



**TCNJ Division of Operations Strategic Plan  
2022-2027: Operating for the Future**

**Adopted December 2022**

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## **1. EXECUTIVE SUMMARY**

### **1.1. Introduction**

The Division of Operations (DoO) consists of seven distinct offices: Information Technology (IT), Financial Affairs (FA), Campus Police Services (CPS), Institutional Research & Analytics (IRA), Facilities Management (FM), Emergency Preparedness & Response (EP), and Human Resources (HR). These offices work together to ensure the campus is safe, welcoming, and prepared to provide a positive experience to all. In striving to support the growth and stability of the overall institution and its future, the DoO has developed a strategy to align with the campus wide plan, “TCNJ 2027: Extending Our Excellence.” In this document, you will find the synergetic goals, mission, organization, and challenges that face each office, all of which combine to illustrate the vision for the DoO from 2022-2027.

### **1.2. The Division of Operations Plan**

The seven offices that compose the DoO developed their own strategic plan. These plans are individually parsed in section two of this report. The plans aim to reflect the four priority goals of “TCNJ 2027: Extending our Excellence,” specifically focusing on fiscal year 2023 and 2024. For more information related specifically to the campus wide plan, along with the campus wide plan itself, please see sections 1.4 and 3.4. Although there are many goals that each office strives to achieve, the goals that are most salient to the success of the campus wide plan are outlined below, and it is the amalgamation of these goals that illustrates the vision of the DoO and its intent to support the success of the campus wide strategic plan.

### **1.3. The Divisional Strategy**

Under guidance from the “TCNJ 2027: Extending our Excellence,” each office reflected on a myriad of resources to curate their own individual strategic plan that will propel the College of New Jersey into a sustainable future. Based on the priorities in the campus wide plan, the office of the DoO turned to their departments to understand how they could generate goals in support of the College’s strategic plan. In the following section, the report will give context to the campus wide

strategic plan: TCNJ 2027; Extending our Excellence,” and the impact the plan has on each office in the Division.

**1.4. The Division of Operations Values**

The Division of Operations incorporates the campus wide values in each of its daily transactions. In section two of this report, within each office’s plan, you will see an individual mission that embodies the campus wide values. The following values guide our work and interactions daily:

<b>Teamwork:</b> We consistently demonstrate our commitment to each other’s success by being responsive, prepared, proactive, and genuine.
<b>Communication:</b> Authentic, consistent, reliable, and open information sharing is paramount to our culture of transparency. We recognize that constructive feedback is crucial to our continuous improvement.
<b>Accountability:</b> We are committed to making the best, most productive use of all resources. We provide a scale-able and agile infrastructure that supports evolving college needs.
<b>Leadership:</b> Our knowledge and commitment to our profession inspires confidence. We embrace creativity while seeking innovative and transformative solutions.

**2. STRATEGIC PLANS FOR DIVISIONAL OFFICES**

**2.1. The Office of Information Technology**

**2.1.1. Mission**

The Office of Information Technology supports TCNJ’s network, enterprise systems, hardware, software, and classroom technology for academic use, research and operations. IT provides the technological foundation for faculty and student success beyond the classroom by providing safe and secure application access anytime and anywhere.

**2.1.2. Organization**

IT organizes technical and non-technical resources across the following five teams:

<b><i>Media and Technology Support Services (MTSS)</i></b>
Manages classroom & instructional space, conference room technology, and real-time support
Oversees the consultation, design, programming, installation, maintenance, and support for displays, conferencing, and capture technology-related projects and initiatives
Videoconferencing (VC) coordination and technical assistance, endpoint solutions
Digital signage and technology design, consultation, installation, and support for the campus
Technical support and AV/computer equipment for event-related staging, rentals and loans, including academic, administrative and public events
<b><i>Enterprise Infrastructure (EI)</i></b>
Works within the larger framework of the Information Technology office to support the day to day operations of Enterprise Applications, User Support Services, and Media & Technology Support Services.
<b><i>Information Security (IS)</i></b>
Works to protect TCNJ's informational assets. Higher education is a data rich environment with an increasing focus from cyber adversaries. The Information Security program extends to each member of the TCNJ community with the Information Security Office serving as a resource for all community members to ask questions and learn about digital safety.
<b><i>Enterprise Applications (EA)</i></b>
Responsible for the College's enterprise-wide information systems. The Office of Enterprise Applications maintains, supports, and provides technical expertise for all our enterprise applications for the College. These systems include Oracle's PeopleSoft Campus Solutions, Oracle Cloud HCM, and Oracle Cloud ERP.
EA also maintains <i>integrated</i> enterprise systems that support the business of the College. There are many systems that individual departments use at TCNJ. A large portion of the workload includes creating and maintaining interfaces to and from these applications. There are over 26 of these systems that integrate with PeopleSoft Campus Solutions (17) and Oracle Cloud (9). Some of the larger systems are StarRez (housing), MediCat (health services), Symplicity (Accommodate, Insight EOF, Insight Bonner, Advocate, GME), Canvas, Transact, and BossCars.
Implements new systems and customizes packaged software. Maintains and supports all TCNJ Web Applications, which are in house applications developed by TCNJ.

Maintains the TCNJ Data Warehouse through BlackBoard Analytics and will maintain HelioCampus in the future.
<i><b>User Support Services (USS)</b></i>
Delivers innovative, secure, and cost-effective technology solutions in support of student, faculty, and staff success.
Provides hands-on support to all academic schools, administrative offices, and operational offices. USS includes the IT Helpdesk, Computer Support Center, and application end user support.

**2.1.3. Information Technology’s Goals**

<i><b>Goal</b></i>	<i><b>Description</b></i>
Promote student success by improving the student information platform, its ability to accommodate larger class sizes, and handle various audiences of learners (dual enrollment, non-traditional, etc.)	Advance improvements toward the success of all students through an accessible, student-focused academic and administrative platform. This ensures intuitive navigation through our systems from application through graduation. Ultimately, this project will provide a seamless administrative and learning-management environment, with an improved user experience that removes technology obstacles and provides the tools necessary for success.
Grow opportunities in IT to enrich students’ program of study and boost marketability after graduation	Explore the possibility of increased opportunities for student success and engagement by offering: internships, mentorships, and professional badges in the areas of Information Security, Enterprise Applications, Enterprise Infrastructure, Classroom AV and User Support.
Acquire NIST certification to provide broadest possible access to research grants	Government agencies and grants are starting to require NIST 800-171 compliance to participate in their programs. Investigate migrating the current Center for Internet Security (CIS) framework to NIST 800-171 and implement any additional controls that are needed. Create opportunities for students working on certifications like CISSP. Provide student focused security awareness training.
Evolve Data Centers into hyper-converged infrastructure to provide a robust and resilient environment that supports TCNJ’s strategic goals	Modernize Data Center and equipment; Core, Redundancy, Security, Ransomware Recovery, and failover capabilities. Consolidating the computing, network, and storage of physical and Virtual environments.
Improve student experience by	Invest in new technologies and replace hardware, including

Expanding coverage and availability for Cloud services, Remote learning, and Virtual Services	upgraded management, monitoring, security, and functionalities.
Increase access to learning technologies and content to support student success	Provide the best possible technology in classrooms, lecture halls, & group study spaces. Reimagine tech labs. Work to provide instructional technology tools, solutions, and AV equipment that enhances flexible learning environments.

**2.1.4. Challenges & Risks**

<p>Inherent risk of becoming stale or obsolete much sooner than anticipated. Shifts in technology, security, and customer demands can and will have an impact on the viability of the plan.</p>
<p>A challenge that impacts the full advancement of this plan is the ability to purchase and procure hardware, software, and associated human capital either in the form of FTE’s or consultants. Supply chain issues over the previous 24 months, especially in the area of networking equipment, have shown that although the College is willing and able, the gear is just not available. This also means tempering the expectations of customers for devices like laptops, monitors, and classroom technology components.</p>
<p>A challenge that needs to be addressed over the course of this plan is human capital resources. Skills that were valuable 5-10 years ago are now obsolete. The average tenure of the IT staff member at TCNJ is well into double digits. We need to bridge the compensation gap that is widening at this time between what the college can offer and what is available, not only in the private sector, but at other state public higher education institutions to ensure we have a team that is able to support student needs.</p>

**2.2. The Office of Campus Police Services**

**2.2.1. Mission**

Our mission is ensuring that members of our community not only are safe and secure but also *feel* safe and secure throughout our campus. To ensure that the college experience is exceptional at TCNJ, Campus Police Services asserts that safety, education, and awareness are vital. And it is the task of the Office of Campus Police Services to support TCNJ in educating future leaders of our state and our nation.

**2.2.2. Organization**

Led by the Chief of Police and Director of Campus Police Services, TCNJ secures the campus grounds through Campus Police Officers and Campus Security Officers. Additionally, the Office of Campus Police Services oversees police training, community training events, and helps with the strategic performance of campus wide events.

**2.2.3. Campus Police Services’ Goals**

<i>Goal</i>	<i>Description</i>
Maintain state of NJ tech requirements to provide a safer experience for students, staff, and faculty in emergency situations	Anticipate, prioritize, coordinate and address the safety related instructional, administrative, and residential technology needs of the College.  Implement 911 Terminal Technology to include the ability to handle 9-1-1 text messaging as well as voice over wire calls. It also allows callers with smart phones to send video, pictures and precise location information from their devices to the 9-1-1 center to improve documentation of situations.
Increase Visual Surveillance on Campus to enhance security and perceived levels of safety	Install additional security cameras. Decker Hall and the Townhouses are the only residence halls without camera coverage. Locate at least 6 cameras in Decker, two cameras in the Social Space, and two in the mailroom areas (with at least one outside covering the loading dock). Provide enhanced safety for staff in receiving services and students participating in extracurricular activities within Decker’s Social Space.

**2.2.4. Challenges & Risks**

TCNJ is not immune to the calls for “defunding police” along with decreased applicant rates.
Vacancies can leave the Office of Campus Police Services unable to fully staff shifts. This then leads to increased overtime costs to bring officers in to cover additional shifts.

**2.3. The Office of Human Resources**

**2.3.1. Mission**

Our priorities are guided by our collegial and inclusive culture, our collaborative approach to discovery, and our mission to empower TCNJ’s diverse students, staff, and faculty to sustain and enhance their communities both locally and globally. TCNJ benefits greatly from the dedication of our employees, and we strive to create an atmosphere of understanding, satisfaction, and fulfillment.

**2.3.2. Organization**

Led by the Associate Vice President for Human Resources, this office oversees the entire employment lifecycle from onboarding to offboarding.:

Compensation and Classification of Employees
Employee Benefits
Employee & Labor Relations
Independent Contractors
Leaves of Absence
Oracle Cloud-the online employee portal
Performance Evaluations and Performance Management
Recruitment, Hiring, and Onboarding
Retirement and Pension Programs

**2.3.3. Human Resource’s Goals**

<i>Goal</i>	<i>Project Description</i>
Create streamlined processes to increase departmental efficiency	<ul style="list-style-type: none"> <li>○ Establish the HR helpdesk to facilitate tracking of incoming questions and issues for HR and payroll.</li> <li>○ Utilize TDX to track employee processes such as hiring, recruitment, and benefits.</li> <li>○ Collaborate with internal/external HRIS experts, realizing permanent solutions for all benefit /absence related modules.</li> <li>○ Document procedures for HR including Reappointments, Union Releases, Discipline, Grievances, and general reporting; ensuring a reliable structure for new employees to learn.</li> <li>○ Training: Ensure that all employees are trained on how to use the HR system and follow protocols.</li> <li>○ User Feedback: Regularly solicit feedback from employees and HR staff on the functioning of the HR system and make improvements as necessary.</li> </ul>
Enhance diversity in the applicant/talent pool	<p>Provide inclusive job descriptions/postings.                      Develop mutual recruitment programs with community partners to satisfy federal work study agreements and increase TCNJ local applicants, which will bolster broader and more diverse applicant pools.</p>

<p>Construct a self-servicing campus community to support development of skills and collaborative learning</p>	<p>Update modular information. Facilitate workshops. Encourage campus communities to promote development of skills, recognition of expertise, and support collaborative learning.</p>
<p>Stabilize HR systems/ Protocols to provide accurate support for employees and allow for implementation of the strategic plan</p>	<p>Implement recommendations identified in audits:</p> <ul style="list-style-type: none"> <li>○ Regular Maintenance and Updating: Regularly update the HR system to fix bugs and ensure it is functioning optimally.</li> <li>○ Clear Documentation: Maintain clear and concise documentation of HR policies, procedures, and protocols.</li> <li>○ Data Accuracy: Ensure that data entered into the HR system is accurate and up-to-date to avoid errors and miscommunication.</li> <li>○ Data Security: Implement proper security measures to protect sensitive employee information stored in the HR system.</li> <li>○ Performance Monitoring: Monitor HR system performance regularly and proactively identify and resolve any issues before they become major problems.</li> <li>○ Third-party Support: Engage third-party experts or vendors for support and guidance when needed.</li> </ul>

**2.3.4. Challenges & Risks**

<p>Fiscal and Resource restraints limit the ability to implement and maintain new databases and tracking systems. Systems that we put in place now may not remain effective.</p>
<p>Employee retention could affect how quickly systems are understood and improved if faced with significant churn requiring a constant cycle of new employee training.</p>

**2.4. The Office of Emergency Preparedness**

**2.4.1. Mission**

Emergency Preparedness is responsible for leading a proactive and collaborative approach to daily business continuity and emergency management. The Office of Emergency Preparedness’s

responsibilities and interests encompass a broad perspective across campus that involve the health and safety considerations of students, employees and visitors.

**2.4.2. Organization**

Emergency Preparedness is led by the Emergency Preparedness Manager (EPM) who reports directly to the Vice President for Operations. The Emergency Preparedness Manager supervises the Fire Safety Specialist and all areas of Fire Safety.

Maintain and update the College’s Business Continuity Plan (BCP) and Emergency Operations Plan (EOP).
Serves as a lead in the College’s Emergency Response Team (CERT), development, and executes the maintenance and testing of all business plans (academic and administrative).
Trains BCP departmental plan owners on the software tool (Kuali) used to maintain the plans.
Designs and facilitates tests and exercises for business plans and emergency response.
Coordinates with federal, state, county and local emergency officials during disasters, and recovery phases.

**2.4.3. Emergency Preparedness’ Goals**

<i>Goal</i>	<i>Description</i>
Update and test the Business Continuity Plan (BCP) to improve communications and emergency preparedness for faculty, staff, and students	Review all users on the Kuali platform to ensure information is updated. Communicate with each department/division/office of the need for updated plans. Provide training on the Kuali platform which contains the College’s BCP’s.
Reinvigorate the College Emergency Response Team (CERT) to prepare the College for known and unknown emergencies	Complete new policy/procedures to define the team as well as the goals of risk and vulnerability. Develop a training schedule in conjunction with CERT for table-top, functional, and large-scale training events.
Update the Emergency Operations Plan (EOP) to ensure the College is strategic and efficient in its emergency response	EOP must be updated every five years (next renewal for TCNJ is June 2027). Coordinate CERT meetings to drive changes in the EOP. Identify risks and vulnerabilities that need to be addressed.
Develop a consistent and recurrent training plan to	Prepare student/staff/faculty for emergencies and how to respond appropriately.

prepare faculty, staff, and students for emergencies	
Disseminate and update information on critical event responses to expand the quality of event prevention, event mitigation, event preparedness, event response, and event recovery	Ensure operational plans are created for every event on campus, specific to police/security, fire, EMS operations. Complete after-action reports for every event on campus including planned and emergency responses. Coordinate Emergency Operations Center to ensure continuity of operations and information sharing between outside agencies and internal departments/divisions/offices during campus events.
Develop a long-range plan to improve emergency technologies and increase security on the campus	Purchase technologies that will enhance emergency responses and will take industry standards into consideration.

**2.4.4. Challenges & Risks**

Fiscal restraints that lead to outdated technological infrastructure and cannot ensure adequate emergency communication and response.
Each department/division/office in the College needs a plan to continue operations should a catastrophic event occur. Many departments/divisions/offices in the College do not have the necessary plans developed to be utilized for this type of event and must develop them. Also, identifying and collecting information for the plans is time intensive due to several personnel movements including separation, promotion, and change of work assignments.

**2.5. The Office of Facilities Management**

**2.5.1. Mission**

Our mission is to advance, preserve, repair, and modernize the College’s organization and facilities; to achieve energy sustainability usage on campus; and to provide the necessary services the College needs to function and grow in its own mission.

**2.5.2. Organization**

Led by the Associate Vice President for Facilities, the Office of Facilities Management consists of the following areas:

Access Control	Grounds and Landscaping
Sustainability and Energy Management	Housing Repairs

Planning, Design, & Construction	Mailing Services
Environmental Health and Safety	HVAC
Carpentry	Plumbing
Roofing	Electrical

**2.5.3. Facilities Management’s Goals**

<i>Goal</i>	<i>Description</i>
Develop comprehensive design standards to provide campus asset uniformity and cost control for projects	Utilize Revit for 3d modeling of buildings, and implement standards to ensure uniformity for material procurement and operational efficiency within Maintenance & Grounds.
Stabilize the Central Utility Plant and underground infrastructure systems to address short-term and long-range needs	Develop long-range plans for operation and maintenance efficiencies to realize energy cost-savings over time.
Implement a Preventative Maintenance Program to ensure accountability, proactivity, and project timeliness campus wide	Implement TDX as the new work system; the loading of campus asset information will be key to successfully developing a proactive maintenance program. Focus on comprehensive training for employees who utilize the system to ensure cross-campus awareness.
Reorganize Building Services Shift to improve security, realize talent, and decrease costs	Heighten cost efficiency and reallocate resources, allowing for better supervision of ABM and the 12 buildings that are currently outsourced.
Create accountable project protocols to focus on holistic campus planning, advancing the College’s strategic plan, & controlling costs	Complete the Long-Range Facilities Plan and MAP, and proactively manage both programs. Address campus needs, analyze cost-saving potential, and introduce an inclusive process where campus constituents have a voice.
Proactively collaborate with the Office of EHS to increase campus wide awareness of safety guidelines and retain compliance	Review and mitigate compliance, environmental, and occupational safety issues. Hold training to disseminate information/guidelines to faculty/staff and keep the campus informed.

**2.5.4. Challenges & Risks**

A challenge that Facilities faces is employee retention. Lack of retention causes resource waste by having to retrain new employees and decreases departmental unity.

Another challenge that Facilities faces is fiscal restraints that limit the updates and improvements necessary to function.

**2.6. The Office of Financial Affairs & Business Operations**

**2.6.1. Mission**

The Office of Financial Affairs & Business Operations provides a myriad of services and financial support to the campus community. This office works directly with Information Technology, Campus Police and Safety, Human Resources, Facilities Management, and Institutional Research and Analytics to ensure financial sustainability for the College’s future.

**2.6.2. Organization**

Led by the Assistant VP for Financial Affairs, the Business Operations department provides complete leadership support for the Division of Operations:

The scope of work includes all operational and strategic budget planning, oversight of campus wide contracts, procurement of contracts and supplier/vendor management services, and support for the College’s strategic procurement program.
The Office of Financial Affairs in the DoO provides necessary training as requested, services catalogs, and oversees services for a cost-effective use of communications and computing technologies by TCNJ faculty, staff, and students.
The Office of Financial Affairs facilitates the delivery of responsive and proactive business, technical, and administrative support services for the TCNJ community.
The leadership for the office of Financial Affairs prepares annual budgets for the Division of Operations and individual departments while also supervising all purchasing for the campus as they relate to their initiatives.
The Office of FA facilitates collaborative stakeholder relationships, acquiring and maintaining subject matter in these departments’ administrative categories, managing enterprise-wide contracts, and managing supplier relationships.

**2.6.3. Financial Affairs' Goals**

<i>Goal</i>	<i>Description</i>
Create a more efficient purchasing process to improve budget maintenance, emphasize cost-savings, and eliminate waste	Lead the Division of Operations in creating a more efficient process when executing purchases. Aggressively provide a high level of professional, courteous, and knowledgeable financial business support to supervisors, managers, and senior management; fostering clear and concise communications.
Optimize asset renewal program to achieve financial stability	The AVP and Capital Project Finance Director will partner with the Facilities AVP and leadership from Planning, Design, and Construction to Optimize Asset Renewal program; working together to meet financial needs and goals through effectively planning out the strategic usage of the Asset Renewal funding plan (The MAP) as part of a seven-year fiscal year plan based on available funding.
Train staff on contracts to negotiate efficient and TCNJ-friendly contracts in the future	Prioritize vendor and contract management: Partner with staff to better understand current and future contracts and work with vendors to negotiate more efficient and TCNJ friendly contracts. An emphasis is placed on multi-year contracts to generate savings as well as using the information as a strategic planning tool.
Implement TDX to standardize reporting, tracking, and monitoring of projects	The PMO team will implement TeamDynamix project management and incident reporting technology for Facilities and HR. Asset Management for IT.
Create and deliver dashboards to improve college awareness of project statuses	The PMO will work with campus leadership to create and deliver dashboards that are easily accessible to administrative and academic departments on campus.
Establish informational training to improve position/knowledge transparency	Utilize training provided and meet with area leadership to establish informational training to maintain necessary knowledge transparency specific to individual roles and responsibilities. Emphasize cross-training to prevent siloed processes.

**2.6.4. Challenges & Risks**

<p><b>Alignment with TCNJ Business Strategies and Project/Budget Prioritization:</b> Asset renewal planning is difficult when funding levels are uncertain.</p>
<p><b>Project Management Standards:</b> Different project management tools and standards are used by various departments leading to inconsistent reporting and tracking. Project management tools need to be flexible enough to meet</p>

specific department/project needs but offer some level of consistency for the organization. TeamDynamix will support this effort.

## **2.7. The Office of Institutional Research & Analytics**

### **2.7.1. Mission**

The Institutional Research and Analytics office (IRA) is a strategic partner with the TCNJ community by connecting and transforming institutional data into accurate, accessible, and actionable information used to advance a culture of data-informed decisions, actions and outcomes. IRA will serve as a catalyst, coalition builder, and information resource in the utilization and governance of data across the institution. IRA will serve as a key resource in the deployment of data reporting and analytics to the TCNJ campus community, with a vision that actionable data will be available to all decision makers.

### **2.7.2. Organization**

Led by the Executive Director of Institutional Research and Analytics, the organization of IRA includes the following technical and non-technical resources:

Leadership	Responsible for the utilization and governance of data across the institution.
Collaboration & Communication	Establish inter-disciplinary teams and work closely with departments to define, collect, prepare, organize, protect, analyze, and explain data assets.
Domain Expertise	Knowledge of data integration, visualization and analytics; best practices for reporting and analytics in higher education, including data use ethics.
IT & Architecture	Knowledge of IT infrastructure, data preparation, data governance, reporting and analytics.
Reporting/Data Analytics	<p>SAP/Business Objects (BO) for reporting, version 4.2, on premise solution. SAP/BO is a shared reporting resource with the Records and Registration office.</p> <p>Pyramid Analytics, for reporting, version 4.0, (no longer accessible to end users). Shared resource with IRA and Records and Registration Office.</p> <p>Tableau, three desktop licenses.</p> <p>iData Data Cookbook, for data definition repository and report parameters.</p>

**2.7.3. Institutional Research & Analytics’ Goals**

<i>Goal</i>	<i>Description</i>
Provide institutional analytics to promote a data informed culture and improve strategic planning	Implement Heliocampus. Provide training on Tableau to view reports and dashboards. Helio will provide student analytics through Tableau dashboards and reports from admissions, enrollment management, retention, and graduation.
Establish structures to increase awareness of resources, data asset accountability, and data literacy/quality across campus	Form Data Governance Council, consisting of campus leaders and others, to coincide with the implementation of the new reporting platform and achieve proficiency in data governance. Form the Data Stewardship Committee to include data subject area experts and technical/functional expert resources that focus on data standardizing, defining and organizing recommendations for best practices, data security, user accessibility, ensuring data quality, and documentation of data processes and metadata.
Create uncomplicated access to institutional data to provide administrators, Deans, and Department Chairs with information that helps facilitate planning and decision-making activities	Develop dashboards with TCNJ institutional, enrollment, and academic program data to provide administrators, Deans, and Department Chairs with information that helps facilitate planning and decision-making activities. Hire BI Analyst/Developer position to build out current reporting deliverables in an easily accessible way with minimal training and technical assistance.
Develop data dashboards, data repositories, and documentation to ensure compliance during the peer review and self-study part of accreditation	Accreditation support for Middle States Commission on Higher Education (MSCHE) Self Study in 2024-2025. Review MSCHE standards I through VII to determine current level of office readiness and areas in need of preparation. Ensure compliance for the peer review and self-study process by developing data dashboards, data repositories, and documentation for standards and requirements that apply to IRA.

**2.7.4. Challenges & Risks**

<p><b>Data Rich/Information Poor:</b> Siloed data has become an increasing issue. Many administrative and academic departments are collecting data and purchasing software for their own use, which makes us a data rich institution, however, the information collected is not being defined, utilized or shared in an institutional and analytical context, which makes TCNJ information poor.</p>
<p><b>Data Analytics/Reporting Infrastructure:</b> Reporting and analytics is not currently available to many at TCNJ. A reporting platform that enables us to deliver an accessible, easy to use tool with</p>

interactive reports and data analytics is a major challenge. A major amount of time is spent on data processing due to data clean up and changing data processes and definitions. Less time is spent on analysis and disseminating information to campus constituents. This results in long turnaround times for complex analyses and reports.

**Data Governance:** There is currently no formal data governance in place at TCNJ. The implementation for data oversight will greatly increase the appropriate and efficient use of data and promote communications and discussions about our data.

**Resources:** There are resource issues that affect the IRA office’s ability to be effective in meeting the needs of the institution for data analysis and reporting. Additional staffing resources once filled should help to reduce this problem drastically.

### 3. Strategic Planning Resources

The Offices that comprise the Division of Operations relied on research and resources during the development of these plans to ensure institutional effectiveness and accuracy. Inputs from several departments, the College, professional assessments, committees, working groups, and internal audits were implemented and studied throughout the development of each office’s plan. In the following sections, you will see an expansion on some of the most helpful data that was used to create the strategic plans for the Division of Operations. These resources include, but are not limited to:

Researching data reporting and analytic vendors and strategies used at higher education institutions across the country to recommend a solution for TCNJ.
Conducting, Reporting, and Analyzing the Perceptions of Campus Safety Climate Survey.
Processing an audit for the Office of Human Resources
Reflecting and incorporating research conducted for the development of “TCNJ 2027: Extending our Excellence”
Utilizing numerous Gartner, EDUCAUSE, and other professional resources

### **3.1. Approaching Strategic Planning through Reflection and Resource**

- 3.1.1. Throughout the development of the strategic plan, and continuing through its implementation, the Division of Operations Leadership critically reflected and discussed the following question:
  - 3.1.1.1. What Cultural Barriers are in place that you experience within your organization, or on campus, that would limit the success of your strategy?
- 3.1.2. In reflecting on the past and present situations that each office currently faces, the plans were developed with awareness and confidence that cultural barriers may lead to plan redirection but cannot allow for obstruction as the Division aims to fulfill the goals of the campus wide plan.

### **3.2. Perceptions of Campus Safety Climate Survey (PCSCS)**

- 3.2.1. The Perceptions of Campus Climate Survey was developed by the CPS working group to gain insight into the attitudes and perceptions of the TCNJ campus community on their interactions with Campus Police Services and campus safety in general. The survey instrument was modeled after Pennsylvania State University's PSU Police Survey. In completing the survey, students, faculty and staff were provided the ability to rate their perceived level of safety on the College's campus grounds, their level of familiarity with campus safety services, and their overall satisfaction with Campus Police Services. The CPS survey was administered by the Student Affairs division of the College through an email invitation from President Foster in March of 2022 to all enrolled students, active faculty (including adjunct faculty) and staff (N = 8989). A gift card incentive was offered to attract respondents. The survey instrument contained 17 questions with 10 write-in response opportunities and a section of eight demographic questions. Results were analyzed in aggregate and by demographic categories. A total of 1,197 respondents completed the survey for a 13.3% response rate. Overall, a high level of campus safety for all surveyed areas on campus was indicated from the survey respondents. High levels of satisfaction were also found for Campus Police Services.
- 3.2.2. This survey was integral in understanding the needs and goals of current and future generations of students in order for Campus Police Services to develop a strategic plan that ensures campus safety concerns are evaluated and handled appropriately. When developing the goals and challenges for the Office of Campus Police Services, the Perceptions of Campus Safety Climate Survey allowed for quantifiable areas that are on the minds of all that participate in the campus community.
- 3.2.3. Presentation Report: [TCNJ PCSCS Presentation 2022.pdf](#)

### **3.3. TCNJ Human Resources Internal Audit**

- 3.3.1. The Office of Human Resources had an internal audit conducted by Baker Tilly. Based on this report, Human Resources was able to define their goals on the basis of necessity, and uncovered opportunities to improve their processes.
- 3.3.2. The report is not included in this document due to the sensitive nature of information.

### **3.4. “TCNJ 2027: Extending our Excellence”**

- 3.4.1. Throughout the development stages, the Division of Operations looked to the campus wide strategic plan as a guide in understanding the needs of the people that keep the campus alive and well but also in trying to be proactive about the needs of future generations. Working closely with the implementation plans and phase by phase priorities, the campus wide strategy helped to solidify how the Division of Operations could propel the campus wide strategy forward through each office’s goals.
- 3.4.2. For all information regarding the campus wide strategic plan, please visit this website: [“TCNJ 2027: Extending our Excellence”](#)