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Nancy Porfido
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Student Development & Judicial Officer
Dear Colleagues and Community Members:

We have been very busy at Atlantic Cape Community College, planning how we can further fulfill regional educational needs while creating opportunity for our students and the community. In 2010, I appointed the Strategic Planning Steering Committee to develop a strategic plan for 2012-2016, and I am most pleased with the resulting document.

In conjunction with the college’s Institutional Research, Planning and Assessment department, a strategic planning process was created that included input from internal and external stakeholders to develop a comprehensive plan to address the needs of the community that we serve. I am proud to present this strategic plan, developed after a year of exhaustive planning and research.

I thank the Strategic Planning Steering Committee members for their dedication and perseverance. Their task was great, and their achievement substantial. Indeed, this plan will guide us through the next five years, enabling us to provide our students with the tools they will need to be successful at Atlantic Cape.

This five-year plan includes our new mission and vision statements, as well as the three strategic goals that will support their implementation. These goals are ambitious, measurable, and most importantly, achievable. I look forward to the opportunities that lie ahead as we continue to fulfill our legacy of serving as the community’s college.

Sincerely,

Dr. Peter L. Mora, President
Atlantic Cape Community College
Section I: The Strategic Plan 2012–2016

MISSION
Atlantic Cape Community College creates opportunity by providing access to superior educational programs.

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.
GOALS

Maximize student success.

Strengthen community partnerships.

Demonstrate effectiveness, continuous improvement, and efficient use of resources.
## Strategic Plan Objectives

### Goal 1: Maximize Student Success

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Objective 1</strong></td>
<td>All instructional programs will be assessing curriculum and program quality, analyzing student learning outcomes, and using results to enhance institutional effectiveness.</td>
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<td><strong>Objective 2</strong></td>
<td>Increase the number of degree and non-degree programs that incorporate service learning, internships or co-ops prior to graduation by 2% annually.</td>
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<tr>
<td><strong>Objective 3</strong></td>
<td>Increase the progression rates of first-time, full-time students from developmental to college-level education by 3% annually.</td>
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<tr>
<td><strong>Objective 4</strong></td>
<td>Develop and implement a comprehensive completion program for first-time degree and certificate-seeking students that increases educational goal attainment by 25%.</td>
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</table>
### Goal 2: Strengthen Community Partnerships

**Objective 1**  Increase awareness and enhance the image of the college among key stakeholders by 10% from the baseline established by 2009 branding research.

**Objective 2**  Increase Atlantic Cape’s participation and success rates with emphasis on underserved/under-represented populations in demographic areas (gender, age and ethnicity) and socio-economic statuses.

**Objective 3**  Respond to the academic, training, research and conference/meeting needs of business and industry, and increase the number of stakeholders with whom the college actively collaborates by 10% over a baseline established in 2011-2012.

**Objective 4**  Enhance the career planning system to increase students’ employment opportunities and employer satisfaction.

**Objective 5**  Continue a collaborative partnership between the college and the Atlantic Cape Foundation to increase advocacy, visibility and financial support for the college.
Goal 3: Demonstrate Effectiveness, Continuous Improvement, and Efficient Use of Resources

Objective 1  All support programs and services will be reviewed and a periodic assessment process will be established to enhance institutional effectiveness.

Objective 2  Increase classroom utilization by 10% over a baseline established in 2011-2012.

Objective 3  Maintain satisfaction of relevant stakeholders with the college’s effectiveness of the technological infrastructure, innovative technology applications, and equipment.

Objective 4  Implement the Diversity Plan to ensure equity from an established baseline in 2011-2012.

Objective 5  Increase employee professional development and job-related training initiatives by 5% annually.
Objective 6  Establish a baseline by 2011-2012 to assess the flow of college information to key stakeholders to increase overall stakeholder satisfaction.

Objective 7  Improve safety statistics and stakeholders’ satisfaction with campus safety and security by providing a safe working and learning environment for all faculty, staff, students and the college community.

Objective 8  Reduce the college’s carbon footprint by 5% from baselines established in 2011-2012.

Objective 9  Support capital projects as defined in the Blueprint 2020 Master Plan and reduce the deferred maintenance by 2% annually from a baseline established in 2011-2012 to ensure a high quality learning environment.

Objective 10  Maintain a balanced budget through the development of strategies that encourage cost containment and revenue diversification from an established baseline in 2011-2012.
The Process

Atlantic Cape's Strategic Planning process was based on the Society of College and University Planning strategic planning model and focused on the framework of fostering student learning, community as partner, and excellence in stewardship with an emphasis on student success.

The process was conducted in four phases:

Learn, Visualize, Set Course, and Implementation.

The Learn phase was comprised of the collection and synthesis of key data, to identify issues that pose challenges and/or offer opportunities for the future direction of the college in enhancing student success.

Key learning tasks included:

- An environmental scan to assess and analyze new developments and trends critical to the future of the college.
- A community stakeholders retreat that brought together faculty, staff, students and community members with the purpose of identifying community needs and the development of strategies to meet those needs.
- College focus group sessions with faculty, staff and students that provided additional ideas and feedback that would add value to recommended strategies.
- A retreat where strategies were reviewed by the Board of Trustees.

During the Visualize phase, the mission, values and vision of the college were reviewed to ensure alignment with community needs. The process was based on research conducted on organizations that “enjoy enduring success” (Collins & Porras, 2002), and was complemented in a formative session with Atlantic Cape’s senior staff.

The Set Course phase allowed setting goals and developing institutional objectives that will support meeting the college’s envisioned future. A gap analysis between the outcomes of the preceding phases provided the identification of “critical success factors” to set goals and develop Specific, Measurable, Attainable, Realistic, and Time bounded (SMART) institutional objectives that will provide evidence institutional goals are being achieved.

Having developed a navigation chart to guide college efforts, “The Strategic Plan 2012-2016,” in its Implement phase will focus the college in meeting its goals by transforming strategies tied to institutional objectives into tangible actions and projects, and by monitoring the effectiveness of the actions through the analysis of key performance indicators.
### Community/College Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization/Role</th>
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<tbody>
<tr>
<td>Dr. J. Michael Adams*</td>
<td>President, Fairleigh Dickinson University</td>
</tr>
<tr>
<td>Dr. Thomas Baruffi*</td>
<td>Superintendent, Linwood City Schools</td>
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<td>Frannette Bourne*</td>
<td>Division Manager – FAA</td>
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<tr>
<td>Bob Bowman</td>
<td>NJ CC Consortium &amp; Economic Development</td>
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<td>Robert Boyce</td>
<td>NJ Regional Council of Carpenters</td>
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<td>Betty Burke*</td>
<td>Shore Memorial Hospital</td>
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<tr>
<td>Kim Butler</td>
<td>Atlantic City Outlets, The Walk</td>
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<tr>
<td>Dr. David Carr*</td>
<td>Richard Stockton College</td>
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<tr>
<td>Tom Carver</td>
<td>Casino Reinvestment Development Authority</td>
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<td>Justine Coyle</td>
<td>TD Bank</td>
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<tr>
<td>Dave Cunniff</td>
<td>NJ Apprentice Training Center</td>
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<tr>
<td>John Emge</td>
<td>Atlantic County United Way</td>
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<tr>
<td>Dr. Donald Farish*</td>
<td>President, Rowan University</td>
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<tr>
<td>Walter Fillmore</td>
<td>Select Bank</td>
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<tr>
<td>Maria Flynn*</td>
<td>Jobs for the Future</td>
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<tr>
<td>Dr. Philip Guenther*</td>
<td>Chief School Administrator</td>
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<tr>
<td>Lori Herndon</td>
<td>AtlantiCare Regional Medical Center</td>
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<tr>
<td>Paul Herron</td>
<td>Bay Atlantic Symphony</td>
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<tr>
<td>Byron Hunter</td>
<td>Cape Regional Medical Center</td>
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<tr>
<td>Michelle Johnson*</td>
<td>NJ Commission on Higher Education</td>
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<tr>
<td>Rona Kaplan</td>
<td>Cooper Levenson, Attorneys at Law</td>
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<tr>
<td>Howard Kyle*</td>
<td>Atlantic County Government</td>
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<tr>
<td>Rhonda Lowery</td>
<td>Workforce Investment Board</td>
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<tr>
<td>Cal Maradonna</td>
<td>Rutgers University</td>
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<tr>
<td>Dr. Robert W. Matthies*</td>
<td>Superintendent, Cape May County Technical School District</td>
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<tr>
<td>Dr. Richard Perniciaro*</td>
<td>Dean, Facilities, Planning and Research, Atlantic Cape Community College</td>
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<tr>
<td>Eric Reynolds</td>
<td>Borgata Hotel Casino &amp; Spa</td>
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<tr>
<td>Tim Rundall*</td>
<td>South Jersey Industries</td>
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<tr>
<td>Chet Sherman</td>
<td>NJ Department of Labor</td>
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<tr>
<td>Lee Wasman</td>
<td>Atlantic City Electric</td>
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<tr>
<td>Robin Widing*</td>
<td>NJ State Employment &amp; Training Commission</td>
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### Faculty & Staff

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Mike Bolicki</td>
<td>Otis Hernandez</td>
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<tr>
<td>Lisa Braunwell</td>
<td>Louise Kaplan</td>
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<td>Paula Davis</td>
<td>Bill Keener</td>
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<td>Linda DeSantis</td>
<td>Marilynn Keiner</td>
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<td>Vanessa English</td>
<td>Maria Kellett</td>
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<td>John Feldbauer</td>
<td>Ron McArthur</td>
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<td>Dennis Furgione</td>
<td>Kelly McClay</td>
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<td>Esther Gandique</td>
<td>Donna McElroy</td>
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<td>Deanne Gipple</td>
<td>Rita Michalenko</td>
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<tr>
<td>Mike Wozniak</td>
<td>Roger Bounthisane, SGA</td>
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<td>Wanda Lugo, SGA</td>
<td>Rona Kaplan</td>
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<tr>
<td>Elton Volar, SGA</td>
<td>Margo Silcox, SGA</td>
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*Retreat Panelists*