Student Development Center**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
1 1.3 2.2 2.3	1.1	8 9	Enhance Student Services	1.1 Improve student knowledge of labor market trends within their particular major and career goals	a. Train staff on EMSI software by providing two workshops. b. Market the software to students through targeted class visits. c. Publish labor trends in school newspaper	Assoc. Dir.- Job Dev. and P/T Lab Coord.	Starting Spring, 2012	Conduct pre and post surveys for each class visit to determine if students' knowledge about their major and employment opportunities based on market trends increased.	Identify two majors to target for class visits:  80% of the students learn more about their major.		
1.1 1.4 2.3	1.4	8 9	Enhance Student Services	1.4[2] Strengthen and expand partnerships with non-profit, government and private sector businesses and agencies to increase job readiness and employability of students.	Continue to provide and offer Career Fairs and accompanying events (Employer Panels and Resume Clinics) to students and the greater Newark community.	Staff of the Student Development Center	Fall and Spring Semesters	Schedule one Career Trilogy for Fall Semester and one for Spring Semester	Survey results from students and employers showed 85% "good" or "excellent".  Increase the number of ECC participants in the Career Trilogy by 15%.		
1.1 1.4 2.3	1.4	8 9	Enhance Student Services  Create a Culture of Completion	providing on-campus job oppty through Fed Work/Study	Provide three orientation sessions each semester for W/S applicants and monitor each semester or term expenditure.	Federal W/S Coordinator	On-going	% W/S allocation spent	By the end of AY 2012, Federal allocation and match from ECC has been spent.		
2.1 2.2 2.3 2.4	2.2	8 9 11	Enhance Student Services  Create a Culture of Completion	2.2[1] Continue to offer Career Development Seminar I and II for Fall and Spring Semesters to enhance students' ECC experience with a better understanding of their career paths.	2.2[1]a. Revise course materials to include <u>A Practical Guide</u> as the text book. b. Require an eportfolio as the final project.	Career Officer	Starting Spring, 2012	Create a class website where the eportfolios will be evaluated.	90% of the students in the class will have a personal eportfolio detailing their career path which they can update.		



2.1 2.2 2.3 2.4	2.2	8 9 11	Enhance Student Services  Create a Culture of Completion	2.2[2] Develop strategies and activities collaborating with the Business Division to provide workshops during Career Week for all the College Success Seminar classes.	2.2[2]a. Provide workshops for all CSS classes introducing first year students to SDC services.	SDC Staff and Counselors	Fall & Spring Semesters	Produce a survey to evaluate the information presented during the workshops.	85% of students surveyed responded 'Good' or 'excellent' for the workshops.		
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## ESSEX COUNTY COLLEGE – Departmental Objectives



Department: Student Development Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Finding s	Action Plans
2.1 2.2 2.3 2.4	2.2	8 9 11	Enhance Student Services  Create a Culture of Completion	Market Cooperative Education (CEE 298 and 299) to students with 24 or more college level credits to develop a culture of completion at ECC and a culture of success for graduates.	2.2[3] Market Cooperative 2.2[3] Submit articles to school newspaper advertising Co-op and potential employment opportunities.	Assoc Dir.- Job Develop., Resource Specialist	AY 2012	Materials produced  Increase in program participation	1 booklet produced  3 articles featuring past and present job sites  Student participation in Cooperative Education will increase by 10%.		
2.1 2.2 2.3 2.4	2.2	8 9 11	Enhance Student Services  Create a Culture of Completion	2.2[4]a. Increase student body knowledge of disability support services and technological advances available to further academic success and expand the rate of completion.	Advertise support services during key college events  Encourage students to identify disabilities upon admission	Disability Specialists	AY 2012	pamphlets distributed during registration  # pamphlets distributed during SDC workshops  # contacts with Division of Rehabilitation.	200 pamphlets distributed overall  Increase the number of students who self identify their disability by 5%.		

1.1 1.3 1.4 2.3	5.2	9	Enhance Student Services	5.2 Continue to train and educate ECC students and faculty on SDC career related software such as VAULT, eRecruiting, and COIN.	Increase the number of students and alumni utilizing the online job search engine (eRecruiting).  <b>A.Conduct</b> classroom visits and workshops; encourage students to visit the SDC to obtain access and training on the software.	Assoc. Dir.-Job Developer, Resource Specialist, P/T Lab Coord.	AY 2012	Track usage of the online software through the swipe system.	Record the usage of the software for comparison on a semester basis.		
1.3 1.4 2.2 2.3	6.3	7	Develop a culture of assessment	6.3(a) Continue to produce the Graduate Student Survey, Transfer Report, Career Fair Report and Annual Report to assess SDC program and services effectiveness in enhancing the ECC student experience.	a. Maintain a record of all SDC events. b. Immediately after each SDC event conduct a follow up with participating students to evaluate participation rates and employment results. c. Generate monthly reports regarding the services given to students.	Assoc. Dir.-Job Developer and Counselors	AY 2012	Graduate Student Survey; Transfer Report; Career Fair Report; SDC Annual Report	Reports for AY 2012 will be completed by November 2011.		

Dept./Div. Head: \_\_\_\_Pamela Maynard\_\_\_\_\_

Date: \_10-19-11\_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

**Department: Student Life & Activities Office**

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Enrollment Management Plan Goals	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings
B2	2.2	1, 2, 8, 9	Enhance college readiness of incoming freshman	Increase the number of New Student Orientations and the participation by Faculty, Administrators and Departments.	Initiate contact earlier in the students admissions Process.  Solicit input from groups to broaden participation.  Determine viability of on-line orientations or hard copy packets.  Conduct strategically planned student surveys to compare students who attended orientation with those who did not.	Director, Program Coordinators	Summer I,	Track awareness of the student code conduct.  Track registration success of students who participated in Orientation	Establish baseline for the percentage of students who are aware of the Student Code of Conduct at ECC. .  Increase overall registration of students who attended orientation by 2%	
C2	2.2	1, 9, 8	Encourage a culture of completion	Increase student access to internal scholarships	Review the Scholarship/Waiver process.  Evaluate the availability of student access to information.  Increase publicity of scholarship opportunities.  Integrate returning student pre-filled applications that include academic progress.  Collect demographic info from applications.	Director,	Spring 2012	Number of scholarship applications.  Establish a baseline for accuracy with application submission  The number of departmental, returning and graduating scholarships.	Increase applicant pool by 25%..  Increase accurate completion of scholarship applications by 25%  Achieve a balanced awarding of incoming, returning, and scholarship awards	

A4	5.2	1,8, 9	Enhance Student Services	Establish the utilization of technology for student club proposals, charters and any ancillary reports to improve submissions	<p>Contact Information Technology for established processes for implementation.</p> <p>Convert routine forms to "fill able" PDF documents allowing for on-line entry and electronic transmission.</p> <p>Communicate to students the availability of on-line forms.</p>	Director, Program Coordinators	Spring 2012	<p>Comparison of meeting established deadlines for club charters, club proposals, and reports.</p> <p>Meeting established deadlines for the completion and submission of student request and reports.</p> <p>Club/organization satisfaction survey</p> <p>Amount of Printing and paper cost.</p>	<p>Establish a baseline of timeline submissions.</p> <p>60% completion rate</p> <p>60% satisfaction</p> <p>Reduce paper and printing cost by 25 %</p>	
A4	5.1 5.2	1,8,3	Provide Data-Driven Assessment of Retention-Related Activities	Investigate the use of the Banner system to track Student Clubs, Programs, Scholarships and Judicial Cases.	<p>Contact Information Technology to see if a Student Activities module is available.</p> <p>If not available, research potential software that is available to produce desired tracking.</p> <p>Organize training for all staff.</p>	<p>Executive Dean Information Technology,</p> <p>Director SLAO</p>	Spring 2012, Summer I	Accurate data collection.	Identify and implement tracking mechanisms	
A3	2.2	1,8,13	Enhance student services	Enhance Student Programming - Main Campus	<p>Continue the Campus Activities Board (CAB).</p> <p>Identify Learning outcomes that coincide with academic departments.</p> <p>Develop programs that allow students to consciously evaluate current events; social and political.</p>	Program Coordinator	Spring, 2012	<p>Create standard for successful programs.</p> <p>Track student participation via sign-in sheets</p>	<p>Achieve a 75% success rating.</p> <p>Establish a baseline for unduplicated student participation</p>	

A3	2.2	1,8,13	Enhance student services	Enhance student programming-WEC	Build on established student club.  Create opportunities for students to organize and charter new clubs.  Develop learning outcomes for programs  Collaborate with the Newark campus to encourage participation in Student Government Association and student newspaper.	Program Coordinator	Spring 2012	Meeting established club charters based on student surveys.  Meet representation requirements established in SGA constitution	Double the number of clubs on WEC (2)  Identify WEC representative.	
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Dept./Div. Head: \_\_\_\_Patricia A. Slade\_\_\_\_\_

Date: \_\_\_\_\_October 14, 2011\_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Training, Inc.

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.4	2	Offer four Open Houses to employers, conduct three Advisory Board meetings, provide two Grad Panels and invite employers to participate as workshop presenters.	The Job Developers will reach out to various employers to present Open Houses and workshops to trainees. The Job Developers will also reach out to Training, Inc. graduates who are now employed to participate in Grad Panels that will serve as motivation to trainees. Both the Job Developers and the Director will reach out to employers to participate in Advisory Board meetings, and the Director will notify current Board members of upcoming meetings.	Mitra Choudhury / Tom Sacco	July 2011 – June 2012	The number of Open Houses, Advisory Board meetings, job development workshops and Grad Panels offered, as well as the number of members added to the Advisory Board.	Four employer Open Houses will be organized, three Advisory Board meetings will be held, job development workshops (such as Practice Interviewing) will be offered featuring employer participation, and two Grad Panels will be presented by now employed former Training, Inc. participants. Two members will be added to the Advisory Board.		
B1 & B2	2.1	8, 9	Improve the program completion rate.	Continue to improve the orientation process, provide Supervisory Group (small group) meetings on a more regular basis, provide one-on-one counseling as needed, mail warning notices in a timely manner and contact absent participants at home to reduce attrition.	Tom Sacco	July 2011- June 2012	The completion rate as compared with last year's rate	The completion rate, which was 70% last year, will be 75%.		

Dept./Div. Head: Mitra Choudhury, Director of Training, Inc.

Date: 10/6/11

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Training, Inc.

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1 & B2	2.3	7, 14	Achieve successful class completion and job placement rates by maintaining assessment instruments that will best provide appropriate evaluation of training programs.	<p>Testing of allied health trainees will continue to be done through either state-approved CNA evaluators or NHA-approved testing.</p> <p>Credit course testing for CBOS trainees will continue to be done in cooperation with ECC's Business Department.</p> <p>The County of Essex, City of Newark and private foundations will conduct site visits to evaluate the program.</p> <p>Trainees completing the program will anonymously evaluate the program and their trainers.</p> <p>Instructors will assess student learning outcomes</p>	Tom Sacco	July 2011-June 2012	<p>NJ state and National Healthcareer Association certification exam results, grades for ECC college credit courses and credit equivalency exams, reports from public and private funder monitors, program evaluations by trainees and the job placement rate of trainees who completed the program.</p>	<p>85% of trainees testing for allied health certifications will pass.</p> <p>80% of CBOS trainees will pass college credit courses with a grade of "C" or better.</p> <p>County/city monitors and private foundation officers will identify Training, Inc. as a satisfactory training site.</p> <p>90% of the trainees evaluating Training, Inc. will rate it either "excellent" or "good."</p> <p>All instructors will provide student learning outcomes data at the end of each program.</p> <p>The job placement rate, which was 66% last year, will increase to 70%.</p>		

Dept./Div. Head: Mitra Choudhury, Director of Training, Inc.

Date: 10/6/11

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Training, Inc.

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
C2	4.3	2	Prepare and submit proposals for governmental and foundation financial support that will result in external funding that will surpass the FY 2011 funding level of \$1.35 million	<p>Submit proposals to NewarkWORKS and Essex County DTE in a timely manner as per their respective RFPs, as well as to the Victoria Foundation, Prudential Foundation and Jockey Hollow Foundation.</p> <p>Submit timely Reports on Proposals and requested documentation to the above foundations, as well as to the Hearst Foundation, so that Training, Inc. can continue to submit proposals to said foundations in the future.</p>	<p>Mitra Choudhury / Tom Sacco</p> <p>Mitra Choudhury / Tom Sacco</p>	<p>July 2011- June 2012</p> <p>July 2011- June 2012</p>	<p>Total amount of funds awarded through both public and private sources.</p> <p>Reports from public and private funder monitors.</p>	<p>Successful proposals will be submitted to both the County of Essex and City of Newark, as well as to various foundations, in an amount totaling \$1.75 million.</p> <p>County/city monitors and foundation officers conducting site visits will identify Training, Inc. as a satisfactory training site.</p>		

Dept./Div. Head: Mitra Choudhury, Director of Training, Inc.

Date: 10/6/11



# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Training, Inc. (Job Search)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1 & B2	2.1, 2.2	8, 9	Enhance counseling, guidance and support, and develop additional approaches so as to enhance and better support academic instruction and improve the retention rate, which was 69% in FY 2011, by 5%.	<p>Enhance orientation programs.</p> <p>Revamp orientations for Job Search clients making it more effective and informative.</p> <p>Promote and enhance the use of technology and information literacy</p> <p>Use Rutgers's "Building Skills to Work" in computer labs</p> <p>Use of O-Net Online, My Next Move and ECC's Career Coach in computer labs.</p>	Bert Shockley	July 2011-June 2012	The retention rate as compared with last year's rate	Retention in the Job Search program will increase 5%.		

Dept./Div. Head: Mitra Choudhury, Director of Training, Inc.

Date: 10/6/11

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Training, Inc. (Single Stop)

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A4	2.1	9	Increase the number of students screened for public benefits and Single Stop services.	Increase program outreach through enhanced marketing, improved linkages to other college departments and student organizations.	Kevin Kurdziel	By September 30, 2011	The number of students screened and the number utilizing income tax services	The total number of students screened at Single Stop will increase by 10%, which provides for the students a total of \$140,000 in public benefit.  The number of students utilizing income tax preparation services will increase by 10%.		
B2	2.4	13	Develop multi-faceted marketing strategies to increase student awareness of Single Stop Services.	Develop additional marketing materials. Use a variety of marketing methods including direct mail, internet, emails, and classroom and group presentations.	Kevin Kurdziel	By April 15, 2012	The number of direct mailings sent, the utilization of student email addresses and an increase in promotional materials displayed	At least two direct mailings to students will be completed. Student email addresses will be utilized to promote all events and services. More promotional materials – including brochures, posters and signs – will be displayed		

Dept./Div. Head: Mitra Choudhury, Director of Training, Inc.

Date: 10/6/11

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Urban Issues Institute

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B1	1.1	6, 11	Develop an interdisciplinary Certificate Program in Urban and Peace Studies directed through the Urban Issues Institute which fuses theoretical and service-based approaches to student learning in partnership with the Division of Humanities and Division of Social Sciences	Run second experimental pilot course entitled “Topics in Newark History and Culture” (HST 200) which serves as a free elective in Liberal Arts and Social Sciences and is sponsored by the Division of Humanities; Submit course proposal to CCAC for formal adaptation into college curriculum	M. Stevens	January - April 2012	# of classes held; # of students admitted into the class; comparison of number projected and the number enrolled	1 section of HST 200 with 15 students enrolled; at least 85% complete the course with a B or better		
B1	1.1; 1.3	11, 13		Increase publicity for HST 200 among Liberal Arts and Social Science majors by: 1) identifying key faculty who can recruit students into the course; and 2) compiling and publishing student papers as final texts of the pilot coterie and offer online links—via the Urban Issues Institute page on the ECC website—to the video/new media presentations that HST 200 students completed and; 3) publishing student papers as final texts for the Urban Issues Institute press	M. Stevens; S. Patterson	October – December 2011				

B1; B2	1.1	6, 11		Formulate an interdepartmental steering committee of students, professors and administrators that will help design, review and submit a proposal for the Certificate in Urban and Peace Studies to the CCAC in June 2012	M. Stevens; C. Attenborough	November 2011-March 2012	# of professors and students selected for the steering committee; # and type of academic divisions and administrative positions represented by the committee; # of courses identified and outlined for the proposed certificate program	1 steering committee comprised of 12 representatives— faculty, administrators and students; minimum of 3 academic divisions participating in the committee and 1 administrative branch		
A1	1.3	8, 9		Offer second annual Municipal Government Internship program with local elected officials in the County of Essex in partnership with the City of Newark, City of East Orange, City of Irvington and the Urban Mayors Association of New Jersey	M. Stevens; A. Boakye; L. Carter	November 2011-June 2012	# of students applying for the internship position; # of students selected for the internship position; # of internships and municipalities seeking students to intern in their offices; two-part workplace evaluation of interns by affiliated ECC faculty and affiliated municipal government representatives; # of students hired by municipalities where they interned	50 students apply for the internship position; 10-12 students selected; 10-12 internships offered by a total of 5 municipalities across the County of Essex; at least 3 students hired by the municipalities that they served through the internship program		
B1; D1; D2	3.1	10		Hire an Assistant Director	M. Stevens	October 2011	Employee evaluation;	All 4 evaluations are		

A1; D1	4.3	3		for the Urban Issues Institute to aid in development of the UII certificate program and related activities for fall and spring AY 12 semesters	M. Stevens; N. DeHaan; C. Mierendorf; S. Patterson	November-April 2012	employer evaluation; employee self-evaluation; employer self-evaluation	completed, reviewed and a follow-up meeting takes place to discuss results of the evaluation		
				Recruit a grants intern/volunteer and establish an ad hoc committee that will re-examine the Raritan Valley Community College's service learning resources website to help identify and apply for Department of Justice and Department of Homeland Security academic fellowships as well as institutional grants to support programs and research projects associated with the Certificate in Urban and Peace Studies for the AY 13 and AY 13 years			# of interns recruited; # of grants identified; comparison of # identified and # applied for during AY 12	1 intern recruited; at least 12 grants identified		
B1	1.3	9, 13		Investigate Springfield College template for Americorps program in order to position ECC students as potential Americorps volunteers at local schools, hospitals, mental health clinics, after-school programs and other non-profit organizations in the County of Essex as a means of gaining credit toward the completion of the Certificate in Urban	M. Stevens; J. Stein	AY 12 ongoing	# of Springfield college representatives who are interviewed about Americorps program; # of ECC students who indicate interest in potential Americorps initiatives; # of current Americorps programs in New Jersey colleges	2 Springfield college representatives identified as points of contact; 12 students interested in Americorps opportunities; 3 Americorps liaisons from New Jersey colleges identified		

				and Peace Studies						
A3	2.2	8	Identify and promote greater awareness of urban issues—as outlined in the Urban Issues Institute mission statement—in the greater Newark metropolitan area that have an adverse effect on student retention at ECC. Develop and implement strategies for addressing the short-term and long-term obstacles that are identified and discussed	Form a focus group of veterans from ECC, local American Legion representatives in the County of Essex and relevant stakeholders such as the office of Marketing and Research to address the issue of veterans’ homelessness in the County of Essex	Stevens	AY 12 (ongoing)	# of veterans chosen and branches of U.S. military represented; # of stakeholders and organizations/institutions that they represent in the County of Essex; # of studies, meetings and programs that are held in AY 12 to address the issue of homeless veterans in the County of Essex	A focus group of at least 8 members is formed and planning for programs such as a Readjustment Open House and/or Stand-down for Homeless Veterans will be held in AY 12;one publication is submitted to the County of Essex with recommendations for how to address the issue of homeless veterans in the County of Essex.		

A3	2.2	8		Conduct 3 <sup>rd</sup> Annual AIDS Week in co-sponsorship with Office of Student Life and Activities, Communications Program, Liberation in Truth Open Door Center and Rutgers Pride Organization	M. Stevens; J. Wager; P. Slade	September -December 2011	#of total events held; # of surveys completed; # of VOICES/VOCES workshops held; comparison of # of students registered and # of students actually tested for HIV on campus; # of people who attend the town hall	at least 1 event held per day; at least 250 students complete and return the sex practices survey; at least 2 VOICES/VOCES workshops; at least 85% of students registered for HIV testing complete the testing; at least 3 classes from ECC attend the town hall		
D1	2.1; 2.2	13		Host the Environmental Justice Workshop, 'Change the Game,' in partnership with the National Association for the Advancement of Colored People (NAACP), New Jersey Environmental Justice Alliance, Coalition of Black Trade Unionists and People's Organization for Progress	M. Stevens	October 22, 2011	# of community denizens in attendance; # of ECC students in attendance; # of students who receive service-related internships with partnering organizations;	at least 50 community denizens in attendance; ECC students from at least 2 current classes in attendance; at least 3 students who receive service-related internships		
B1	2.2	13		Conduct 'Out on the Town' cultural field trips with ECC students	M. Stevens	AY 12 ongoing	# of field trips per academic year; # of events publicized through flyers and emails; # of students who attend; student media reportage in ECCO, UII press or other venues	At least 6 trips per academic year; at least 4 events publicized; at least 25 students participate per academic year; at least 3 post-event reports from students in ECCO, UII press or other venues		

Dept./Div. Head: \_\_\_\_\_ M. Stevens \_\_\_\_\_

Date: \_\_\_\_\_

## ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: Urban Issues Institute

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
D2	3.2	6, 10	Facilitate cross-campus collaboration on academic workshops that generate interdisciplinary dialogue about past, current and future intellectual contributions of full-time and adjunct faculty	Co-sponsor the 5 <sup>th</sup> Annual Faculty Scholarship Colloquium with the CCHA, Africana Institute and Division of Humanities	D. Berry; A. Khalfani; R. Pernia; A. Khalfani	Spring 2011	# of faculty (full - time and adjunct) that submit proposals; # of faculty (full-time and adjunct) that present material; satisfaction survey	12 faculty (full-time and adjunct) that submit proposals; 6 faculty present; 85% percent satisfied		
D2	2.2; 3.1	13		Urban-focused teach-in series that presents individuals at various stages of their academic and professional careers in order to promote and enhance the exemplary work environment of the college	S. Patterson	AY 12 ongoing	# of teach-ins held; total # of participants; # of satisfaction surveys submitted to MAP gallery	4 teach-ins for AY 12; at least 50 people total; at least 8 surveys submitted to MAP gallery		
A3	4.1; 4.2	3; 8	Establish donors to support the UII values of local accountability and global citizenship	Solicit and raise funds for an annual service-based award to be given to one ECC student who best exemplifies UII mission of “civic engagement and youth leadership” during AY 12	M. Stevens	AY 12 ongoing	Amount of money raised; # of students who apply for award	\$1500.00 raised for award; 12 students who submit applications for award		



A1; C2	2.2; 4.2	3; 9; 11		Raise funds for Haiti Summer Abroad	M. Stevens	AY 12 ongoing	# of programs held to raise awareness and funds for study abroad; amount of money raised	3 programs held; \$1000.00 generated to offset costs of student travel		
A1; D1	4.3	3		Recruit a grants intern/volunteer and establish an ad hoc committee that will re-examine the Raritan Valley Community College's service learning resources website to help identify and apply for Department of Justice and Department of Homeland Security academic fellowships as well as institutional grants to support programs and research projects associated with the Certificate in Urban and Peace Studies for the AY 12 and AY 13 years	M. Stevens; N. DeHaan; C. Mierendorf; S. Patterson	November-April 2012	# of interns recruited; # of grants identified; comparison of # identified and # applied for during AY 12	1 intern recruited; at least 12 grants identified		
A4	2.4	3		Hire a marketing consultant that will create a UII brochure for AY 12 and a UII page for the ECC website	M. Stevens; L. Keister; M. McCarthy	September -December 2011	# of brochures produced; # of pages generated; # of consultants hired to complete projects	1 brochure produced; 1 page incorporated into ECC site; 1 graphics and marketing consultant hired to pursue and complete these activities1		

A1	2.2; 2.4	6; 13	Establish and promote UII press in order to reinforce the institute's commitment to the values of public scholarship and critical thinking	Compile, assess and publish volunteer surveys circulated in January 2011 and present college wide	M. Stevens; S. Patterson	December 2011	# of reports generated from the survey results; feedback from relevant administrators and faculty based on survey results; # of classes that use results to incorporate service learning into curriculum	1 report generated and released college wide; 3 administrators and faculty review the report and offer feedback for how to expand volunteer efforts college wide		
A1	2.2; 2.4	6; 13		Compile, publish and distribute the final projects from the Spring 2011 HST 200 course	S. Patterson	October-December 2011	# of projects published; # of publications sold	3 publications produced; at least 30 sold		
D2	5.1; 5.2	8	Develop and enhance safe and intellectually stimulating spaces that apply diverse technologies and upgrade the physical environment	Establish the urban Multipurpose in room 4171D for data and archive collection that facilitates the development of focus groups which address urban issues outlined in the UII mission statement	M. Stevens; S. Patterson	AY 12-ongoing	# of items acquired; # of focus groups generated; # of archive spaces created for our collection	50 items acquired; 2 focus groups created		
D2	5.1; 5.2	8; 13		Enhance MAP Gallery located in UII foyer	S. Patterson	AY 12-ongoing	# of items added; # of items from student participants	25 total items for AY 12; 10 items from students		
D2	5.1	6		Propose a video documentary interview with Essex County College Board of Trustee members regarding specific urban issues in the greater	M. Stevens	November 2011	Present the proposal to higher administration	Proposal was approved by higher administration		

				Newark metropolitan area to be displayed in the UI foyer						
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Dept./Div. Head: \_\_\_\_\_Margaret Stevens\_\_\_\_\_

Date: \_\_\_\_10/14/2011\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: West Essex Campus

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A.1	2.1	8	Improve retention Fall to Fall of FFT/FT students attending the West Essex Campus.	Invite new students on campus to inform them of academic offerings, financial options and other supportive services available i.e. tutoring, library, and computer labs.  Offer new student orientations on a regular basis Open PC Labs for on-line registration Meetings with p/t disabilities counselor on campus as well as financial aid representative. Introduce new students to faculty members, counselor and advisors to develop relationships from the start to improve retention. Connect new students with peers and services available at the campus. Conduct Orientations for high school initiative students Improve advisement processes.	Associate Dean – WEC E. Vieira	2011/12	IT Reports	Annual goal meet 72% of incoming freshman in person.		
A.3		9								
A.4		11			Tutoring Services Academic Programs Staff		Attendance sheets of new student at open houses/ orientations.	Increase Fall to Fall retention by 2% (from 45%).		
B.3	2.3	13			Coordinator for Library Services					

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: West Essex Campus

B.3	6.5	14	Increase graduation rate for the Fall 2007 cohort – First Time/Full Time	Advisement of students Calling students to schedule on-going appointments Send letters encouraging them to continue	Associate Dean for the West Essex Campus - E. Vieira Counselor - N. Moore-Melnick Teacher-Advisors A. Torres D. Rosario R. Patel Coordinator for Academic Programs	Fall 2011 Spring 2012	Request reports from IT.  Request reports from Factbook available thru Institutional Research.	Increase graduation rate by 2% for the Fall 2008 cohort as compared to the Fall 2007.		
B.3  A.4  B.3	2.2	9  11  12	Enhance academic instruction by offering academic resources and supports to improve student outcomes.	Hire peer tutors/learning associates.  Offer academic resources and support on campus through Academic Resource Center.  Provide support to faculty by offering Sakai classroom management training. Librarian will offer workshops such as information literacy and writing research papers.  Purchase new equipment as needed ie. books, computer, printers to improve delivery of services.	Associate Dean of the West Essex Campus - E. Vieira  Coordinator of Academic Programs  Tutoring Services Supervisor  Coordinator for Library Services	2011-12	Request IT reports to review grade distribution.  Attendance of students registered used the screen system.	Increase attendance in the Academic Resource Center by 5% of students who are enrolled in the developmental courses.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: West Essex Campus

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A.2 B.2	1.1	13	Offer hybrid and on-line courses at the West Essex Campus.	Schedule three courses for Fall 2011 and four for Spring 2012.  Market courses to students. Advise students of courses.	Associate Dean of the West Essex Campus – E. Vieira  Coordinator of Academic Programs/WEC  Faculty Coordinators at WEC	Fall 2011 Spring 2012	Request IT reports. Enrollment Reports and grade reports.	Attendance of students.  Review grade distribution reports.		
B.2	1.1	2	Research and identify possible new non-credit program and course offerings that meet the needs of the community and labor market	Develop course offerings. Identify at least two new non-credit offerings.	Associate Dean of the West Essex Campus – E. Vieira  Director of Continued Education and Campus Services	Spring 2012	Request reports from non-credit database.	Offer and recruit students for two courses.  Review retention and passing rates as well as job placement information upon completion.		
A.1 A.3	5.1	3	To develop a program and space master plan that will assist the Facilities Department with completing comprehensive design plans for a full exterior and interior renovation of the branch campus.	Prepare a memorandum outlining a plan for the campus taking into consideration programmatic and space needs to be submitted to the Director of Facilities.	Associate Dean of the West Essex Campus – E. Vieira	Spring 2012	Architectural plan with upgrade of facilities, parking, and external as well as internal renovations completed by Facilities Dept.  Bid	Allocation of funds for renovations. Be able to serve higher enrollment of students upon completion of renovations.		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: WISE Women's Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
A1	2.1	9	To inform College and the community about WISE Women's Center services, programs, events, workshops and non-credit courses	Implement improved, or more expansive and modern marketing techniques with greater utilization of social networking sites such as FACEBOOK, YOUTUBE, and TWITTER.	WISE Coordinator	June 2012	Survey of participants	20% of participants report accessing WISE through social networking sites		
A3	4.3	9	To increase programs and services for members of the College and the community-at-large through external funding	Proactively research/write grants Establish partnerships/ collaborations with potential funders Submit 3 proposals	Director Wise Coordinator	June 2012	Number of proposals submitted	3 proposals written, approved and submitted		
B2	1.0	11	To develop an Entrepreneurship Studies Program	Investigate other such programs in the area Develop relevant courses Create linkages between non-credit, certificate, and credit offerings in consultation with ECC Business Division	WISE Coordinator	June 2013	A viable Entrepreneurship Studies Program developed and ready for implementation by September 2013	Upgraded and new suite of courses such as: Legal Formation, Developing a Business Plan, Marketing Plans, Record Keeping, Taxes, Strategies, Employee Relations, Project Management		

Dept./Div. Head: \_\_\_\_\_

Date: \_\_\_\_\_

# ESSEX COUNTY COLLEGE – Evaluation of Departmental Objectives

**AY 2012**

Department: WISE Women's Center

Actionable Foresight	Strategic Plan Objective	M.S. Standard	Departmental Outcomes/Objectives	Activities/ Strategies	Responsible Administrator	Timetable	Measure(s)	Achievement Targets	Findings	Action Plans
B2	1.0	11	To develop a Philanthropic Development Program	Investigate other such programs in the area Develop relevant courses Create linkages between non-credit, certificate, and credit offerings in Philanthropic Development in consultation with ECC Business Division	WISE Coordinator	June 2013	A viable Philanthropic Development Program developed and ready for implementation by September 2013	Upgraded and new suite of courses such as: Non-Profit Management, Grant Writing, Volunteer Management, and Project Management		
B2	1.0	11	To develop a certificate in Hydroponic Urban Farming	Establish a cooperative partnership with Garden State Urban Farms who are interested in training female ex-offenders from FORGE Create a curriculum including entrepreneurship and project management	WISE Coordinator	June 2012	A certificate program in place	15 FORGE women per semester trained in hydroponic farming		
D2, A4	5.2	2	To provide opportunity for all staff to upgrade skills with particular concentration on customer service and technology	Schedule all staff to attend Human Resources-sponsored professional development, computer, customer service and workplace protocol classes Schedule some staff to attend external workshops	Director	June 2012	Number of workshops attended by how many staff	75% of staff attended a minimum of 3 workshops		