Summary of Strategies and Goals for Big Ideas Project

BIG IDEA #1: TRANSFORMING DEVELOPMENTAL EDUCATION

Strategy 1: Offer Multiple Evidence-Based, Successful Developmental Education Models Consistent with the Needs of the Students.

Goal #1: Call for colleges to implement evidence-based, transformative developmental education models in mathematics and English, which include but are not limited to:
- Acceleration
- Breaking semester courses into units/modules
- Course redesign with technology
- Open entry/open exit courses
- Fast-track programs that compress the semester

Goal #2: Seek grants by Fall 2012 to create incentives and provide support for colleges to implement innovative developmental education models and allocate additional resources to implement new developmental education initiatives.

Goal #3: Establish a common framework of levels of remedial need (i.e. low remedial need, moderate to high remedial need, high remedial need) by Spring 2012, so as to identify intervention strategies for students in need.

Goal #4: Make retesting policies clear and available (or more transparent) by Fall 2012.

Strategy 2: Improve Accountability for Developmental Education Using the Student Success Model (developed by Group Three).

Goal #1: Encourage all 19 community colleges to set respective goals that target developmental education improvement by Fall 2012 (after first cohort of comprehensive Student Success Model).

Goal #2: Share data annually on developmental education.

Strategy 3: Identify Alternatives for Students Whose Assessed Reading Levels Do Not Support an Ability to Benefit From Developmental Programs.
"It's not closing doors - it's about opening the right doors."

Goal #1: Adopt a common definition for ability to benefit from developmental programs by Fall 2012. This definition could include but is not limited to placement test scores and prior educational achievement.

Goal #2: Identify a comprehensive and realistic list of alternative educational opportunities for those students not demonstrating the ability to benefit from higher education experience through placement testing.

Goal #3: Recommend that colleges provide counseling and/or advising for identified students to discuss alternative paths and/or academic assistance.

Strategy 4: Build Statewide Approaches to Disseminating Best Developmental Education Programs and Provide Support and Professional Development Activities for Faculty and Staff.

Goal #1: Set-up innovation leaders/consultants at community colleges who have implemented successful new models of and best practices for developmental education by Fall 2012.

Goal #2: Annually host best practices conferences for developmental education (perhaps on a Saturday in October and again in March) by May 2012. Consider a summer institute to provide opportunities for in-depth work by developmental educators statewide. These initiatives may connect to the Achieving the Dream efforts.

Goal #3: Create an annual publication highlighting best and innovative practices in developmental education programs across New Jersey's community colleges by Summer 2012.

Strategy 5: Initiate Statewide Conversation about ESL Pathways and How ESL Relates to Developmental Education Pathways.

Goal #1: Host a statewide conversation about ESL pathways.

BIG IDEA #2: ALIGNING EXPECTATIONS BETWEEN K-12 AND COMMUNITY COLLEGES

Strategy #1: Collaborate with School Districts to Expand Implementation of College Readiness Assessments at the High School Level.

Goal #1: Increase common college readiness assessments in high schools by Spring 2012.

Strategy #2: Collaborate with School Districts to Expand Strategic Interventions to improve College Readiness.

Goal #1: Expand strategic interventions to improve college readiness by Spring 2012.

Strategy #3: Collaborate with the New Jersey Department of Education and Local School Districts on Implementation of Common Core State Standards and the Selected High School Assessment Tool.

Note: Goals for this Strategy will emerge as discussions with New Jersey Department of Education and local school districts get more fully underway.

Strategy #4: Collaborate with School Districts in Aligning High School Common Core Curriculum with Higher Education Curriculum and Learning Outcomes.

Goal #1: Community colleges collaborate with executive county superintendents and local school districts to facilitate and support the successful implementation of the Common Core State Standards.

Goal #2: Support a curriculum that aligns the Common Core State Standards, learning outcomes, and college readiness by Fall 2012.

Goal #3: Align placement process from secondary to postsecondary institutions.

Goal #4: Community colleges and/or College and Career Readiness Coalitions initiate and continue dialog between K-12 and college stakeholders to align performance expectations for college and career readiness by Fall 2011.

Strategy #5: Collaborate to Create High-Quality Professional Development Programs Related to Common Core State Standards for Language Arts and Mathematics for Teachers.

Goal # 1: Collaborate to create high-quality professional development programs that address teachers' content knowledge and pedagogical needs (including the use of technologies in instruction), defining the knowledge and skills to teach for mastery.

Goal #2: Structure professional development programs on instruction and student outcomes specific to district needs.

Goal # 3: Build professional development programs that prepare teachers to design lesson plans that meet the Common Core State Standards.

Strategy #6: Create County-Based College and Career Readiness Coalitions to Improve Student Success.

Goal #1: Build a statewide common vision for College and Career Readiness Coalitions in collaboration with state leaders, including the New Jersey Department of Education and New Jersey Department of Labor and Workforce Development by Fall 2011.

Goal #2: County college presidents partner with executive county superintendents and district superintendents to create the College and Career Readiness Coalitions by Fall 2011.

Goal #3: College and Career Readiness Coalitions prepare action plans linked to Strategies #2 through #6.

BIG IDEA #3: CREATING STUDENT SUCCESS DATA

Strategy #1: Develop a More Comprehensive Student Success Model that Considers Entering Student Skill-level Impact on Success Within a Defined Period of Time.

Goal #1: Create a common data collection process with operational definitions that align with emerging national models of student success (Achieving the Dream and the Voluntary Framework of Accountability, for example) by September 2011.

Goal #2: Establish pilot of revised student success model (using IR Affinity Group subcommittee members' colleges and ATD colleges) by October 2011.

Goal #3: Fully implement the model statewide by end of January 2012.

Goal #4: Incorporate student success data model in assessment and benchmarking of colleges' commitment to student success.

Goal #5: Use data to track long-term improvement of the sector. Assess long term sector-wide impact using the student success data model (valuable to policymakers, presidents, and other campus leaders).

Goal #6: Three-year reassessment of the model by Spring 2015.

BIG IDEA #4: PROMOTING ADJUNCT FACULTY DEVELOPMENT

Strategy #1: Develop a Statewide Credential and Adjunct Faculty Orientation Program to Provide Professional Development for the Adjunct Faculty who Work in the New Jersey Community College Sector.

Goal #1: Design a statewide Credential Program and orientation checklist for adjunct faculty by January 1, 2012.

Goal #2: Develop a job bank infrastructure where adjuncts who complete steps in the Credential Program can be identified for potential teaching assignments by January 1, 2012.

Strategy #2: Develop a Program for Sharing and Supporting Best Practices Related to Instruction Methods and Practices for Adjunct Faculty.

Goal #1: Develop a statewide mentoring model for adjunct faculty that may be replicated by the individual community colleges by June 30, 2012.

Goal #2: Develop a statewide online infrastructure for disseminating best practices to adjunct faculty by December 30, 2012.

Goal #3: Develop annual regional best practices conferences for adjunct faculty focused on high-quality and innovative instructional delivery methods by March 30, 2013.

BIG IDEA #5: EXPANDING JOINT PURCHASING PRACTICES

Strategy: The Joint Purchasing Consortium (JPC) will Work to Achieve Greater Cost Savings by Working Systematically to Leverage the Collective Purchasing Power of New Jersey's Community Colleges.

Goal: Working with NJEDge, county purchasing offices, and other purchasing agencies, the JPC will serve as the vehicle to promote and achieve cost savings for the community college sector through the development of a business plan to outline an enhanced sustainable structure by January 1, 2012. The business plan will assume a self-supported JPC with its own staff.

BIG IDEA #6: BUILDING ACADEMIC CONSORTIA

Strategy 1: Create Consortial Approaches to Online Student Support Services, Online Quality Assessment, and Further Collaboration for Online Instruction.

Goal #1: Direct the Distance Education Affinity Group to develop a strategic plan (including governance structures, financial models, and operating models) to create a New Jersey Distance Learning Consortium.

Goal #2: Direct the Distance Education Affinity Group to investigate and recommend other consortial approaches for delivering online services, quality assessment, and instruction for consideration by the presidents by July 2012.

Strategy 2: Create and Foster Academic Consortia Among the 19 Community Colleges

Goal #1: The community college presidents will charge the Academic Affairs Affinity Group with the formation of a planning group to 1) scan existing and emerging job markets to identify short-term and longer-term careers and 2) recommend, develop, and promote community college academic program consortia arrangements to ensure student success in those job markets.

Goal #2: The community college presidents will adopt an informal policy by August 2011 that encourages colleges to explore academic consortia program possibilities as they institute new programs.

BIG IDEA #7: BUILDING ALTERNATE LEARNING DELIVERY SYSTEMS

Strategy #1: Support the Emergence of Active Student, Learner-centered, Cognition-based Education Including Discovery, Experiential Learning, and Technology Enhanced Instruction.

Goal #1: The Academic Affairs Affinity Group should be charged with creating an Innovation in Teaching Task Force to develop a strategic plan to promote active learner-centered, cognition-based education across the community college sector. The strategic plan should be completed and presented to the community college presidents within nine months of authorization to begin the process.

Goal #2: The Innovation in Teaching Task Force should develop/adapt quality, technology-enhanced instructional methodologies with common student learning outcomes within one academic year.

Goal #3: The Innovation in Teaching Task Force should collaboratively develop a professional development program for faculty and staff across the sector in the use of disruptive pedagogical teaching approaches. The goal for delivery of professional development workshops to faculty and academic leaderships within the community college sector is September 2012.

Goal #4: The Academic Officers Affinity Group, working in conjunction with the Innovation Task Force, should design and sponsor a NJ Community College Fellowship Program by July 2012. This program will afford faculty members in discipline-specific groups the opportunity to research, inventory, develop and share resources and best practices for the delivery of disruptive pedagogical approaches and learner-centered Web-enhanced learning strategies.

Strategy #2: Integrate the use of Mobile Devices to Enhance Active Teaching and Learning and to Increase Access to College Services.

Goal #1: The Information Technology (IT) Affinity Group should be charged with creating a sector-wide planning group to develop a plan for expanding the use of mobile devices in teaching and learning, student support services, and administrative and back-office functions.

Goal #2: The IT Affinity Group, working in collaboration with the sector-wide planning group, should form mobile readiness workgroups based on groupings of colleges that use the same unique learning management and administrative and backend systems (i.e. Banner vs. Colleague, BlackBoard, Angel, Sakai, WebCt, and WebStudy). The purpose of the mobile readiness workgroups is to develop strategies and plans to expand the use of mobile devices for teaching and learning, as well as administrative and backend services in ways that are congruent with the unique systems and platforms currently in place and in use at local colleges.

Goal #3: Plan and implement multiple mobile initiatives (e.g. mobile website, genius bars, location based services, registration, library databases, online mobile payment, tailored mobile online instruction).

Strategy #3: Foster Engagement Between and Among Students, Faculty, and Staff Through the use of Collaborative Synchronous Online Strategies as a Complementary Tool to Asynchronous and Face-to-face Teaching and Learning, Student Support and Service Delivery.

Goal #1: The community college presidents should charge the Academic Affairs Affinity Group to form a synchronous learning task force to develop a strategy to promote the delivery of synchronous online courses, student support services, and service delivery.

Goal #2: Identify a corporate partner to collaborate with the community college sector to develop a coordinated and unified synchronous online environment for teaching and learning, student support services and college service delivery

Goal #3: Develop a program relevant to the use of synchronous online tools that integrates with the professional development initiative (Strategy #1, Goal #3).

Goal #4: Community college presidents should charge their respective academic officers and e-learning administrators and staff to implement the expansion of synchronous online tools for teaching and learning, student support, and the delivery of college services on their individual campuses.

Strategy #4: Expand the use of Social Media to Enhance Student Engagement in Teaching, Learning, and College Services.

Goal #1: The community college presidents should charter a knowledgeable group including representation from Academic Affairs, Student Affairs, and Institutional Advancement with the task of developing a strategic plan to expand the use of social media in teaching, learning, and service delivery and integrating it into the sector's course structure across the curriculum. The strategic plan should be developed and presented to the community college presidents by May 2012.

Goal #2: The taskforce should also develop a strategic plan for a faculty development program designed to optimize the use of social media as a tool for teaching, learning and services delivery. The professional development strategic plan should be completed and presented to the community college presidents by May 2012.

BIG IDEA #8: USING CORE STUDENT LEARNING OUTCOMES AND COMMON ASSESSMENT TOOLS IN THE TOP 10 HIGHEST ENROLLMENT GENERAL EDUCATION COURSES

Strategy #1: Charge the New Jersey Community Colleges Academic Affairs Affinity Group to Establish a Statewide Core Learning Outcomes Task Force to Develop:

- ? **Core student learning outcomes for the top 10 highest enrollment general education courses;**
- ? **An inventory of instructional best practices;**
- ? **Common assessment tools; and**
- ? **Faculty training and development tools**

Goal #1: Direct the Course Review Committee to identify core student learning outcomes for the top 10 highest enrollment general education courses and a plan for integrating these into the course structures of New Jersey's 19 community colleges by July 2012.

Goal #2: Develop an inventory of best practice pedagogy/androgogy methods (e.g. technology-based, instructional methods, contextual instruction, etc.) for teaching the core student learning outcomes of the top 10 highest enrollment general education courses by July 2013.

Goal #3: Develop an inventory of best practice assessment tools aligned to the core student learning outcomes for each of the top 10 highest enrollment general education courses by July 2013.

Goal #4: Create a statewide faculty development program for full-time and adjunct faculty that supports student success in the core student learning outcomes using best practices in instructional methods and assessment by December 2013.

6/3/2011