

# Strategic Plan 2017-2021



Connect



Plan



Complete



Lead

 ATLANTIC CAPE  
COMMUNITY COLLEGE

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## A Letter from the President

### Dear Colleagues and Community Members:

Over the last year, the college has been hard at work examining where we currently are as a college and where we need to go in the next five years and beyond. A Strategic Planning Team was appointed and was tasked with exploring the many challenges and opportunities that lie ahead and will shape the direction of the college. Extensive research and input went into the design of the current Strategic Plan. I think you will agree that this plan will serve as a sound and comprehensive roadmap to guide both the institution's and students' pathways ahead.

The 2017-2021 Plan is very student focused and centered on fostering students' success along their educational and professional pathways. The goals are designed to assist students along their educational pathways from the time they **Connect** with Atlantic Cape, as they create a **Plan** for the future and finally as they **Complete** their educational or professional goals at Atlantic Cape. The last goal, **Lead**, is the role the institution serves in supporting the students' pathways.

As we come to the end of the planning process, I want to thank the faculty, staff, students, alumni, academic advisory boards, university partners, K-12 school districts, chambers of commerce, Foundation Board, Board of Trustees, and other community partners who participated in this endeavor. I am confident that this plan will further the college's commitment to student success and expand our efforts to be the region's preferred choice for higher education and professional training and a leading catalyst for economic and workforce development. Finally, the Strategic Plan will serve as a key institutional effort to fulfill our legacy of serving as the community's college.

Sincerely,



Dr. Peter L. Mora, President  
*Atlantic Cape Community College*

The background of the slide is a stylized map of the Atlantic Cape Community College campus. It features various colored areas representing buildings, green spaces, and roads, with a prominent road in the foreground. A solid red horizontal banner is positioned at the top of the slide, containing the word "Mission" in white, bold, sans-serif font.

## Mission

Atlantic Cape Community College creates opportunity by providing access to excellent programs and services that successfully meet students' educational goals.

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## Vision

Atlantic Cape Community College will be the region's preferred choice for higher education and professional training and a leading catalyst for economic and workforce development. The college will anticipate and fulfill regional educational needs, strengthen our community's economy, and partner with K-12 and higher education institutions to create seamless educational pathways and maximize student success.

# Values

**Integrity:** *Assure the public's trust.*

**Caring:** *Committed to student success.*

**Accountability:** *Accept responsibility for all college actions.*

**Respect:** *Honor and value every member of the community.*

**Excellence:** *Provide the highest quality programs and services.*

# Goals

1. **Connect** and engage students with opportunities to be successful.
2. Assist students in creating and fulfilling their academic and career **Plan**.
3. Increase the number of students who successfully **Complete** their educational goals.
4. **Lead** the institution to excellence through continuous improvement and the effective and efficient use of resources to maximize student success.

## Strategic Plan Objectives



### Goal 1: Connect

- Objective 1** Assess and enhance the community's perception of the quality of an Atlantic Cape education.
- Objective 2** Enhance the effectiveness of outreach programs, including financial literacy and prior learning assessment, to traditional and nontraditional students.
- Objective 3** Increase the number of incoming students through merit-based programs and scholarships in collaboration with the Atlantic Cape Foundation.
- Objective 4** Ensure diversity, equality, inclusiveness, and accessibility to promote a welcoming learning and working environment.
- Objective 5** Increase the proportion of college-ready recent high school graduates enrolling by fostering community partnerships with area school districts through dual credit/articulation agreement programs and concurrent enrollment.



## Goal 2: Plan

- Objective 1** Educate, facilitate and support students in the creation and implementation of an effective career plan to meet their educational goals in a timely manner.
- Objective 2** Increase the number of programs with a curriculum that includes experiential learning opportunities such as internships and service learning.
- Objective 3** Create career pathways for students by developing and enhancing connections between workforce development programs, economic development efforts and the institution through community partnerships.
- Objective 4** Develop new and strengthen existing pathways to increase utilization for students to transition to baccalaureate-granting institutions.
- Objective 5** Establish, then assess, a baseline to increase employer satisfaction with career program graduates' competencies and skills to meet community employer needs.



### **Goal 3: Complete**

- Objective 1** Increase student satisfaction with the institutional communications to the student body.
- Objective 2** Increase the success rate of students in the developmental English and math course sequence.
- Objective 3** Increase the success rate of students in gateway English and mathematics courses.
- Objective 4** Minimize achievement gaps for traditionally underrepresented/underserved populations through institutional programs and community partnerships.
- Objective 5** Continue to develop, assess, support and sustain equitable initiatives and/or programs and services to increase educational goal attainment and maximize student success on all three campuses.





## Goal 4: Lead

- Objective 1** Annually maintain a balanced budget through the development of strategies that encourage cost containment, cost avoidance, revenue enhancement, and resource development.
- Objective 2** Increase overall satisfaction of institutional communications with internal stakeholders and community partners.
- Objective 3** Periodically, all academic, workforce development programs, and non-academic units will undergo an assessment process and will utilize the results to enhance institutional and educational effectiveness.
- Objective 4** Continuously improve service to the college community through campus safety, security, health and wellness initiatives.
- Objective 5** Offer opportunities of mentoring, professional and leadership development, and recognition that will motivate, empower and increase the satisfaction of faculty and staff.
- Objective 6** Support projects to foster facilities renewal, improve technology and technology-based educational platforms, promote efficient use of resources and sustainable practices, and minimize deferred maintenance to ensure a high quality learning and working environment.

## The Process

In 2015, a team of faculty, staff, and a member of the Student Government Association, representing a cross-section of the college under the purview of the Long Range Planning and Capital Projects Committee of the Board of Trustees, was appointed by the President to review the current mission and values and to draft the new Strategic Plan. The framework for the 2017-2021 Strategic Plan was based on the strengths of the previous strategic plan maximizing student success and on Middle States Commission on Higher Education accreditation standards.

### Key tasks included:

- An environmental scan was conducted to assess and analyze new developments and trends critical to the future of the college. This included exploring demographic, educational, economic, social, political, and technological trends.
- A series of focus groups, interviews and surveys were administered to gain input from the college's internal and external stakeholders.
- Two all-day retreats with the Strategic Planning Team were held in which the mission and values were reviewed and revised. The team also evaluated the information obtained through the environmental scan as well as from stakeholders. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and a gap analysis were performed and used to craft the new plan.
- The draft plan recommended by the Strategic Planning Team was shared with the community for feedback. All stakeholders that were contacted in the beginning of the process to give their initial input were also asked to give feedback on the proposed plan. Modifications were then made based on that feedback.
- The plan was presented to Senior Staff in May 2016 and approved on June 7, 2016. Next it was shared with the Long Range Planning and Capital Projects Committee and approved on June 21, 2016. Finally the plan was endorsed by the Board of Trustees on June 28, 2016.

## Strategic Planning Team

**Dr. Richard Perniciaro**, *Chair*  
*Exec. Vice President,*  
*Planning, Research and Facilities*

**Dr. Peter L. Mora**, *Ex-Officio*  
*President*

**Alison Blizzard**  
*Senior Manager, Compliance*  
*Resource Development*

**Katherine Melo**  
*President, SGA*

**Michael Bruckler**  
*Director, College Relations*

**Matt Miller**  
*Senior Research Technician,*  
*Institutional Research*

**Cynthia Correa**  
*Director, WACC Student Services and*  
*Campus Management*

**Luis Montefusco**  
*Director, Institutional Research,*  
*Assessment and Planning*

**Cindy DeFalco**  
*Director, Human Resources*

**Jay Peterson**  
*Associate Professor, English*

**Tammy DeFranco**  
*Director, CMCC Student Services and*  
*Campus Management*

**Anita Polanco**  
*Assistant Director, EOF*

**Esther Gandica**  
*Senior Manager/Interim Senior Director,*  
*Workforce Development/Continuing*  
*Education*

**Jennifer Rowand**  
*Controller, Finance*

**Lisa Givens**  
*Manager, Student Activities and*  
*Athletics*

**Patrick Sweeney**  
*Director, Administrative Computing*

**Kristin Jackson**  
*Director, Admissions & College*  
*Recruitment*

**Bridget Temme-Soifer**  
*Senior Research Technician,*  
*Institutional Research*

**Jennifer Martucci**  
*Senior Manager, Institutional Planning*  
*and Assessment*

**Harry J. Whitelam**  
*Director, Purchasing Storeroom*  
*Operations*

**Dr. Jolie Master**  
*Assistant Professor, Science*

**Dean Wyks**  
*Assistant Professor, Criminal Justice*

**Alicia McMackin**  
*Program Coordinator, Office of the*  
*President and Board of Trustees,*  
*Resource Development, Community and*  
*Alumni Outreach*



**Connect**



**Plan**



**Complete**



**Lead**



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[www.atlantic.edu](http://www.atlantic.edu)

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