



MONITORING REPORT FOLLOWING REAFFIRMATION

DUE MARCH 1, 2021

Submitted to the Middle States Commission on Higher Education



Rowan College
at
BURLINGTON COUNTY

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MSCHE'S ACCREDITATION ACTION

To acknowledge receipt of the monitoring report. To note that the institution hosted a virtual site visit in lieu of an on-site visit in accordance with United States Department of Education (USDE) guidelines published March 17, 2020. To reaffirm accreditation because the institution is now in compliance with Standard II (Ethics and Integrity), Standard VI (Planning, Resources, and Institutional Improvement), and Requirement of Affiliation 5. To request a monitoring report, due March 1, 2021, demonstrating sustainability of implemented corrective measures and further evidence of (1) periodic assessment of the effectiveness of all institutional policies and procedures and the manner in which they are implemented (Standard II), and (2) periodic assessment of the effectiveness of planning, resource allocation, institutional renewal, and availability of resources (Standard VI). The next evaluation visit is scheduled for 2027-2028.

INTRODUCTION

Rowan College at Burlington County (RCBC) is a public community college that offers a comprehensive array of associate degree and industry-relevant certificate programs. The College opened its doors on September 2, 1969 as Burlington County College in temporary facilities and, in 1971, moved to new buildings on its first campus in Pemberton, NJ. In June of 1972, the Middle States Commission on Higher Education granted accreditation to RCBC. The College takes pride in its continuing commitment to fulfilling its mission: Rowan College at Burlington County transforms lives by delivering innovative, high-quality and affordable educational experiences in an accessible and diverse environment.

To accommodate growth and opportunities for students choosing to begin their academic journey at community college, RCBC expanded its program offerings and added additional locations within Burlington County. The 112-acre Mount Laurel Campus opened in 1995 and quickly became the most popular due to its convenient location on Route 38, close to I-295, with easy access to the thriving business community in Mount Laurel and the region. Laurel Hall, Votta Hall, Evans Hall, Technology and Engineering Center (TEC), Science Building, and the new state-of-the-art Health Sciences Building contain lecture rooms, science and computer laboratories, simulation laboratories, administrative office space, and meeting rooms. Construction of the new Student Success Center, which houses all student support services, the Knowledge Commons Library, and student cafeteria in one location on the Mt. Laurel campus provided the necessary facilities and infrastructure to transition out of Pemberton and better serve students from one main campus. The Middle States Commission on Higher Education approved a substantive change to make Mount Laurel the main campus of Rowan College at Burlington County in spring 2018 and after the college liaison's visit in September 2018 this change became official. The cost of upgrades and new construction to consolidate the Pemberton and Mount Laurel campuses totaled approximately \$58.9 million.

RCBC's additional location, the Mount Holly Center, is located at High and Mill Streets in the heart of the county seat, nestled among restaurants, quaint shops, and other businesses in the county's evolving art district. This 20,000 square foot newly renovated facility houses programs in the Art and Design meta-major including Art, Culinary Technology, Fashion Design, Graphic

Design and Digital Media, Music, and Photography. The facility, which includes the culinary kitchens and restaurant; music rooms; photography, fine arts, and fashion studios; graphic design laboratory; and student art gallery, is a former bank building and the College was intentional in preserving its historic, artistic, and architectural charm during renovation.

In addition, RCBC has had a presence in Willingboro, NJ since 1974, when it began offering a variety of credit and personal and professional development programs from a more accessible location for residents of towns along the Route 130 corridor. Finally, classes are offered on Joint Base McGuire-Dix-Lakehurst (JBMDL) to accommodate service members and their families.

In 2015, the college was renamed Rowan College at Burlington County under a historic partnership with Rowan University that created a seamless path to affordable Bachelor's degrees through the 3+1 program. Students who enroll in the 3+1 program complete their freshman and sophomore year courses at RCBC earning an Associate degree. They continue taking their junior year courses at RCBC paying the community college tuition rates. Following completion of the third year, students matriculate into Rowan University for their senior year to complete the requirements of their Bachelor's degree. RCBC students can take their senior year courses at the Rowan University campus, at the RCBC Mount Laurel campus, or online. The benefits to the student are many and include attainment of two degrees for less than \$30,000, increased support through RCBC and Rowan University student support services, and the convenience of seamless transfer. There are currently 9 Baccalaureate degree programs offered as part of 3+1 and 468 third year students are enrolled as of spring 2021. An additional 943 students have signed up for 3+1 and are currently in their first or second year. Since its inception, 225 students have earned their Bachelor's degrees from Rowan University through 3+1.

In addition to its for-credit offerings, RCBC offers an array of non-credit classes, customized training, and professional certifications through its Workforce Development Institute (WDI). WDI was established as a division of the College in July 2015 out of a needs focused approach to a more unified and coordinated collaboration of county and college workforce resources. As a model of shared services, it works closely with leading employers to align its personal and professional development certificate programs and courses with the skills employers and employees need today and in the future. New programs have been developed in response to industry demand and some provide pathways to credit programs. In addition, the Workforce Development Institute has increased and improved the College's partnerships with businesses and fostered internships and work-based learning opportunities for students.

Regarding RCBC student demographics, the headcount in fall 2020 was 7,316 students with

- 47% attending full time, 53% part time
- 38% males, 62% females
- 14% Hispanic, 86% non-Hispanic
- 59.6% White, 20% Black, 4.7% Multiracial, 5.1% Asian, 6.5% other, 4.1% DNR
- 43.5% age 18-20, 43.8% 21-34
- 80.7% residents of Burlington County

RCBC entered into self-study in fall 2017. Approximately 140 members of the college community including administrators, faculty, staff and students met monthly throughout AY

2017-2018 as part of eight different work groups to prepare the Self-Study narrative and collect evidence for the documentation roadmap. The Steering Committee reconvened in September 2018 to begin the second year of Self-Study and the peer review team visit took place March 24-27, 2019.

On June 28, 2019 Rowan College at Burlington County received official notification of non-compliance Warning from the Commission and, in the ensuing days, the President of RCBC tasked the Associate Provost who had served as Self-Study Chair with convening a committee of subject area experts to address the Commission's findings. Throughout the following year, the College was diligent in, first, acknowledging the deficiencies identified in MSCHE's accreditation action and making the college community aware; and, then, implementing appropriate remediation, gathering evidence for documentation, and preparing the Monitoring Report that was submitted on February 28, 2020.

As the coronavirus pandemic progressed and the College was forced to transition to a remote environment, RCBC conducted its site visit remotely via WebEx, one of the first according to our MSCHE VP liaison, on March 19, 2020. The feedback received from the Chair during the exit interview was very encouraging and a testament to the commitment of the College to remediate identified deficiencies. On July 1, 2020, RCBC received official notification from the Commission that the institution was now in compliance with MSCHE's Standards for Accreditation and Requirements of Affiliation and that a follow-up monitoring report would be due on March 1, 2021.

In sharing this great news with the RCBC community, President Cioce communicated that the commitment shown throughout the college community was an inspiration and "improvements to our college, our students, and to the way we think and look at challenges were all greatly strengthened in myriad ways. The challenges that the college is currently facing in the uncharted waters of COVID-19 will benefit from the lessons we learned about ourselves this past year."

A major milestone for the college in 2021 was development and ratification of the new *Strategic Plan 2025*, which is a critical component of Rowan College at Burlington County's compliance with the Commission's Standards for Achievement and Requirements of Affiliation. The plan, which officially took effect on January 1, 2021, had its origins two years prior when President Michael A. Cioce unveiled his Vision for Success. Since that time, the college had held numerous planning sessions to transform the broad vision into an action plan. The strategic planning process was informed by myriad resources including President Cioce's Vision for Success; RCBC's Organizational Climate Survey Results 2019-2020; the Self-Study peer review team's report upon completion of their visit in March 2019; RCBC's Strategic Goals Review conducted by EAB; and a SWOT (strengths, weaknesses, opportunities, threats) Analysis of the internal and external environment.

The new strategic plan follows the previous framework of four pillars with revisions as follows: (a) Pillar I, Culture; (b) Pillar II, Access and Affordability; (c) Pillar III, Student Success; and (d) Pillar IV, Quality and Effectiveness. These four pillars serve as strategic priorities that support the mission and values of Rowan College at Burlington County and form the rationale for the goals and objectives that will guide the college through 2025. The focus on culture grew in

importance as the college drafted this plan in the summer of 2020 when the world was reckoning with generations of systemic injustice, a global health crisis and overarching questions about the role and structure of higher education in an uncertain future. Four work groups with representation from across the college community met remotely throughout the summer of 2020 to address their individual pillars (**Evidence Inventory: Strategic Plan 2025 Workgroups**). These work groups created a long-range blueprint that identified goals and strategic objectives to establish RCBC's path for the next five years.

This blueprint will help individual units prioritize their goals and initiatives that will lead to measurable change throughout the college. Completing this plan is a milestone, but really a starting point toward a better future. While the college implements the plan, RCBC will continually monitor and assess progress and incorporate modifications to ensure that the plan remains responsive to the changing higher education environment and the needs of the community.

In the ensuing chapters, Rowan College at Burlington County will provide an honest and forthright appraisal of on-going efforts, enhancements, and improvements that demonstrate sustainability of previously implemented corrective measures and further evidence related to periodic assessment of Standards II and VI as required by the Commission.

STANDARD II: ETHICS AND INTEGRITY

Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies and present itself truthfully.

IMPLEMENTATION OF CORRECTIVE MEASURES REGARDING TITLE IX

In its final report submitted to the Middle States Commission on Higher Education, the peer review team said, “While the college in many respects is in compliance with the Ethics and Integrity standard (2), it has failed to clearly implement, inform the campus and train faculty, staff and administrators on Title IX requirements, and the campus cannot therefore be considered in compliance with this standard nor the Requirement of Affiliation 5.”

Rowan College at Burlington County acknowledged its shortcomings in this area and immediately set to work reviewing and refreshing its Title IX program to ensure compliance with federal law and the criteria of Standard II. A multi-phase plan and timeline were created in March 2019:

- Phase One: Initial Response and Updates
- Phase Two: Title IX Procedure Review Team Initiatives
- Phase Three: Communication to the Campus Community
- Phase Four: Research Outcomes and Additional Training for Key Players
- Phase Five: Campus Awareness, Training, and Next Steps

Phase One: Initial Response and Updates

As an immediate response to the concerns raised by the visiting team, the original link to Title IX on RCBC’s main website was updated to ensure that the information was easily recognizable and accessible. The College then initiated Phase One, which focused on a review of the current policies in place at the institution to ensure accuracy and compliance with federal regulations. Following this review, the Title IX Coordinator formed a Title IX Procedure Review Team composed of key personnel with traditional involvement in gender discrimination-based cases. Members of the team were the Director of Public Safety, the Director of Student Support, the Executive Director of Finance and Human Resources, and the Assistant Director of Human Resources.

Phase Two: Title IX Procedure Review Team Initiatives

The team was charged with conducting a thorough review of Title IX policies and procedures at similar institutions, reviewing research and publications related to best practices, analyzing the current RCBC processes, and developing a more informative procedure that could be published on the College’s website. Individual meetings were conducted with Human Resources, Public Safety and Student Support to identify past potential cases that had not been addressed through the Title IX process. These meetings produced thoughtful conversation regarding previous incidents and identified specific strategies to insure that cases were processed through the Title IX Coordinator whenever there was a potential violation.

Actions that were implemented included the following: (a) Documents related to Title IX investigations are now housed in Public Safety's secure Omnigo Software reporting and document management system; (b) The need for a Trauma Informed Investigator was identified and the College allocated funding to support a staff member within Public Safety, who had previous investigative experience and received additional training; (c) A thorough review of RCBC's online and print publications regarding Title IX was completed; (d) The Team agreed that an end of semester review would be conducted at the completion of fall and spring semesters to identify trends, concerns, training needs, and areas for increased awareness/promotion; (e) The *RCBC Title IX Procedures and Processes* document was fully revised; and (f) A plan of action to build a structure for campus awareness campaigns was created.

A final, and critically important, initiative that was established and implemented by the Procedure Review Team was annual tracking of reported incidents and follow-up by category. A total of 13 cases were officially reported with activities related to Title IX in 2019. Investigations were initiated on all reports. Two cases involved employees and eight cases were solely between students.

Phase Three: Communication to the Campus Community

Phase Three focused on communication of the updated procedures to the campus community. In June 2019, a newly updated, refreshed and robust website titled rcbc.edu/TitleIX was made public with a wealth of information including: (a) Title IX Overview; (b) Title IX Coordinator Information; (c) Reporting Options for Title IX Incidents; (d) Reporting Procedures for Victims of Sexual Assault; (e) Incident Reporting Form Link; (f) Confidential Reporting Resources; (g) Reporting Procedures for Employees or Students with Incident Information; (h) Phase One: Reporting and Investigation Process; (i) Phase Two: Investigations, Outcomes and Sanctions; (j) Title IX Procedural Definitions and Prohibited Behaviors; and (k) Campus Assessment, Training and Annual Review. In addition to the website, content in the College Catalog relating to Title IX was updated accordingly.

Title IX content presented at new student orientation was updated to specifically address behavioral expectations for student conduct within both the Title IX regulations and Student Code of Conduct. Through conversations with both marketing and student services staffs, the College published an additional online resource titled rcbc.edu/need-help-now. While outreach to students was a critical component of the awareness efforts, communication to staff and faculty was also a key factor. A presentation to the Faculty Senate was conducted at their September 20, 2019 meeting that included information on the updated, published Title IX procedures and a review of the Need Help Now resource. New Employee Orientation content was also updated.

Phase Four: Research Outcomes and Additional Training for Key Players

In September 2019, RCBC's Title IX Coordinator sought to make connections with other New Jersey Title IX coordinators and investigators to review procedures, reporting frameworks, and create a professional network. She conducted a global outreach to this group requesting participation in a survey titled "NJ Title IX Information Gathering". The survey included questions regarding the structure of the Title IX team and investigation resources (staff, document storage, online filing, etc.); role of Public Safety or Campus Police in the process; and

preferences regarding training resources. The survey yielded a 45% response rate (25 responses out of 55 contacts) and the data was compiled and sent out to the group in November 2019.

From the survey results, the Title IX Coordinator learned that some schools have standardized an email communication option to the Title IX Coordinator via a department specific email. In October 2019, the College initiated a new email option for campus communication, titleIX@rcbc.edu. Using training recommendations gleaned from the survey, the Title IX Coordinator and the officer identified as the lead Trauma Informed Investigator for the college participated in an intensive 3.5-day training offered through D. Stafford and Associates. This training covered a wide range of topics including but not limited to the role of the Title IX Coordinator and investigator, understanding the administrative regulations, case law and guidance around Title IX, understanding the prevalence of gender based harassment on college campuses, trauma informed reporting and the impact of sexual assault, sexual misconduct within the LGBTQ community, trauma informed investigation strategies, and the intersections of Clery and Title IX.

Phase Five: Campus Awareness, Training, and Next Steps

A campus-wide effort to ensure that the college community was aware of Title IX resources and supports was overseen by the Title IX Coordinator, the Human Resources team and the Director of Public Safety. As the spring 2020 semester started, a robust Title IX Awareness and Training timeline was in place and ready for implementation. And then the coronavirus pandemic required transition to a remote learning and working environment, which put a hold on these planned activities.

SUSTAINABILITY OF CORRECTIVE MEASURES REGARDING TITLE IX

Rowan College at Burlington County has been diligent this past year in ensuring continued compliance with changing federal Title IX rules and educating the campus community accordingly. The focus has been on updates to RCBC procedures and processes with an added emphasis on Campus Awareness, Phase Five, that was abruptly curtailed last spring due to COVID-19.

Review of Phase Outcomes with Progress and Current Status

As previously discussed, the phased approach by Rowan College at Burlington County to remedy deficiencies and implement corrective actions ensured progress in many areas. To continue this effort, the college has updated the website access to Title IX information and placed a link on the main page for easier access and visibility. The Procedure Review Team, Phase Two, has transitioned to the Title IX Task Force. Current membership includes leadership from Human Resources, Public Safety, and Student Support. This team was integral to conducting the comprehensive review and then implementing the requisite updates based upon the Title IX regulations that were issued in May 2020 for implementation by August 2020. As a follow up to the recommendations made by the original Procedure Review Team, the Task Force hosted a standing meeting at the conclusion of the fall and spring semesters to review Title IX related activity (alerts, reports, records in Omnigo Software, etc.); identify trends and possible interventions (training, communications, etc.); and discuss any college related processes that may need adjustment based on the semester activities and regulations. These scheduled standing

review sessions were held on May 1, 2020 and December 1, 2020. In addition, the Task Force hosted other impromptu meetings on related topics.

Building upon Phase Three: Communication to the Campus Community, the Title IX Coordinator hosted a workshop titled “kNOw More: A Title IX Overview” for the campus community on March 11, 2020, which included the responsible reporter information, processes and procedures utilized within the campus, Bystander Intervention strategies, and content related to supporting students involved in a Title IX case. **(Evidence Inventory: kNOw More: A Title IX Overview PowerPoint presentation)** As a follow-up to Phase Four, which addressed additional training for key players, the Title IX Coordinator and Lead Investigator, formerly called the Trauma Informed Investigator, participated in the trainings included in Table 2.1: Key Personnel Training below.

Table 2.1: Key Personnel Training

Title IX Training	Participant	Date
Final Title IX Regulations	Title IX Coordinator	May 27, 2020
How to Meet Title IX Training Requirements in 2020	Title IX Coordinator	June 2, 2020
How to Upgrade Your Title IX Compliance and Prevention Training Program	Title IX Coordinator	September 19, 2020
Institutional Compliance Solutions (ICS) Training Course for Level I Certification	Title IX Lead Investigator	October 20, 2020

In addition, the Title IX Coordinator conducted training for Public Safety Officers in December 2020 that focused on the alert and reporting processes, Title IX regulations, national statistics compared with data from Rowan College at Burlington County, and the investigation and hearing procedures in place at the college. **(Evidence Inventory: Public Safety List of Participants in Title IX Training)**

Information related to reporting was sent out each semester. The most recent message was the Fall 2020 message, sent on August 14, 2020, noting the changes in federal regulations and Rowan College at Burlington County’s updated processes. **(Evidence Inventory: RCBC Title IX Procedure Updates: August 2020 Screenshot)** Title IX specific messages are sent through the TitleIX@rcbc.edu email address while other messaging to students regarding online access to the Need Help Now resources continues to be a priority through the Student Support Office with emails to faculty and students with general invitations to access help when needed. **(Evidence Inventory: Sample Messages from the Office of Student Support to the RCBC community)** The information on campus reporting and processes related to Title IX are also available in Orientation programs for students and new employees, via presentations and handbook resources. Ongoing annual training is required for all employees on Title IX and the prevention of sexual harassment or assault via the SafeColleges training platform. Ninety-nine percent of full time employees and 78% of part time employees completed these trainings in 2020.

The Title IX Coordinator has continued to work with the campus community to increase the number of staff members with training related to the processes and regulations. In September 2020, the college invested in a full training platform for Hearing Committee members, Investigation Officers, Appellate staff and Hearing Chairs. This platform, provided through Institutional Compliance Solutions, already has ten staff moving through the trainings. While this

training component was partially in response to the new requirements for additional campus team member involvement in the investigation and hearing processes, it has also served as an additional method of communication with college employees about Title IX regulations and related Rowan College at Burlington County processes.

In December 2020, the Title IX Task Force met to review outcomes from the semester and calendar year. The agenda included a review of case types from the fall semester and year to date, current RCBC procedure concerns and recommendations, finalized updates from the changes to Title IX regulations in August 2020, and next steps for the campus community. As seen in Table 2.2 below, a total of three cases were officially reported through the Title IX reporting form. An additional activity was reported to Public Safety resulting in four total cases with five cumulative alleged charges. Investigations were initiated on all reports. One case involved employees and students and three cases were between students and/or external community members

Table 2.2: Title IX Incidents Reported in 2020

Alleged Activity	Number of Cases	Involved Parties	Finding: Responsible	Finding: Not Responsible	Insufficient Information in Investigation
Stalking	1*	Students	1	0	0
Sexual Harassment	3*	Students and Employees	2	0	1
Sexual Identity Discrimination	0	N/A	0	0	0
Sexual Assault (off Campus)	0	N/A	0	0	0
Sexual Assault (on campus)	0	N/A	0	0	0
Relationship Violence	1	Students	0	0	1

*One case involved both a stalking and sexual harassment charge

While not all reported incidents could be classified as Title IX, especially with the reporting requirements outlined in the newest regulations, any Title IX related incident that included alleged behavior that was in violation of the Code of Conduct was investigated. Charges were filed and a hearing was conducted if the investigation outcomes warranted said action.

Completed and Pending Title IX Activities

The changes to the federal regulations, announced in May 2020, required a significant amount of research, review, and allocation of resources to accurately update Rowan College at Burlington County’s processes. “Rowan College at Burlington County Title IX Regulation Requirements Tracking Document and Recommendations” was developed to keep the process on track **(Evidence Inventory: RCBC Title IX Regulation Requirements Tracking Document and**

Recommendations). This robust document was divided into five sections: (a) General Requirements; (b) Communication to Complainant and Respondent; (c) Cross Examination in Hearings; (d) Identification and Training for “Advisors;” and (e) Standard of Evidence. For each Title IX requirement, a column was completed for Current Status, Changes Required, Responsible Staff, Collaborating Staff, and Deadline and Status Updates. Completion of the revisions to the College’s processes to ensure continued compliance with federal regulations was an emergent priority as the Department of Education provided about 12 weeks of time from the announcement to implementation. The Tracking Document effectively kept the effort on track and ensured that no element was overlooked.

The implications of the virtual work environment and the adjustment to remote, online learning as a result of COVID-19 have impacted the Title IX Task Force’s ability to host meaningful awareness and training opportunities for the college community. This component, a key element of Phase Five: Campus Awareness and Next Steps, is the college’s continued focus as the institution prepares for 2021. Table 2.3: Title IX Awareness and Training reflects completed initiatives and a new timeline for those which remain outstanding.

Table 2.3: Title IX Awareness and Training

Initiative	Purpose	Completed Date/ Status	Additional Notes
Improved communication at New Student Orientation about behavioral expectations regarding Code of Conduct and Title IX	While the January program is typically a small session, addressing the topic is a first step towards increasing student awareness of expectations, interventions, and support.	Spring Semester Orientations: January 14 and 15, 2020 Summer and Fall Semester: 27 programs hosted between June and August 2020	All Summer and Fall New Student Orientation programs were conducted via virtual format due to COVID- 19. 600 students participated.
Spring 2020 Student Training Options: Sexual Assault Prevention and Bystander Intervention programs	Conduct at least three programs on campus in conjunction with Student Government leadership, specifically including programs in April for the nationally recognized Sexual Assault Awareness Month. Provide informational and support resources regarding Title IX regulations and RCBC reporting procedures.	kNOw More: A Title IX Overview program hosted on March 11, 2020 with about 20 campus-wide participants including students.	Online programs are in development but have not yet been recorded. Rollout of these virtual training opportunities is slated for Spring 2021.
Spring 2020 Campus-wide Training Options: Title IX Requirements, RCBC Procedures, College	Coordinate with Administrative Senate leadership to provide at least three information sessions/ trainings on Title IX regulations and RCBC procedures.	kNOw More: A Title IX Overview program hosted on March 11, 2020 with about 20 campus-wide participants including students.	Online programs are in development but have not yet been recorded. Rollout of these virtual training opportunities is

and Community Resources and Bystander Intervention.			slated for Spring 2021.
Spring 2020 Faculty Training Options: Title IX Requirements, RCBC Procedures, College and Community Resources, and Bystander Intervention.	Coordinate with Faculty Excellence Coordinator to provide at least one training specific to faculty on Title IX regulations and RCBC procedures.	Early discussions in Spring 2020 were started, but trainings were not scheduled due to COVID 19 transition to remote.	Online programs are in development but have not yet been recorded. Rollout of these virtual training opportunities is slated for Spring 2021.
Conduct RCBC Climate Survey	Comply with federal requirements and better understand student and staff needs related to outreach, support and programs.	Discussions regarding this survey were started in early 2020 and a survey instrument was identified. The college is evaluating the survey option in light of the updated regulations.	

Reflections and Next Steps

Rowan College at Burlington County’s continuous commitment to implementing corrective measures related to Title IX compliance, and then sustaining and improving upon these initiatives is enduring. Now that the foundation for Title IX has been established and solidified, the College is able to engage in more meaningful conversations with staff, faculty and students regarding expectations for behavior and how issues brought forward are addressed. While the coronavirus pandemic has impacted some of the progress related to campus wide trainings, the changes in regulations by the U.S. Department of Education, and the institution’s commitment to communication to the campus community about these changes, have ensured a focus on the safety and overall well-being of students and staff, especially in relation to protections against gender based discrimination, sexual harassment and other related behaviors. The college is well-positioned to comply with any forthcoming changes from a new President and changing political climate.

In the coming year, the College plans to continue to grow in its awareness of the institution’s needs and to provide appropriate resources, support and training to all members of the campus community.

PERIODIC ASSESSMENT OF THE EFFECTIVENESS OF ALL INSTITUTIONAL POLICIES AND PROCEDURES AND THE MANNER IN WHICH THEY ARE IMPLEMENTED

Rowan College at Burlington County embarked on an initiative in 2018 to conduct a full review of all Board of Trustee policies. At the time, there were approximately 100 policies with a range

of adopted and effective dates from 1970 through 2017. President Cioce tasked his Vice Presidents with taking ownership of the policies related to their functional areas and engaging subject area experts within their divisions in the review. Table 2.4: Board Policies Adopted and Retired shows the progress to date. Sixteen policies remain to be reviewed, some of which are likely to be retired.

Table 2.4: Board Policies Adopted and Retired

Year of Review	Number of New and Revised Policies Adopted	Number of Policies Retired
2018	19	
2019	24	
2020	16	13
2021 (as of February 16)	9	2

All active policies can be viewed by internal and external constituents on the Rowan College at Burlington County website at rbc.edu/policies-procedures. The webpage includes the caveat that “All members of the college community are expected to understand the regulations put in place by the college’s board policies.”

Upon completion of the remaining policies, the focus will turn to writing procedures in support of the Board policies. This effort will begin with Senior Leadership at their meeting on March 15, 2021 where the agenda topic will be SOP Best Practices. Senior Leadership is comprised of all Deans, Executive Directors and others who report directly to a Vice President. It is envisioned that a template will be agreed upon for all to use and that the procedures for implementation of the Board Policies will be housed on the college’s intranet for easy access by internal constituents.

Concurrent with the aforementioned policy review process, the plan for periodic assessment of these institutional policies was also revised. Once the review of all Board policies is completed, it is envisioned that there will be approximately 80 policies and one-fifth will be reviewed each year starting with those that have the oldest adoption dates. Table 2.5: Board Policy Review shows the criteria that will be evaluated.

Table 2.5: Board Policy Review

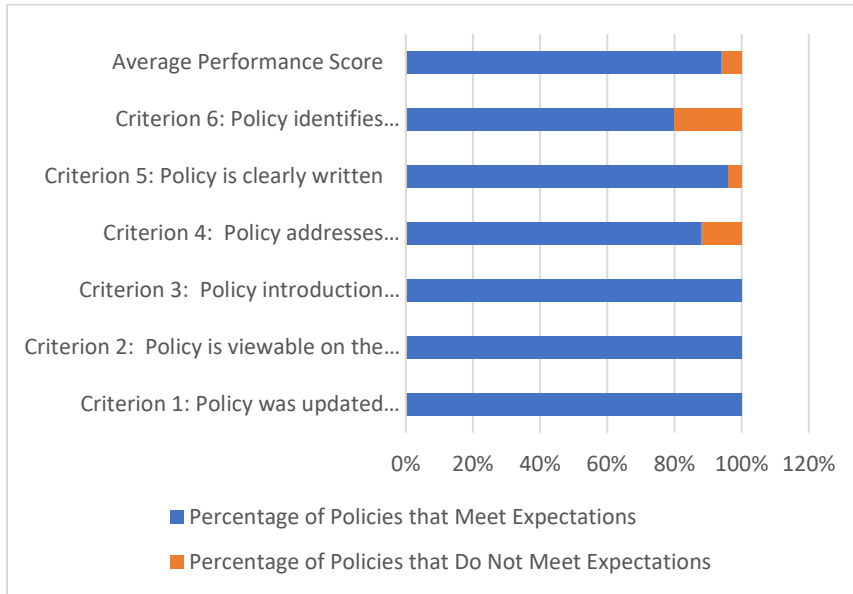
Board Policy Number and Title:	Meets Expectations 1 point	Does Not Meet Expectations 0 points	Score
Criteria 1: Policy was updated within the past 5 years			
Criteria 2: Policy is viewable on the rbc.edu website			
Criteria 3: Policy introduction includes Title, Date Adopted, Effective Date, and Supersedes (where appropriate)			
Criteria 4: Policy addresses Purpose and Policy			
Criteria 5: Policy is clearly written			
Criteria 6: Policy identifies responsible party			
Total Performance Score			

This template proved highly effective when assessing the 49 Board policies that currently appeared on the Rowan College at Burlington County website. Samples of the completed Board

Policy Review rubrics can be seen in the Evidence Inventory (**Evidence Inventory: Samples of Completed Board Policy Reviews**).

The compilation of these results, which can be seen in Table 2.6, clearly shows where additional work is needed to ensure that these policies meet the criteria.

Table 2.6: Results of Assessment of Board Policies



As is the case with all assessment activities, Rowan College at Burlington County’s Compliance, Assessment and Research (CAR) team will be responsible to ensure sustainability of the periodic assessment of Board policies and procedures. This assessment will be integrated into the college’s Operational Unit Assessment Report that is published annually and described in the next chapter.

STANDARD VI: PLANNING, RESOURCES, AND INSTITUTIONAL IMPROVEMENT

The institution’s planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.

SUSTAINABILITY OF IMPLEMENTED CORRECTIVE MEASURES REGARDING CLEARLY STATED UNIT-LEVEL OBJECTIVES THAT ARE LINKED TO MISSION AND REFLECT CONCLUSIONS DRAWN FROM ASSESSMENT RESULTS

In response to deficiencies identified by the Self-Study peer review team, Rowan College at Burlington County (RCBC) created and implemented a process for Operational Unit Reviews and rebuilt its Operational Unit Assessment procedures to successfully demonstrate compliance with Standard VI. This past year the College has engaged in ongoing and systematic actions that incorporate lessons learned and continuous improvement while demonstrating and confirming sustainability of these corrective measures.

The Compliance, Assessment, and Research (CAR) team spent spring 2019 researching unit review processes and best practices used by other colleges. The result of that research concluded with development of an accelerated four-year schedule, action plan and timeline for RCBC Operational Unit Reviews. The first round of reviews were successfully implemented in fall 2019 and completed in spring 2020 despite the challenges of transitioning to a remote environment due to the coronavirus pandemic. The second iteration, AY 2020-2021 is currently underway with modifications based on lessons learned from the initial implementation. Table 3.1 shows the revised Unit Review Schedule and Table 3.2, the action plan with timeline.

Table 3.1: Operational Unit Review Schedule

AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23
Accounting	Accounts Payable and Purchasing (combined)	Advising/Transfer	ABE and Lifelong Learning (combined)
Athletics	Career Services	Budgets	Distance Education
Facilities	Foundation	Business Outreach & Engagement	Financial Aid
Liberal Arts	Human Resources	Compliance, Assessment & Research	Grants
OIT	Inventory Management/ Receiving	EOF	Health Sciences
Outreach & Admissions	Library	Logistical Analysis & Scheduling	NJ Stars
Public Safety	Strategic Marketing & Communications	Military & Veterans Services	Payroll
	Student Life	Program Development & Delivery	Print & Mail Services
	Student Support	Registration	Testing and Tutoring Centers (combined)
		Service Learning	
		STEM	
		Student Accounts	

Table 3.2: Operational Unit Review Timeline

Month	Action
June	Notification of units undergoing review in the next Academic Year Initial meeting with unit lead and Compliance, Assessment and Research (CAR) team
July-Nov (monthly meetings with CAR)	Unit lead conducts meetings with all unit participants to gather information for the report
Dec-March	Report is written
April-May	Reports are reviewed using a peer consultancy model Action plans are written
June	Final reports are sent to appropriate Deans, Executive Directors, and Vice Presidents and shared with the College community Follow-up reports on the previous year's action plans are due

The Operational Unit Review Questionnaire that was developed using best practices collected from other institutions and then revised using lessons learned from RCBC's initial implementation, organizes questions into the following categories: (a) Mission & Goals, (b) Unit Organization and Leadership, (c) Quality of Services Provided, (d) Use of Assessment Results & Continuous Improvement, and (e) Conclusions. The questions, which are included in the Evidence Inventory (**Evidence Inventory: Operational Unit Review Questions**), are designed to promote conversation within the unit that ultimately capitalizes on strengths and formulates solutions for challenges. This objective was met for the Athletics Department; in their Executive Summary they said, "This initial Unit Review allowed the department to evaluate the current status of the Barons Athletics Department and all of its strengths and its challenges. The evaluation has highlighted what is working well, and also serves as a reminder of the areas that are still in need of improvement" (**Evidence Inventory: Operational Unit Reviews**).

The Mission & Goals section of the Operational Unit Review clearly documents compliance with Standard VI, Criteria 1, which requires "institutional objectives, both institution-wide and for individual units, that are clearly stated...[and] linked to mission and goal achievement." An example from the Athletics Program Review can be seen below in Table 3.3.

Table 3.3: Alignment of Goals

RCBC 2020 Strategic Plan	Athletics Goals
Pillar IV: Student Success Goal B: Strengthen student persistence and retention and achieve increased graduation rates.	1. Increase student-athlete retention by 3%
Pillar IV: Student Success Goal B: Strengthen student persistence and retention and achieve increased graduation rates.	2. Increase student-athlete graduation by 3%
Pillar I: Access Goal A: Increase awareness and expand upon the high-quality academic and enrichment opportunities available and accessible to diverse populations.	3. Create a marketing plan for the RCBC Department of Athletics
Pillar III: Quality and Effectiveness Goal C: Provide meaningful educational opportunities, including professional development and continuous improvement.	4. Initiate and develop Department of Athletics budget line for professional development for full and part time staff

A vastly different story regarding unit goals emerged from the Facilities Unit Review. The department had developed 25 goals and objectives to meet the goals outlined in the 2020 Strategic Plan. It was impractical to track such a large number of goals and objectives, not to mention the fact that many of those goals and objectives were simply unrealistic, so it was not surprising that just four years later the Facilities team members, including the Operations Manager, were no longer monitoring their proposed goals and objectives. In their use of results for continuous improvement, the team said, “A necessary change that the Unit Review has revealed is that the department has far too many goals and objectives. Many of these could be combined, simplified, or removed. Having a lower number of realistic goals would provide clear and concise direction. But most importantly, the department would have achievable goals.” When the 2025 Strategic Plan was revealed in fall 2020, the Facilities Unit was diligent in creating realistic goals that could be monitored and assessed.

A key element of the Unit Review process is the peer-to-peer consultancy and this activity was scheduled to take place on April 23, 2020. By this time, RCBC had already transitioned to remote due to COVID-19. It was initially decided to postpone this event until it could be held in-person as planned; however, as it became clear that the college would not be returning to campus in the near future, a revised online model was created. The participating units were divided into two groups. Group 1 met on July 29 and Group 2 met on August 5, 2020. In preparation for the peer-to-peer consultancy, the groups reviewed each other’s reports.

Facilitated by the Compliance and Research Specialist, two representatives from each unit met with their peers online to discuss the process of writing the reports, as well as to solicit and offer feedback on the content of the reports. Having two people from each unit proved to be a highlight of the process. The unit leaders often deferred to their staff, allowing for in-depth conversation on many levels. For example, a conversation between the Outreach & Admissions and Public Safety staffs revealed a gap in communication between those two units. Because many outreach activities often occur in the evenings outside of standard college operating hours, Outreach & Admissions staff are often alone in the buildings and in the parking lots, which has caused a lot of anxiety. Public Safety was not aware of these concerns. The two units are now working together to provide escorts for staff after hours. In addition, Outreach & Admissions has invited Public Safety to give a self-defense demonstration during one of their professional development sessions.

Rowan College at Burlington County’s efforts to rebuild and revise its Operational Unit Assessment process ensured a smooth transition and implementation throughout the college community. Like the Operational Unit Reviews, Operational Unit Assessment is focused on compliance with Standard VI, Criteria 1. Individual unit goals were developed that linked directly to institutional goals in the college’s Strategic Plan. Specific columns titled Use of Results, Budget Implications, and Next Steps/Continuous Improvement were purposefully added to the assessment template to ensure appropriate follow-up. The use of assessment results and continuous improvement sections further document compliance with Standard VI, Criteria 1, which requires “institutional objectives, both institution-wide and for individual units, that are...assessed appropriately...[and] reflect conclusions drawn from assessment results and are used for planning and resource allocation.”

The *Rowan College at Burlington County Institutional Effectiveness Report January 1, 2019 – December 31, 2020* included 51 assessments. A section titled “Summary of Linkage to Strategic Plan, Assessment Activities & Continuous Improvement” aligned the assessments with the related Pillar and Goal from the 2020 Strategic Plan; thereby providing a quick reference to view the progress that the College was making towards achieving its institutional goals. **(Evidence Inventory: Summary of Linkage to Strategic Plan, Assessment Activities & Continuous Improvement) (Evidence Inventory: Samples of Operational Unit Assessments)**

Along with implementation of the new template, a new annual assessment timeline, January 1 through December 31, commenced on January 1, 2021. This revised timeline, which is shown in Table 3.4 below, aligns with RCBC’s budgeting cycle.

Table 3.4: Operational Unit Assessment Timeline

Month	Action
January	Division/department managers discuss goal(s) that will be assessed with unit leaders
February	Assessment plans with the first 3 columns (Institutional Pillar and Goal, Related Unit Goal, and Action Steps to Accomplish Unit Goal) are completed and submitted to Compliance, Assessment and Research (CAR)
March - October	Units conduct assessment activities, gather assessment results, and complete columns four and five (Assessment Activity(ies) and Assessment Results – Data, Evidence) on the template
November - December	The final 3 columns of the assessment template (Use of Results, Budget Implications, and Next Steps/Continuous Improvement) are completed, reviewed by unit leaders with their division/department managers and submitted to CAR
Spring semester	Assessment results are shared with the college community

For assessment year 2021, the process actually began in fall 2020 with each of the units writing five-year goals that aligned with the new 2025 Strategic Plan. Sample goals are included in the Evidence Inventory **(Evidence Inventory: Samples of Unit Goals for 2021-2025)**.

Rowan College at Burlington County took advantage of an opportunity between June 30, 2020 (end of the prior year assessment cycle) and January 1, 2021 (start of the new assessment cycle) to assess initiatives that were implemented across the college community as a response to the coronavirus pandemic. A sample of activities with assessment results and use of results for continuous improvement can be seen in Table 3.5 below.

Table 3.5: COVID Impact Assessment

COVID Related Activity	Responsible Party	Assessment Results	Use of Results for Continuous Improvement
Create the Call Center and staff it with trained volunteers	Enrollment Management & Student Success (EMSS)	The Call Center opened on May 13, 2020 and operated for 21 weeks. 32 staff were trained. A total of 9,385 calls were taken, 6,086 were resolved, and 5,151 voicemail messages were retrieved and forwarded to the appropriate parties.	Prior to re-establishing the Call Center in March 2021 when registration opens for the fall semester, additional cross-training will be offered with examples from actual calls; access to departmental staff via IM’s to assist in answering questions while live on the ACD line will be added; and ACD hours of

			operation will be posted on the RCBC website.
Conduct Blackboard training for faculty	Distance Education	430 faculty were offered the training and 273 participated (63%).	With the recognition that all faculty should be trained in the college learning management system, discussions about making Blackboard training a requirement for all future full-time and adjunct faculty are underway with the Deans.
Determine the impact of COVID-19 on academic assessments	Compliance, Assessment & Research (CAR)	Of the 43 planned academic assessments, 37 were completed (87%). Six assessments (13%) were postponed or rescheduled.	The ability of RCBC faculty to remain flexible was critical to the ongoing success of student learning outcomes assessment during the pandemic. The college remains in a remote environment, so the responsible CAR team member has reached out early to faculty to assist them with making alternative plans, if needed.
Construct and administer a survey of faculty, staff and students to identify safety concerns in relationship to returning to campus	Office of Institutional Research (OIR)	1737 students and 458 faculty and staff ranked temperature checks, daily symptom checks, disinfecting of classrooms between each use, mandatory masks and plastic barriers as Very Important. Students felt Very Confident that the College could enforce these safety precautions. Faculty and staff felt Confident.	The Return to Campus Committee used the results of this survey to write the college's Campus Reopening Plan that was submitted to the NJ Office of the Secretary of Higher Education (OSHE). The survey results also guided the college in allocation of resources.
Continue Food Pantry operations for members of the RCBC community who are experiencing hunger insecurity	Service Learning	The Food Pantry was open 1 day a week in the summer and 3 days a week in the fall. As of October 15, 222 bags of food were distributed.	Future plans include establishing a home delivery service for students who are unable to access the pantry on campus. Formation of a student advisory council is underway. This council will guide the Food Pantry with identifying the most effective ways to serve students.
Build specific pandemic-related landing web pages to inform the RCBC community about the college's response to the pandemic and available resources	Strategic Marketing	The College created three specific pandemic-related web pages. The RCBC Pandemic Web Traffic Live Dashboard from March 1, 2020 to December 3, 2020 showed 28,535 views of the COVID-19 page; 18,648 views of the Resource page; and 17,058 views of the Return to Campus Page.	The ease of monitoring web page views on the dashboard informed Strategic Marketing's decision to continue to create dashboards, as needed, in the Google Analytics account. When new pages are created, they will be appended to the dashboard so that they do not delete or overwrite previous data.

**SUSTAINABILITY OF IMPLEMENTED CORRECTIVE MEASURES REGARDING
FINANCIAL PLANNING AND BUDGET PROCESSES**

Integral to the success of the FY 2021 budgeting process was the introduction and implementation of a Budgeting Process Plan and timeline that was shared with all budget officers. Rowan College at Burlington County has continued making improvements to this process. Table 3.6 shows the Budget Process Plan with a timeline for FY 2022.

Table 3.6: FY2022 Budget Process Plan

Date	Action
December 7, 2020-January 22, 2021	Looking Ahead Meetings led by Executive Director of Finance and Human Resources and Business Manager with unit budget officers to review FY2021 YTD Budget vs. Actual and discuss expectations for the FY2022 Budget Process
February 1, 2021	President’s Budget Update to Senior Leadership; FY21 year-to date and FY20 compensation details provided to budget officers
February 10, 2021	FY2022 Budget Packages distributed to budget officers
<u>Group 1</u> Facilities (Farr), OIT (Meara), Accounting (Ritter), Purchasing (Farr), HR (Metzinger), Finance (Metzinger), Marketing , (Volpe), Public Safety (Eaton), and Learning Resources (Hoffman)	
<u>Group 2</u> Enrollment Management and Student Success (Archambault, Briggs, Kealey), WDI (Payanzo Cotton, Bobo), Provost’s Office (Spang, Rudman), and Foundation (Daniello, Sernak)	
<u>Group 3</u> Liberal Arts (Vandergrift), STEM (Tetteh), Health Sciences (Montalto), and President’s Office (Cioce, Devericks)	
<i>Please submit completed Budget Packages to Budgets@rcbc.edu</i>	
February 22, 2021	Group 1 Budget Packages due
February 26, 2021	Group 2 Budget Packages due
March 5, 2021	Group 3 Budget Packages due
Meetings with individual budget officers to discuss funding requests, staffing, programs/initiatives, and implications of auxiliary and/or grant funding <i>led by Executive Director of Finance and Human Resources and Business Manager</i>	
Week of February 22, 2021	Group 1
Week of March 1, 2021	Group 2
Week of March 8, 2021	Group 3
Week of March 15, 2021	Delayed returns/Follow-up w/budget officers
<i>Spring Break March 15-21</i>	
March 22-26, 2021	Executive Director of Finance and Human Resources and Business Manager review and prepare comprehensive draft of the FY2022 budget
March 29-30, 2021	Executive Director of Finance and Human Resources and Business Manager review FY2022 draft budget with College President
March 31, 2021	College President and Executive Director of Finance and Human Resources review FY2022 draft budget with Board of Trustees Chair
April 1-6, 2021	Revisions made to FY2022 draft budget if necessary
<i>Holiday/College closed April 2nd</i>	
April 7, 2021	College President and Executive Director of Finance and Human Resources review latest version of the FY2022 draft budget with Board of Trustees Chair

April 13, 2021	FY2022 budget approved at Board of Trustees' Finance and Facilities Committee meeting
April 20, 2021	FY2022 budget adopted at Board of Trustees meeting
May and June, 2021	Executive Director of Finance and Human Resources and Business Manager work with budget officers to make final adjustments to FY2022 budget allocations (target date June 15th)
Prior to July 1, 2021	FY2022 budgets are loaded into Colleague Finance

The Budget Package that each budget officer received on February 10 included the following spreadsheets and information:

Tab 1: FY 2019 Budget and Actuals for all accounts; FY 2020 Budget and Actuals for all accounts; FY 2021 Original Budget, FY 2021 Revised Budget, FY 2021 Actuals and Encumbrances, and FY 2021 Funds Remaining.

Tab 2: Columns to input FY 2022 Non-Compensation Expenses and Revenue and a Notes column to explain and justify requests where needed.

Tab 3: Payroll Detail and Input columns for FY 2021 (January 16 – June 30, 2021) and FY 2022 Projections.

Tab 4: Notes gathered by the Business Manager from FY 2021 budget planning meetings with the Executive Director of Finance and Human Resources and the unit budget officer, and Looking Ahead meetings during the year, for reference.

Throughout the past year and despite the transition to a remote environment due to the coronavirus pandemic, the College’s Business Manager undertook and accomplished many initiatives that ensured sustainability and improvements to budget processes and financial planning. These included: (a) Looking Ahead discussions with unit budget officers to discuss what had changed since the FY 2021 budget was implemented and what might change as a result of COVID-19; (b) revisions to Q1 budgets as a result of these “Looking Ahead” discussions and year-to-date activity; (c) the separation of payroll details from the monthly reporting package that the Budget Manager provided to unit budget officers for ease of review and earlier identification of payroll errors; (d) Colleague’s Self-service (online) Financial Management tools became available allowing budget officers to see real-time spending in their areas; (e) Colleague’s Budget Adjustment feature was piloted on a small scale and then rolled out to all budget officers authorizing users to enter budget transfers electronically; and (f) a user satisfaction survey was conducted to assess the effectiveness of these newly implemented budget processes.

The survey and its results are discussed in the Periodic Assessment section at the end of this chapter and were used to inform changes to financial planning and the budget process.

SUSTAINABILITY OF IMPLEMENTED CORRECTIVE MEASURES REGARDING ADEQUATE FISCAL AND HUMAN RESOURCES, INCLUDING PHYSICAL AND TECHNICAL INFRASTRUCTURE, TO SUPPORT OPERATIONS

The requirement by the Middle States Commission on Higher Education for Rowan College at Burlington County to demonstrate “adequate fiscal and human resources including physical and technical infrastructure, to support operations” provided the catalyst for the College to accelerate action items and think critically about new initiatives to ensure fiscal health and sustainability.

These actions included working with the County of Burlington’s finance team to construct a stable and manageable debt repayment structure for the college’s long-term debt; ceasing operations at the Pemberton campus; reaching five-year agreements with the three collective bargaining units (Public Safety Association, Faculty Association, and Support Staff Association); and becoming more deliberate in seeking and applying for grant funded opportunities.

The debt repayment schedule peaks in FY 2022 with a debt service payment of \$4.55 million and then decreases each year until it is paid off in 2046. Collective bargaining agreements are in place through FY 2022. Rowan College at Burlington County closed its Pemberton campus, sold off the remaining assets, and continues to search for a buyer for the property. The College is aggressively seeking grants and is currently managing \$9,549,955 in active grants that include \$6,618,722 in competitive awards and \$2,931,233 in renewal awards. Pending grants total \$2,424,288. RCBC’s top five funders are the U.S. Department of Education, CARES ACT: Students, CARES ACT, the National Science Foundation and N.J. Department of Education.

Multi-Year Budget Projection Model

Rowan College at Burlington County maintains a three-year budget projection model that informs executives and policy makers about the dynamic impacts of financial decisions, and thus assists in the budget planning process. The College strives to maintain a stable fiscal outlook and avoid fluctuations that might interfere with the quality of services and the ability of families and students to plan for educational expenses. In order to budget responsibly, this model is developed using conservative assumptions with respect to enrollment, non-tuition revenue, increases in the cost of employment benefits, statutorily mandated expenses such as pension contributions, and other contractual obligations.

Enrollment Projection: Due to the impact of the coronavirus pandemic this academic year, enrollment declined 15% in fall 2020 and 15.9% in spring 2021. With vaccinations underway and many initiatives being implemented by Enrollment Management and Student Success (EMSS) to recruit and retain new and continuing students and marketing campaigns to attract new students, RCBC anticipates a decline of 6% in FY 2022.

State and County Aid: County aid to the college has remained flat over the last three years and it is expected that this level of support will continue. Regarding aid from the state, 50% of anticipated funding was received for the first quarter of FY 2021 and then restored for quarters two, three and four. There is no indication that further cuts to state aid will occur.

Tuition and Fee Revenue: In light of the current economic climate, there is no plan at this time to increase tuition and fees in FY 2022 or 2023.

Table 3.7: Multi Year Budget Projection

See next page.

RCBC FY21 & Multi-Year Financial Projection (Operating Budget)
As of 1/31/2021

Revenue

	FY21 Year-End				
	FY20 Total	Projected	FY22 Projected	FY23 Projected	FY24 Projected
Tuition					
Summer II	\$ 658,260	\$ 704,320	\$ 662,061	\$ 681,922	\$ 702,380
Fall	11,969,769	11,428,080	10,742,395	11,064,667	11,396,607
Spring	9,990,100	9,276,531	8,719,939	8,981,537	9,250,983
Summer I	2,064,800	1,754,210	1,648,957	1,698,426	1,749,379
Waivers / Bad Debt	(1,371,511)	(1,454,034)	(1,366,792)	(1,407,796)	(1,450,030)
Tuition - Total	23,311,417	21,709,106	20,406,559	21,018,756	21,649,319
Course Fees	2,843,702	2,674,922	2,514,426	2,589,859	2,667,555
Per Credit Fees					
General Fee	2,445,164	1,120,943	1,053,686	1,085,297	1,117,856
Student Activity Fee	724,540	231,856	217,945	224,483	231,218
Supplementary Fee	362,270	154,604	145,328	149,688	154,178
Technology Fee	1,992,485	1,623,842	1,526,412	1,572,204	1,619,370
Facilities Fee	3,616,226	6,225,990	5,852,431	6,028,004	6,208,844
Per Credit Fees - Total	9,140,685	9,357,236	8,795,802	9,059,676	9,331,467
Other Fees	150,448	123,556	116,142	119,627	123,215
Total Tuition & Fees	35,446,251	33,864,819	31,832,930	32,787,918	33,771,556
County	4,150,000	4,300,000	4,300,000	4,300,000	4,300,000
State	7,340,555	5,505,421	7,340,555	7,340,555	7,340,555
Other Income	1,144,260	487,574	500,000	500,000	500,000
Total Revenue	\$ 48,081,067	\$ 44,157,815	\$ 43,973,485	\$ 44,928,473	\$ 45,912,111

Expenses

	FY21 Year-End				
	FY20 Total	Projected	FY22 Projected	FY23 Projected	FY24 Projected
Compensation					
Full-Time	\$ 15,901,530	\$ 15,789,944	16,579,441	16,911,030	17,249,251
Part-Time	1,318,696	1,204,392	1,264,612	1,289,904	1,315,702
Adjuncts	4,056,872	4,754,020	4,468,779	4,602,842	4,832,984
Overload	612,261	666,013	672,673	679,400	686,194
Student Wages	106,595	40,133	50,166	52,674	55,308
Overtime	117,650	28,405	35,506	37,282	39,146
Compensation - Total	22,113,605	22,482,907	23,071,177	23,573,132	24,178,584
Taxes & Benefits	9,248,225	9,040,109	9,944,120	10,689,928	11,491,673
Conferences & Trainings	72,537	27,334	28,017	28,718	29,436
Transportation & Operation of Vehicles	82,582	31,038	31,814	32,609	33,425
Telephone	117,085	123,532	148,238	151,944	155,743
Postage & Printing	74,763	43,824	44,920	46,043	47,194
Memberships (including books & publications)	172,753	172,710	177,027	181,453	185,989
Software	84,012	92,923	95,246	97,628	100,068
Advertising & Public Events	141,068	138,542	142,005	145,555	149,194
Supplies & Equipment	539,499	396,743	406,662	416,828	427,249
Contract Maintenance, Materials & Parts	1,001,709	1,047,724	1,073,917	1,100,765	1,128,285
Rent - Facility	706,840	676,822	693,743	711,086	728,863
Utilities	1,227,102	1,104,393	1,270,052	1,301,803	1,334,348
Contracted Services	2,551,935	2,424,338	2,484,947	2,547,071	2,801,778
Prof Fees, Legal, Audit & Insurance	1,028,055	1,198,939	1,258,885	1,321,830	1,387,921
Miscellaneous	227,381	204,642	209,758	215,002	220,377
Matching	105,562	58,445	59,906	61,403	62,939
Total Expenses	\$ 39,494,712	\$ 39,264,964	\$ 41,140,435	\$ 42,622,799	\$ 44,463,066
COVID-related State / Grant Funding*			\$ 6,200,000		
Debt Service Obligation	\$ 3,890,656	\$ 4,584,943	\$ 4,549,167	\$ 4,551,175	\$ 4,587,012
FY Beginning Fund Balance	\$ 2,232,802	\$ 6,431,356	\$ 6,739,263	\$ 11,223,146	\$ 8,977,645
FY Ending Fund Balance	\$ 6,431,356	\$ 6,739,263	\$ 11,223,146	\$ 8,977,645	\$ 5,839,678
Surplus / (Deficit) vs. 3% Reserve Target	\$ 5,128,797	\$ 5,554,422	\$ 10,045,198	\$ 7,743,432	\$ 4,560,994

*FY20 & FY21 State / Grant Funding is already factored into reported / projected figures

*As of the time of this projection, we are awaiting more information on how the remaining COVID-related funding may be utilized.

PERIODIC ASSESSMENT OF THE EFFECTIVENESS OF PLANNING, RESOURCE ALLOCATION, INSTITUTIONAL RENEWAL, AND AVAILABILITY OF RESOURCES

To assess the FY 2021 Budgeting Process that was a critical component of the corrective measures implemented by Rowan College at Burlington County to demonstrate compliance with Standard VI, the Executive Director of Finance and Human Resources and the Business Manager created a brief survey to solicit feedback from unit budget officers regarding their satisfaction with the new financial planning and budget process.

The survey was administered in October 2020 and included quantitative and qualitative questions. Twelve of 17 budget officers (71%) completed the survey. Table 3. 8 shows the questions and results.

CONCLUSION

The commitment and determination demonstrated by the Rowan College at Burlington County (RCBC) community to sustaining and improving upon corrective measures implemented in response to deficiencies identified by the Middle States Commission on Higher Education cannot be overstated. Throughout this Monitoring Report Following Reaffirmation, the College has provided an honest and forthright discussion and appraisal of the efforts that the institution has undertaken to demonstrate compliance with Standards II and VI. It is important to note that the College was operating remotely due to the coronavirus pandemic throughout the entire time of this follow-up report.

As discussed in Chapter Two, RCBC's focus was on efforts to sustain and enhance Title IX activities and initiatives. These included:

- Updating the College's website regarding Title IX and adding a link on the main page.
- Transitioning the Procedure Review Team to the Title IX Task Force, which is composed of leadership from Human Resources, Public Safety and Student Support.
- Implementing the requisite changes to Title IX policies and procedures in accordance with the new Title IX regulations.
- Meeting at the end of Spring and Fall semesters to review Title IX activity, identify trends and discuss interventions.
- Conducting "kNOw More: A Title IX Overview" training for the campus community in March and for Public Safety officers in December.
- Communicating with the college community about changes to Title IX and available student support services.

A total of five Title IX incidents were reported in 2020, a drop of 62% from 13 reported cases in 2019.

Regarding periodic review of Board policies and procedures, 68 have been revised and adopted and 15 have been retired. Assessment of this initiative showed that more work needs to be done on Criteria 6, Policy identifies responsible party, and Criteria 4, Policy addresses Purpose and Policy.

As discussed in Chapter Three, RCBC's focus was on efforts to sustain and enhance activities related to Operational Unit Reviews, Operational Unit Assessment, Financial Planning and Budget Processes. These included:

- Revising the Operational Unit Review schedule and reviewing the timeline and action plan.
- Completing Operational Unit Reviews and engaging in peer-to-peer consultancy by seven units: Accounting, Athletics, Facilities, Liberal Arts, the Office of Institutional Technology (OIT), Outreach and Admissions and Public Safety.
- Conducting 51 Operational Unit Assessments and publishing a report that included "Summary of Linkage to Strategic Plan, Assessment Activities & Continuous Improvement."
- Implementing a new Operational Unit Assessment template and revising the timeline to align with the College's budgeting cycle.

- Conceiving, initiating and completing a COVID Impact Assessment with a focus on use of results for continuous improvement.
- Ongoing communication and Looking Ahead conversations throughout the year between the Business Manager and unit budget officers related to the FY 2021 budget.
- Making Colleague's Self-service (online) financial management tools available to budget officers so they could see real-time spending in their areas.
- Revising and publishing the FY 2022 Budget Process Plan and distributing budget packages to budget officers to begin the next cycle of budget planning.
- Conducting a user satisfaction survey to assess the effectiveness of newly implemented budget processes and procedures.
- Developing a multi-year budget projection model to inform planning and decision-making.

Along with the aforementioned user satisfaction survey, assessment of areas relevant to Standard VI was demonstrated through the operational unit reviews, operational unit assessments, and COVID impact assessments.

While Standards II and VI were the focus of this monitoring report, Rowan College at Burlington County remains attentive to maintaining with all of the Commission's Standards for Accreditation and Requirements of Affiliation. As examples from this past year, RCBC developed and published its *Strategic Plan 2025* with 12 goals that will serve as the blueprint to guide the college in achieving its mission for the next five years (Standard I); a new delivery option for synchronous distance education was created and implemented for students who wanted to connect with their professors in this remote environment (Standard III); support services were offered remotely to students (Standard IV); academic assessment of student learning was on-going with modifications made as needed (Standard V); and Governance meetings via WebEx that all members of the college community are invited to attend (Standard VII).

In closing, the college community's efforts throughout this Monitoring Report Following Reaffirmation show that Rowan College at Burlington County is well-positioned to fulfill its mission, achieve the strategic goals, successfully navigate a path to the post-COVID environment of higher education, and remain compliant with the Middle States Commission on Higher Education.