Rowan College at BURLINGTON COUNTY

BOARD POLICY **No. 001**

TITLE:	Mission, Vision, Strategic Planning, Institutional Effectiveness, & Institutional Accountability
DATE ADOPTED:	August 18, 2026
EFFECTIVE DATE:	August 18, 2026
SUPERSEDES:	August 17, 2021, & November 2, 2018

PURPOSE

The Board of Trustees establishes the College's Mission, Vision, Core Institutional Values, Strategic Planning, Institutional Effectiveness, and Institutional Accountability framework to provide: institutional direction, promote ethical governance, ensure responsible stewardship of public resources, support compliance with applicable legal and regulatory requirements, and foster continuous institutional improvement.

GUIDING PRINCIPLE

The Mission and Vision of Rowan College at Burlington County establish the foundation for institutional governance and strategic direction. Accordingly, the Board of Trustees shall consider the consistency of major policy decisions, strategic initiatives, capital investments, resource allocation, and institutional priorities with the College's Mission, Vision, Strategic Plan, and long-term institutional interests.

In fulfilling its fiduciary responsibilities, the Board shall promote governance that is mission-driven, student-centered, evidence-based, fiscally responsible, legally compliant, ethical, transparent, and focused on continuous institutional improvement.

VISION STATEMENT

To be the primary choice for learners to experience innovative educational opportunities - a leader in providing cost-effective pathways toward academic, career, and personal success, while cultivating a sense of pride in all of our students, faculty, staff, and community members.

MISSION STATEMENT

Rowan College at Burlington County transforms lives by delivering innovative, high-quality, and affordable educational experiences in an accessible and diverse environment.

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INSTITUTIONAL ACCOUNTABILITY

The College shall conduct all institutional activities in accordance with applicable federal and state laws, regulations, accreditation standards, and Board policies.

Institutional planning, decision-making, resource allocation, and administrative practices shall reflect the highest standards of integrity, ethics, transparency, accountability, and public trust while supporting achievement of the College's Mission and Vision.

The Board expects institutional leaders to maintain effective systems of governance, internal control, compliance, enterprise risk management, institutional assessment, and continuous quality improvement.

CORE INSTITUTIONAL VALUES

The College shall conduct its activities in accordance with values that promote:

a. Student success and learning.
b. Integrity, ethics, transparency, and accountability.
c. Academic excellence and innovation.
d. Access, inclusion, diversity, belonging, and mutual respect.
e. Civility, collaboration, and shared governance.
f. Responsible stewardship of public resources.
g. Community engagement and workforce responsiveness.
h. Institutional effectiveness and continuous improvement.

STRATEGIC PLANNING

The Board shall adopt a comprehensive Strategic Plan, normally on a five-year cycle, establishing broad institutional priorities, measurable strategic goals, performance indicators, and desired institutional outcomes.

The Strategic Plan shall be developed and implemented in a manner consistent with the College's Mission, Vision, Core Institutional Values, applicable federal and state law, accreditation requirements, and Board policy.

At a minimum, the Strategic Plan should address:

1. Student recruitment, retention, completion, transfer, and post-graduation success.
2. Academic quality, innovation, and program relevance.

3. Enrollment management and student support services.
4. Fiscal sustainability and long-term financial planning.
5. Technology, facilities, cybersecurity, and institutional infrastructure.
6. Employee recruitment, development, engagement, and organizational effectiveness.
7. Community partnerships, workforce development, and economic impact.
8. Institutional compliance, enterprise risk management, accreditation, and continuous improvement.

INSTITUTIONAL EFFECTIVENESS

The President shall establish and maintain an integrated institutional effectiveness process that measures institutional performance, evaluates progress toward strategic goals, monitors compliance with applicable legal, regulatory, and accreditation requirements, and supports informed decision-making.

Assessment results shall be used to improve academic quality, student success, operational effectiveness, fiscal stewardship, regulatory compliance, and institutional performance.

BOARD RESPONSIBILITIES

The Board of Trustees shall:

a. Adopt and semi-annually reaffirm the Mission, Vision, Core Institutional Values, and Strategic Plan.
b. Establish broad institutional priorities and strategic direction.
c. Monitor progress toward strategic goals through annual performance reporting.
d. Ensure institutional priorities are reflected in annual budgets, capital planning, and major policy decisions.
e. Monitor compliance with applicable federal and state statutes, regulations, accreditation standards, and Board policies.
f. Annually review institutional performance indicators, financial condition, enterprise risks, and accreditation outcomes.
g. Promote ethical governance, transparency, accountability, and responsible stewardship of public resources.
h. Review this policy, together with the Mission and Vision Statements, at least every five years or more frequently as circumstances warrant.

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PRESIDENT'S RESPONSIBILITIES

The President shall:

a. Lead development of the Strategic Plan through an inclusive planning process involving appropriate internal and external stakeholders.
b. Develop annual institutional priorities and operational objectives that support the Strategic Plan.
c. Maintain effective systems of internal control, compliance, enterprise risk management, and institutional assessment.
d. Provide the Board with timely and accurate information necessary to fulfill its governance responsibilities.
e. Foster a culture of accountability, ethical conduct, continuous improvement, and evidence-based decision-making throughout the College.

ANNUAL INSTITUTIONAL ACCOUNTABILITY REPORT

The President shall present an Annual Institutional Accountability Report to the Board summarizing:

a. Progress toward Strategic Plan goals and objectives.
b. Institutional performance measures and key performance indicators.
c. Student success and educational outcomes.
d. Financial condition and long-term sustainability.
e. Accreditation activities and institutional effectiveness results.
f. Significant legal, regulatory, and policy compliance matters.
g. Enterprise risk management activities and emerging institutional risks.
h. Recommended strategic priorities for the coming year.

REVIEW

This policy shall be reviewed by the Board of Trustees at least every five years in conjunction with the Strategic Planning process or more frequently as necessary to reflect changes in law, regulation, accreditation standards, or institutional priorities.

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****Adopted by Resolution of the RCBC Board of Trustees at its Meeting held August 18, 2026.**

08/18/2026

President Date:

Chairman Date: 08/18/2026