

2017

INSTITUTIONAL OUTCOMES
REPORT

ATLANTIC CAPE
COMMUNITY
COLLEGE

Institutional Outcomes

2017

Atlantic Cape Community College
Institutional Research, Planning and Assessment
5100 Black Horse Pike
Mays Landing, New Jersey 08330

TABLE OF CONTENTS

Introduction..... 2

I. Outcomes by Institutional Goals & Objectives – FY 2017..... 6

Institutional Goal 1.0 – Connect 6

Institutional Goal 2.0 – Plan..... 15

Institutional Goal 3.0 Complete 21

Institutional Goal 4.0 – Lead..... 26

II. Institutional Performance Measures 38

 Institutional Goals/Objectives Champion Matrix 43

INTRODUCTION

Fiscal year 2017 (FY17) is Atlantic Cape's first year of implementation for its Strategic Plan 2017-2021. Highlights on specific efforts and accomplishments for fiscal year 2017, supporting the 2017-2021 Strategic Plan include:

Goal 1.0 - Connect

New Enrollment and Marketing Plan

In FY17, Atlantic Cape focused on its new Enrollment Management and Marketing Plan. Some key strategies included:

Targeting juniors and seniors in area high schools to increase yield rates and maximize enrollment to meet the FY17 budget. Allocating an additional \$40,000 for events and 50th anniversary branding which served to leverage the general marketing for all programs and services through increased visibility. This included the kick-off event for 50th Anniversary Alumni and Community Event on Saturday, September 17. Specific marketing for the Academy of Culinary Arts included using funds in year two of a three-year grant to help us expand our marketing beyond Atlantic and Cape May counties. Aviation programs continued to be marketed to New Jersey, Delaware and Maryland through social media and news releases. The partnership with Atlantic County Institute of Technology which began in fall 2016 through a grant served a minimum of 20 new students for the first year and will be expanded by at least another 20 more in the following year. A total of at least 60 students will be served through the grant over the three years of its implementation. At the College's Cape May County Campus, efforts were made to increase enrollments which included increasing the number of degree programs that students can earn completely while attending class in Cape May.

Goal 2.0 - Plan

Grand Opening and Dedication of the Career Planning Center on the Cape May County Campus

On October 27, 2016, a grand opening and dedication of The Morey Family Student Success and Career Planning Center was held at the College's Cape May County Campus. The center is part of the Atlantic Cape's Student Success Initiatives that promote both academic achievement and career development to provide all students assistance where they need it most. Will and Jack Morey of Morey's Piers made a donation to the College which allowed them the naming rights of the center after their family.

Both Atlantic City and Cape May County Campuses have fully operational Career Planning

Centers at each location. Mays Landing Campus currently has a temporary one in the library awaiting the completion of one that will be housed on the second floor of the new Student Center under construction.

Groundbreaking and Topping Off for New Student Center

Held groundbreaking event on September 29, 2016, for a two story, 20,000 square-foot building to house student activities on the first floor and the Student Success and Career Planning Center on the second floor. The first floor will house traditional student center activities and centralize student clubs, the student newspaper and student recreation. On the second floor, the Center will offer guidance and resources to assist students in making informed decisions about career choices, including career counseling and access to computers for job searches, and support of other success initiatives. The project is funded through the state Building Our Future General Obligation Bond funds and Chapter 12 funds.

Held “topping off” ceremony on March 2, 2017, for the new Student Success and Career Planning Center on its Mays Landing Campus. Faculty, staff and students gathered in the quad to sign the final steel beam before it was placed on the structure which is slated for opening in spring 2018.

Goal 3.0- Complete

Degrees, Pins, Medals and Certificates Awarded

Atlantic Cape Community College awarded 921 associate in arts, associate in science and associate in applied science degrees at the school’s 50th commencement on Thursday, May 18, 2017. This is up from 854 awarded in 2016, but down from 964 degrees in 2015.

Atlantic Cape Community College awarded nursing pins to 86 new nursing graduates at its annual Nurses Pinning Ceremony on Wednesday, May 17 at the Middle Township Performing Art Center in Cape May County. This is up from 62 nurses who received pins in 2016 and 65 in 2015.

The Academy of Culinary Arts awarded culinary medals and certificates to 31 new chefs and baking and pastry professionals prepared with the latest culinary knowledge on Wednesday, December 21. This is down from 40 awarded in December in 2015. A spring 2017 ceremony was not held because there were no graduates. In the past, the ACA has held ceremonies in both December and in May.

Awarded Leader College Status by Achieving the Dream (ATD)

In fall 2016, Atlantic Cape was designated as a “Leader College”, a national honor awarded to institutions in the ATD National Network that have shown three years of steady improvements in two outcomes that measure student success. Atlantic Cape was awarded Leader College status by demonstrating the success of the Accelerated Learning Program launched in 2012. ALP is an effort to improve college success rates for students that test into remedial English. It allows students to bypass the remedial course and go straight into college level English 101 while taking a support course with the same professor. Data shows that 84 percent of students enrolled through ALP complete ENGL101, nearly double the completion rate of students who go the traditional route of remedial English.

Goal 4.0- Lead

50th Anniversary

Atlantic Cape Community College celebrated its 50th anniversary of creating opportunity for Atlantic and Cape May County residents with a series of commemorative events held during the 2016-2017 school year at all three of its campuses. The first event to kick off the yearlong series of events was a Community Day, held on Saturday, September 17 at the Mays Landing Campus.



New Strategic Plan (2017-2021)

On June 28, 2016, the Board of Trustees unanimously endorsed the FY 2017-2021 Strategic Plan. It was a collaborative effort that involved both internal and external stakeholders in its design and creation. The new plan is student focused and centers on students' professional and educational pathways. The four 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.

Work began in FY17 to roll-out the new plan with the college community and efforts made to align all budgets and assessments to it. This included updating the Institutional Effectiveness Plan and developing metrics with direct input by Senior Staff. A new Strategic Plan Responsibility Matrix was created that clearly identifies by Goal and Objective, which Divisions, Departments, and Committees are responsible for the execution and achievement of the assigned performance measures. The Plan was presented in August 2016 at Faculty In-Service Day to all faculty. Meetings were then held with all administrative units to align themselves to the new Strategic Plan. Promotional materials were designed and distributed college-wide consisting of booklets, table-top mission statements and goals, bookmarks and posters to promote it college-wide and to foster awareness and understanding.

Middle States Self-Study

Preparation for the Middle States Self-Study and spring 2018 evaluation team visit began in fall of 2015. In FY17, work continued with the committees assigned to each of the seven standards working on their chapter of the Self-Study design focusing on their respective standard. The co-chairs of the Self-Study Steering Committee held a series of "Middle States Live Chats". These information sessions informed the college community on what is Middle States, the timeline for the Self-Study and how the college community could get involved.

Presidential Search and Appointment

In 2016, Dr. Peter Mora announced that he would be retiring after 41 years of service at Atlantic Cape as a faculty member, senior administrator and president. In June 2016, the board approved a contract with the Association of Community College Trustees for professional services to conduct a presidential search. In FY17, a presidential search began to replace Dr. Peter Mora who was retiring in December 2016. The search resulted in the hiring of Dr. Barbara Gaba to serve as the College's ninth president. She was appointed to a three-year term running through June 30, 2020. Dr. Gaba came from Union County College in Cranford, where she served as Provost and Associate Vice President of Academic Affairs.

I. OUTCOMES BY INSTITUTIONAL GOALS & OBJECTIVES – FY 2017

INSTITUTIONAL GOAL 1.0 – CONNECT

Institutional Objective 1.1: Assess and enhance the community's perception of the quality of an Atlantic Cape education.

Enrollment Management and College Relations

- Launched a marketing campaign via Facebook and Instagram in fall 2016, for spring 2017 enrollment, targeting a specific demographic and key words. Data received showed a remarkable view rate for the College, outpacing industry averages. Over a three-month period, there were 200,000 impressions (clicks) of our ad carousel (series of different pictures) on Facebook and Instagram, with 1,084 click-throughs (people immediately going to our homepage) and 9,845 view-throughs (those who came to our website after viewing carousel ad). These efforts will continue to be assessed throughout the year.

The industry standard click-through rate is .02%. Atlantic Cape's was .34% for Instagram and .99% for Facebook, showing that we were hitting the right audience with stimulating and creative ads.

- Joined with New Jersey's community colleges to launch the New Jersey's Community Colleges 1st (#NJCC1st) social media campaign to promote community college quality and affordability in New Jersey. The goal is to highlight community colleges as a worthwhile investment in the future by featuring genuine stories from those who have been positively impacted by New Jersey's community colleges. #NJCC1st formally launched during the annual New Jersey Council of County Colleges' Student Lobbying Day, when students kicked off the campaign with their posts from the event at the Statehouse in Trenton on March 6.

Enrollment Management and College Relations/Academic Affairs

- Implemented strategies to increase enrollments. These included offering fall and spring late start courses. It also included a marketing campaign, targeting potential students of on-line degrees beyond our region.

Academic Affairs/Workforce Development

Evidence of outcomes

- Evidence of Stakeholders’ Satisfaction in Objective 1.1 as Assessed by Survey:

How effective was your Atlantic Cape education...

<i>Very effective or effective response.</i>	Alumni
<i>In helping you for the work force in general?</i>	90%
<i>In helping you to obtain your current job?</i>	82%
<i>In helping you with your job performance?</i>	76%
<i>In helping your chances for job advancement?</i>	74%
<i>In preparing you to communicate with others in the work setting?</i>	74%
<i>In providing the skills you needed specifically for your work?</i>	79%
<i>In preparing you for university transfer?</i>	81%
<i>Taught you the skills needed specifically for your work?</i>	76%

Institutional Objective 1.2: Enhance the effectiveness of outreach programs, including financial literacy and prior learning assessment, to traditional and nontraditional students.

Academic Affairs

- Developed 8-week semesters for degree programs offered 100% online.
- Developed Prior Learning Assessment (PLA) handbook.
- Met with the United States Coast Guard Training Center in Cape May to provide education opportunities to Coast Guard service members, reservists and civilian employees. The training center is the Coast Guard’s fifth largest base and the sole accession point for the entire enlisted workforce. To re-affirm this collaboration, College representatives visited the training center to discuss admissions procedures, degree programs, course scheduling, transfer of credits and Prior Learning Assessment (PLA.)
- Continued GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) program activities for the sixth year. A total of 212 students participated in the program during the 2016-2017 academic year. Additionally, the program also served 91 students not officially signed up for the program but currently enrolled in the program’s target schools. GEAR UP strives to raise academic awareness, increase academic aspirations and strengthen academic achievement among low-income students. Participation in the program is free. This year’s GEAR UP participants contributed to the success of program initiatives by remaining invested in school-based and Saturday counseling sessions, college visits, educational field trips and Saturday Program classes focusing on biology/geometry. Among the many activities offered to GEAR UP students were field trips to Morgan State University, Seton Hall University, Villanova University, Fort Mifflin and Battleship New

Jersey. Students who participated in the 2017 GEAR UP Summer Program were enrolled in grade-specific classes including Algebra I, Geometry, Biology and Chemistry. Summer program students participated in field trips to Stockton University, University of Pennsylvania's Museum of Anthropology and Archeology and the Mutter Museum.

- Hosted Atlantic County High School Guidance Counselors on November 4, 2016. They were given a tour of the Media Production Studio, Air Traffic Control Simulator, 3D Printers and Drones.
- Hosted Wildwood HS Students on November 16, 2016. They were given a tour of the Media Production Studio, Air Traffic Control Simulator, 3D Printers and Drones.
- Presented at the Egg Harbor Township Career Day on STEM division and their potential academic career at Atlantic Cape.
- Hosted 50 students from Mainland Jump Start and gave them a tour of the STEM building and the various program offerings including Aviation Studies and New Media Program.
- Created a CHEM 100 class for Coast Guard employees and offered the lecture at the Coast Guard Base and Lab on our Cape May County Campus.
- Held College Awareness Day on March 24, 2017, with around 50 students who participated in two STEM workshops. The students participating in Chemistry demonstrations, and tours of the labs in STEM building, aviation flight simulator demo, Engineering Club's remote controlled skateboard project demonstration and Media Production Lab Tour and Demo of the drone.

Finance

- Hosted "Bank Days" in August in conjunction with the New Student Orientations at each campus. Area banks were on hand to provide students and employees with information about their services and products.

Financial Aid

- Held Hands-On FAFSA Sessions for help on completing the Free Application for Federal Financial Aid in December, January, February, March, May and June.

Institutional Objective 1.3: Increase the number of incoming students through merit-based programs and scholarship in collaboration with the Atlantic Cape Foundation.

Evidence of outcomes

Resource Development

- Awarded 221 scholarships totaling \$207,903 at its 50th Annual Scholarship Recognition Ceremony on May 16. This is a part of a commitment of \$425,771 that the Atlantic Cape Foundation has pledged for incoming and returning students this year.

The event included scholarship recipient and donor presentations, a donor reception, giveaways and light refreshments. The event allowed scholarship recipients to have the opportunity to meet their respective donors.

Academic Affairs/Honors Program

- Administered Honors Survey in May 2016 (FY16). The results showed that email notification is the best method of communication. Students cited that a “community of learners” was beneficial to students. They also noted that “Honors by contract” is of interest to them. The survey results indicated that students found the application process and placement into classes difficult. Majority of students surveyed said they do not follow Twitter or Instagram, so it would not be an effective means to reach those students. The Advisory Board is completing guidelines for "Honors by Contract". More Professional Studies faculty will be included. The dedicated Honors Lounge will open in the new Student Center in spring 2018 to create a space for community of learners. The Advisory Board will consider extra points in the GPA (based on student recommendation). A full-time advisor dedicated to Honors students is recommended to ease the application/registration process.
- Inducted 14 students into Sigma Kappa Delta, an English honor society for two-year colleges, on April 25 at a luncheon at the College’s Mays Landing Campus. Students from all majors are eligible. To qualify, students must earn a minimum of 12 credit hours, a B average in at least two college-level English courses, and a 3.0 overall grade point average.
- Inducted 147 students into the Phi Theta Kappa International Honor Society on May 5 in the Walter Edge Theater at the Mays Landing Campus. Established by two-year college presidents in 1918, Phi Theta Kappa recognizes the academic achievements of two-year college students and encourages academic growth. In 1929, the American Association of Community Colleges recognized Phi Theta Kappa as the official honor society for two-year colleges. Candidates must meet this criteria for induction: be a full- or part-time student enrolled at Atlantic Cape; have earned 12 general education credits to date, either from Atlantic Cape or another community college; and hold a 3.5 cumulative grade point average.

Institutional Objective 1.4: Ensure diversity, equality, inclusiveness, and accessibility to promote a welcoming learning and working environment.

Academic Affairs

- Saw an increase in nursing enrollment by 22% with much of that seen with the evening option. The decision to increase enrollment was supported by the large number of qualified students denied entry into the nursing program but also by the growth of the healthcare employment opportunities in the Southern New Jersey area.

Student Affairs and Cape May Campus Operations

- Developed, implemented and assessed numerous initiatives to promote and ensure diversity, equity, inclusiveness, and accessibility addressing Title IX, VAWA, ADA accommodations, Multicultural Awareness and Appreciation, Career Boot Camp for MAC program and educational opportunity trips for SSS, MAC, EOF programs.

Student Affairs/Academic Affairs

- Held New Student Day on August 4 at the Mays Landing Campus, August 8 at the Worthington Atlantic City Campus and August 10 at the Cape May County Campus. The events included breakfast for students and parents, workshops, refreshments, games, giveaways, music and more.
- Commemorated Black History Month in February by holding several events at its three campuses.
- Opened Veterans Lounge at the Cape May County Campus. The new lounge offers Telehealth services, as well as serve as a meeting place for current Atlantic Cape veteran students to convene, relax and get to know one another, as well as receive relevant veteran community resources.
- Held Veterans Event at CMCC on April 29. Event was attended by more than 250 people to help veterans enroll for benefits through the Veterans Administration. The event was organized by U.S. Rep. Frank A. LoBiondo. Dr. Barbara Gaba welcomed the visitors and several college staff members provided support for the event.

Institutional Objective 1.5: 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.

Academic Affairs

**Dual Credit Articulation Agreements
Academic Years 2013 to 2017**

Articulations				
Academic Year	2013-2014	2014-2015	2015-2016	2016-2017
Number of High Schools and Police/Correction Academies	13	16	17	20
Total # of Courses	80	108	115	128
Dual Credit				
Number of Schools	9	9	9	10
Total of Courses	53	65	75	43*
*AP courses removed AP courses were offered for AP credit if student took AP test and received required score				

2016-2017 High School Articulation Agreements		
School	Programs	List of Programs
1. Atlantic City High School	1	New Media Studies
2. Atlantic County Corrections Academy	1	Criminal Justice
3. Atlantic County Police Academy	1	Criminal Justice
4. Atlantic County Institute of Technology	12	Baking and Pastry Aviation Studies Business Administration-JROTC Computer Information Systems Computer Systems Support Culinary Arts Engineering GIS Health Services A Health Services B Hospitality Management Liberal Arts- Performing Arts
5. Buena Regional High School	1	Health Services
6. Burlington County Institute of Technology	2	Child Dev/Child Care Culinary Arts

7. Cape May County Corrections Academy	1	Criminal Justice
8. Cape May County Police Academy	1	Criminal Justice
9. Cape May County Technical School	6	Baking and Pastry Business Administration Child Dev/Child Care Criminal Justice Culinary Arts Hospitality Management
10. Cumberland County Technical Education Center	2	Baking and Pastry Culinary Arts
11. Greater Egg Harbor Regional School District (Absegami, Cedar Creek, Oakcrest)	3	Criminal Justice Culinary Arts Hospitality Management
12. Gloucester County Institute of Technology	1	Culinary Arts
13. Lower Cape May Regional High School District	2	Criminal Justice Culinary Arts
14. Middle Township High School	2	Computer Systems Support New Media Studies
15. Middlesex County Vocational Technical School	1	Culinary Arts
16. Ocean County Vocational Technical School	2	Culinary Arts Baking and Pastry
17. Pinelands Regional High School	1	Culinary Arts
18. Pleasantville High School	1	Computer Information Systems
19. Salem County Career & Technical High School	2	Baking and Pastry Culinary Arts
20. Sussex County Technical School	1	Culinary Arts

2016-2017 Dual Credit Agreements	
Schools	Number of Courses
1. Atlantic County Institute of Technology	14
2. Buena Regional High School	4
3. Charter Tech High School for the Performing Arts	1
4. Egg Harbor Township High School	5
5. Greater Egg Harbor Regional School District	4
6. Lower Cape May Regional High School	3
7. Middle Township High School	5
8. Ocean City High School	4
9. Vineland High School	1
10. Wildwood High School	2
Total	43

- Entered into 2nd year of Atlantic County Institute of Technology (ACIT) Aviation Academy. Beginning with the fall 2016 semester, ACIT has partnered with Atlantic Cape Community College to offer high school students in ACIT’S Academy of Aviation Studies the opportunity to earn college credits.

This new dual enrollment program started off with 15 students who completed courses such as Aviation Weather and Airport Management and received training in drone operation. The courses are taught by Atlantic Cape faculty, and the program is free for the students. Startup costs are funded by a four-year \$600,000 County Vocational Partnership Grant from the New Jersey Department of Education.

- Worked in conjunction with Middle Township High School to align curriculum for ENGL070 and ENGL080 with their core curriculum for senior English. Atlantic Cape faculty mentored Middle Township High School English faculty over the course of the year. The aim was to provide HS students with an opportunity to remediate reading/writing skills prior to entry to college.
- Waived \$35 application fee for student’s taking advantage in the dual-credit program. Also, removed the requirement that students take the ACCUPLACER placement test or submit standardized test scores in order to earn college credits. Students will need to meet the testing requirement upon matriculation to Atlantic Cape. This will help to streamline the process so students may seamlessly continue their educational pathway with Atlantic Cape.
- Work continued on the College Readiness Now Grant through NJCCC which provided additional funding to support the Math Boot Camp Program. This allowed us to continue to cultivate relationships with K-12 partners, notably those high schools located within Atlantic and Cape May counties. Transportation continued to be an obstacle for interested students to

actually participate, especially in Cape May County. In academic year 2016-17, we introduced a second campus location to this program – the addition of a daytime Math Boot Camp on our Worthington Atlantic City campus. It is our hope to expand the high school partnerships where Math Boot Camp may be a viable option for their students. Additionally, with the success of our College Credit Now alignment, taking Math Boot Camp “on the road” was effective. We would like to implement more opportunities to bring Math Boot Camp – and any other initiative proposed for CRN IV – in academic year 2017-18. Lastly, it is encouraged that we include a Program Coordinator to assist us in the recruitment, data collection and tracking of successful completers who continue their studies at Atlantic Cape.

Participants in Math Boot Camp through the College Readiness Now Grant included:

High School	Number of Seniors Served
Absegami High School	3
Atlantic City High School	6
Atlantic County Institute of Technology	4
Buena Regional High School	1
Boonton High School	1
Cape May Vocational Technical High School	6
Cedar Creek High School	6
Cinnaminson High School	1
Easton High School	1
Egg Harbor Township High School	9
Grace Dodge Vocational High School	1
Hammonton High School	2
Lower Cape May Regional High School	1
Mainland Regional High School	5
Oakcrest High School	5
Ocean City High School	4
Pascagoula High School	1
Pleasantville High School	2
Wildwood High School	2
Williamstown High School	1
Unknown	7
Total	69

INSTITUTIONAL GOAL 2.0 – PLAN

Institutional Objective 2.1: Educate, facilitate and support students in the creation and implementation of an effective career plan to meet their educational goals in a timely manner.

Academic Affairs/Student Affairs

- Began to include a career related activity as part of the Student Success Career Development Initiative, to all sections of Introduction to Computers in the spring semester. The goal of the activity is to enhance student awareness of career options and assist students in making informed career decisions.
- Initiated the Career and Academic Support Program (CASP). CASP will include a cohort of 200-250 college-level freshmen not engaged in other programs. The program is a longitudinal continuation of New Student Day and will offer four student-success interventions at critical junctures of the first semester.

The program team completed creation of two student success videos: *Effective Use of Library/Tutoring* and *Engaging Effectively with a Counselor/Advisor*. Two additional student success videos (including one on financial literacy) were developed in spring 2017. The videos offered increased accessibility by allowing students to participate and learn while on or off-campus. The videos were shown spring semester (spring 2017) in ENG 101 courses (10 courses with approximately 290 students). Student feedback in reference to the videos will be assessed and utilized in a feedback loop to improve video content and presentation.

To address the individual needs of students, CASP will pilot the *Student Success Navigator* program by ETS, Inc. The program provides information about non-cognitive strengths and challenges such as motivation, time-management, dedication, etc. CASP will tailor specific workshops and interventions based on students' level of non-cognitive strengths and challenges rather than assuming every student will benefit from the same programs. A free trial of the program will be utilized the first semester and evaluated via student/faculty/staff feedback and outcomes data.

Student Affairs

- Integrated The Career Planning Centers at Cape May County Campus and at the Worthington Atlantic City Campus. A temporary center has been developed in the library at Mays Landing. Construction is underway for a new 2-story Student Center which will include a Career Planning Center on the second floor and is slated to open for spring semester 2018. Survey data indicated that majority of student visits to the Career Planning Centers were through class assignments versus individual walk in. Based on the results changes were implemented which included increasing communications with faculty, student and at New Student Day. Email blast was sent and tours for students provided as well as internal advertisements.

- Offered Career Bootcamp during the fall and spring semester through the Student Support Services (SSS) Program, which invited students to participate in a nine week career development series. Workshops were held on Fridays and included topics on job etiquette, resume writing, developing a personal brand and networking.

Institutional Objective 2.2: Increase the number of programs with a curriculum that includes experiential learning opportunities such as internships and service learning.

Academic Affairs

- Introduced Dr. Peter Oudemans as Beacons visiting professor. Drone Program students assisted him in data collection for his research in plant pathology.
- Held the 10th Annual Communication Awards on Friday, April 28 in the Walter Edge Theater. The event featured student-produced videos and performances by “Communication Major of the Year” nominees. Individual students, alumni, faculty and media professionals will be awarded for their work in the field.
- Held the 13th annual Iron Student Chef Competition at the Academy of Culinary Arts located at Atlantic Cape Community College’s Mays Landing Campus, April 24. Twenty-four culinary students showed their passion for food and competed in the event.

Institutional Objective 2.3 Create career pathways for students by developing and enhancing connections between workforce development programs, economic development efforts and the institution through community partnerships.

Academic Affairs

- Continued efforts in the growth and development of new academic programs to better meet the training needs for local employment opportunities, including adding:
 - The following new programs:
 - An Associate of Applied Science in Radiologic Technology began being offered in fall 2017 at Atlantic Cape within its Department of Nursing and Allied Health. Radiologic Technology is a cooperative program designed with the Shore Medical Center School of Radiologic Technology (SMCSRT). The program meets the needs of those students desiring certification and employment in the community as a Radiologic Technologist. The American Registry for Radiologic Technologists (ARRT) require students on this career path to have a minimum of an associate degree from an accredited institution for eligibility to take the ARRT certification examination.

- A Psychology Associate in Arts degree effective fall 2017. The College offered a Psychology Option in Liberal Arts, Associate in Arts degree. The Social Science Department converted that option to a full degree program to better serve students and allow for a more seamless transfer to baccalaureate programs.
- A Psychosocial Rehabilitation and Addictions Counseling Associate in Science degree, effective fall 2017
- A Paralegal Studies Certificate program, effective fall 2018. The program is designed for students who have previously earned a degree and allow them quick entry into the job market.
- The board approved:
 - Dropping the Respiratory Therapy, Associate in Applied Science degree effective fall 2016. The program was originally with Rutgers University and they were dropping the program as of May 2016. Academics looked for additional partners but there were not any partners to be found as Respiratory Therapy is moving to a baccalaureate degree. This is due to new licensing requirements and now health care is hiring people with baccalaureate degrees where an associate's degree was once accepted.
 - The following programs were approved to be dropped – Effective fall 2017
 - Visual Communication Professional Series
 - Hospitality Marketing Professional Series
 - Civics Professional Series
 - History Option, Liberal Arts, A.A.
 - Android Programmer Professional Series
 - Educational Office Specialist Professional Series
 - Legal Office Specialist Professional Series
 - Medical Office Specialist Professional Series
 - Computer Security Certificate
 - Bilingual Office Specialist
 - Paralegal Studies, A.S. (effective, fall 2018)
 - Added the following new Workforce Development programs:
 - A comprehensive massage therapy program designed to prepare students with the necessary tools to become licensed under the New Jersey Board of Nursing to practice the art of massage. Students who successfully complete the 8-month program can sit for the Massage and Bodywork Licensing Exam offered by the Federation of State Massage Therapy Boards. The 575-hour program begins Tuesday, Nov. 1.

- An Emergency Medical Technician Program offered through the Health Professions Institute at Atlantic Cape Community College, in partnership with Mutual Aid Emergency Services. The program enables participants with the proper training and critical thinking skills to obtain their EMT Certification through either the State of New Jersey and/or the National Registry of Emergency Medical Technicians (NREMT). Certification qualifies the candidate for various volunteer and career positions throughout New Jersey as well as other states recognizing NREMT or NJ certification. EMTs are widely used in hospitals, ambulances, patient transport units, racetracks, sports stadiums, concerts and bike teams.
- The following Customized Training programs:
 - FY17 customized training programs included a diverse client list for both contracted programs and grant funded classes through NJ Community College Consortium for professional development skills:
 - Customized Training through private contracts: \$89,624
 - Over 600 employees attended various classes.
 - Various training programs included:
 - Communications
 - Social Media
 - Coaching
 - Computer Skills
 - Leadership Skills
 - Finance Skills
 - Cooking and Sanitation
 - Supervision and Management skills
 - Customer Service Skills
 - NJBIA/NJCCC Grant Funded Training: Total Amount \$280,890; Amount to Atlantic Cape \$209,097
 - 2,850 employees attended the various classes.
 - NJBIA/NJCCC training is offered through Open Enrollment or dedicated classes.
 - Open enrollment classes included employees from over 100 businesses.

Academic Affairs/Workforce Development

- Partnered with the Atlantic County Workforce Development Board and the Greater Atlantic City Chamber to form WorkAC, an initiative to help Atlantic County residents find

employment. Job-seekers were matched with a WorkAC success coach, to serve as a navigator and advocate to help people find meaningful work. The coach role is to connect participants to information, resources and the office's employment specialist.

Institutional Objective 2.4: Develop new and strengthen existing pathways to increase utilization for students to transition to baccalaureate-granting institutions.

Academic Affairs

- Held Transfer Events on all three campuses which included:

Instant Admission Decision Days for graduates and graduating students interesting in transferring for spring 2017.

- Rowan University was at the Mays Landing Campus on October 20 and Cape May County Campus on October 27. In the spring Rowan was at Mays Landing Campus on February 27 and at Cape May County Campus on March 27
- Stockton University was at the Mays Landing Campus on October 17 and at the Atlantic City Campus on November 14. In the spring Stockton was at Mays Landing Campus on March 27 and at Cape May County Campus on April 10.
- Pace University was on campus in Mays Landing on February 8 and March 23. They were at Cape May County Campus on February 16 and at Worthington Atlantic City Campus on February 23
- Drexel University – Online programs, March 23 at Mays Landing Campus, April 10 at Cape May County Campus
- Centenary University, April 19 at Worthington Atlantic City Campus
- College of Mount Saint Vincent, May 1 at Mays Landing Campus.
- Held 2016 College Transfer Fairs on October 11, 12 and 13. Various colleges and universities were on hand to meet with students and opportunities for transferring after completing their associate degrees.
- Partnered with Thomas Edison State University to create a dual admission and enrollment program that will enable students pursuing an associate degree at Atlantic Cape to be simultaneously enrolled in a bachelor's degree program at Thomas Edison. The partnership will be open to students enrolled in select Associate in Science, Associate in Applied Science and Associate in Arts degree programs at Atlantic Cape Community College who enroll in select Bachelor of Arts, Bachelor of Science in Applied Science and Technology and Bachelor of Science in Business Administration degree programs at Thomas Edison State University. Additional programs may be added in the future.

- Signed agreement on December 21, 2016, with Stockton University for a partnership in Hospitality Studies designed to benefit students of both institutions as well as Atlantic City residents. Under the agreement, students from Atlantic Cape’s Charles D. Worthington Atlantic City Campus will have access to activities at Stockton’s Atlantic City Gateway Campus, especially those run by the Hospitality and Tourism Management Studies program. Stockton students will have opportunities to take hands-on Culinary Arts classes at the College’s Worthington Atlantic City Campus.
- Signed four articulation agreements with SUNY Maritime College recently that will enable students who complete an associate degree at Atlantic Cape to progress seamlessly toward a bachelor’s degree at SUNY. These agreements are for a bachelor’s degree in Marine Environmental Science, International Transportation and Trade, Mechanical Engineering and Maritime Studies.
- Signed Conditional Admissions Agreement with Rutgers University – Camden on March 27 that will enable student from Atlantic or Cape May counties to earn their associate degrees at Atlantic Cape and then seamlessly transition to Rutgers – Camden to complete their undergraduate education. Under the program, a student from either of the two counties who is denied admission to Rutgers University – Camden directly out of high school would be offered conditional admission as a transfer student to Rutgers – Camden from Atlantic Cape. Atlantic Cape students can also apply for conditional acceptance under the agreement, which applies to all Rutgers – Camden programs except Social Work, Teacher Preparation and Biomedical Technology. A separate agreement is in effect for the Nursing degree program.

Institutional Objective 2.5: Establish, then assess, a baseline to increase employer satisfaction with career program graduates’ competencies and skills to meet community employer needs.

Evidence of survey outcomes

Were you able to find employment as a result of your education at Atlantic Cape?

	Alumni
<i>Yes</i>	41%
<i>No</i>	59%

INSTITUTIONAL GOAL 3.0 COMPLETE

Institutional Objective 3.1: Increase student satisfaction with the institutional communications to the student body.

Evidence of survey outcomes

In what areas do you feel Atlantic Cape needs to communicate more effectively?

<i>Very effective or effective response.</i>	Graduates
College news and activities	77%
Student activities	66%
Sporting events	37%
Academic deadlines	86%
Registration information	85%
Student Policies and Procedures	78%
College emergency alerts	92%
Cancelled classes	78%

Institutional Objective 3.2: Increase the success rate of students in the developmental English and math course sequence.

Academic Affairs

- **Accelerated Math** is an open-entry and open-exit program where students can register throughout the semester to complete their developmental math. MATH099 is a self-paced course designed for students to work at their own pace with supplemental instruction and group lectures. This course is designed for students who need remediation in some areas of arithmetic and beginning algebra as demonstrated by their placement test score. Completion is equivalent to completing both MATH073 and MATH074.

FY17 Accelerated Math Outcomes:

Term	Student Count	Success Rate
2016 Fall	139	68%
2017 Spring	74	61%
Total	231	

Average Success Rate for FY17 in Accelerated Math was 66%.

- **Accelerated Math changes made and recommendations in FY17:**
 Starting in fall 2016 changes made were to count homework for 30% of their grade. Recommended that we investigate the impact of the implementation of the graded work. Also recommended adding a career assignment to the course.

Developmental Math Success Rate					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-2b	31%	34%	33%	35%	36%
Increase by 3% annually for first time in college developmental students, the success rate of the developmental Math sequence within 3 consecutive semesters.					

- The Accelerated Learning Program (ALP)** will become the default path for students who place into ENGL080 when the program is fully scaled. All students placed at this level will take the college-level ENGL101 with the ALP support course ENG099 unless they decide to progress more slowly by beginning with ENGL080.

The program continues to be very successful as evidenced by both the Institutional Research data and student exit surveys.

Data collected from fall 2012 to fall 2015 show that 82 percent of students enrolled in the ALP track complete Composition I, compared to 44 percent in the Reading/Writing II track. Data also show that 50 percent of ALP track students complete Composition II (when they take it in the semester following Comp I), compared to 23 percent of the Reading/Writing II track students.

- ALP changes made and recommendations in FY17:**

The program continued to be successful, but future changes will focus on continuing to grow the program and to ensure all eligible students have a path to the course. Recommendation made to add additional triads in the fall 2017 semester. Also recommended allowing ESL students who are placed at the ALP/101 level by the ESL faculty and who earn a C or better in ESLN100 to take ALP. And for fall 2017 recommended that ENGL070 students who are recommended by faculty will be allowed to register for ALP/101.

Held ALP Summer Institute highlighting best practices for educators of other learning institutions and Atlantic Cape faculty as well. The program featured an ALP student alumni panel who addressed questions on what worked best in the classroom for their learning experiences.

Developmental English Success Rate					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-2a	62%	62%	59%	63%	64%
Increase by 3% annually for first time in college developmental students, the success rate for the developmental English sequence within 3 consecutive semesters.					

Institutional Objective 3.3: Increase the success rate of students in gateway English and mathematics courses.

Gateway English Success Rate					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-3a	50%	49%	49%	58%	55%
Increase, by 3% annually for first time in college students, the success rate in gateway English course within 4 consecutive semesters of enrollment					

Gateway Math Success Rate					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-3b	20%	23%	25%	29%	25%
Increase, by 3% annually for first time in college students, the success rate in gateway Math course within 4 consecutive semesters of enrollment.					

Institutional Objective 3.4: Minimize the achievement gaps for traditionally underrepresented/underserved populations through institutional programs and community partnerships.

- Held Educational Opportunity Fund & Student Support Services Orientation for new students on September 16, 2016. Students reviewed the benefits and services offered through these programs.
- Continued to engage the Men of Atlantic Cape (MAC), a group whose objective is to retain young minority men in school, using exposure, leadership and informational sessions. Some of the 2016/2017 workshops, seminars, and college visits included:
 - *Creating Your Brand* (Fadel Wilson, Assoc. Prof, EOF, Brookdale College)
 - *How to Behave with the Police Department*, (Officer Mike Braxton ACPD)
 - *Overcoming Adversity* (Corey James, Coordinator, Rutgers Future Scholars)
 - *Cultural Conformity* (creating awareness of messaging by society)
 - *Where I Came from, Relating with the Youth* (Kenyetta Collins, Psychology Prof)
 - *Fatherhood Engagement* (Douglas Estrada, fatherhood initiative)
 - *College visits: University of Delaware, Montclair State, Morgan State*

Institutional Objective 3.5: 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.

Academic Affairs

- Coordinated ITV/Distance Education Initiative for fall, spring and summer. Managed three facilitators. Coordinated trainings and information sessions for Distance Education teachers and facilitators. Coordinated with Office of Institutional Research, Assessment and Planning a satisfaction survey distributed to students prior to final exam schedule in fall 2016. Analyzed data and reported on findings as Academic Affairs Committee meetings.
- Began offering a “reverse transfer” option in its Dual Degree program with Stockton University. This is a strategy to encourage student completion. While many students will earn their associate degree, then seamlessly transfer to Stockton as juniors; some students transfer before earning their associate degree. The reverse transfer agreement enables students to complete their associate degree after transferring from Atlantic Cape to Stockton.
- Approved changes to AS in Engineering degree to align our degree program with neighboring institutions such as Gloucester, Burlington, and Rowan.

Resource Development

- Atlantic Cape Community College conferred the eighth annual President’s Distinguished Alumni Award to six recipients, at the 50th annual commencement on May 18. The Atlantic Cape Community College Foundation honored past and present recipients of this award at Careme’s Restaurant at the Academy of Culinary Arts on May 4. Established in 2010, The President’s Distinguished Alumni Award has been presented annually to graduates of Atlantic Cape that have differentiated themselves through professional, public or community-based accomplishments. The 2017 honorees and the eight past honorees truly represent Atlantic Cape’s mission and serve as exemplary role models for our current and future students.

Student Affairs

- Held Third Annual Student Success Retreat on August 15, 2016. The third annual Student Success Retreat was held on the Mays Landing campus on August 15, 2016. Participants were college administrators, faculty, staff, and students.

The agenda included:

- Closing the loop from Student Success Retreat 2015
- Presentations about various student services
- World Cafe activity to identify students’ needs and strengths and weaknesses of the college services
- Presentation about customer service

- Offered DEVA Workshops in which Advisors and counselors presented a 20 minute information session in all remedial English courses. The workshops reviewed all the academic support resources available for students. Every student received a one page handout with department contact telephone numbers and Atlantic Cape student resource webpages.
- Offered 60 Academic Support Workshops in the 2016/17 academic year. Some of the topics included but were not limited to; time management, test taking skills and career development. The sixty minute workshops were offered on all three campuses, for day and evening students. Students were able to request individual sessions and faculty can request presentations for their classes.
- Continued to utilize Early Alert as a resource for faculty to refer students who exhibit non disruptive behavior that can be non-conducive to their academic success, i.e. excessive absences and/or lateness, classroom etiquette. At the beginning of the fall and spring semester all faculty received an email from the Counseling & Support Services Director with instructions on how to use the electronic referral system. Advisors and/or counselors reached out to the students to address concerns and provide additional support and guidance.
- Student Affairs and Phi Theta Kappa Honor Society co-sponsored *C4/College Commitment Week*, a week of events on all three campuses to encourage students to commit to completing their Associate degree. During the week of October 17, 2016, students enjoyed games, prizes and guest speakers that focused on the importance of completing the credentials needed to successfully transfer and obtain a Bachelor degree.

Student Affairs/Institutional Research, Assessment and Planning

- Administered the Institutional Capacity Assessment Tool (ICAT) in fall 2016. This new self-assessment tool through Achieving the Dream (ATD), is based upon the seven capacities that ATD has determined that a college needs to be successful in meeting its goals to improve student success and build a student focused culture. As an ATD Leader Institution, Atlantic Cape was asked to participate. This tool was administered online to faculty and staff. Unfortunately, the response was low with only 25 people taking the survey. A decision was made to administer it again in FY18 to try and get a better response rate.

INSTITUTIONAL GOAL 4.0 – LEAD

Institutional Objective 4.1: Annually maintain a balanced budget through the development of strategies that encourage cost containment, cost avoidance, revenue enhancement, and resource development.

Board of Trustees

- Atlantic Cape Community College’s Board of Trustees approved resolutions to lay off 19 employees and reassign others effective April 26 to address a revenue shortfall due to declining enrollment, when the board met April 25. The Board authorized the College to issue notices of layoff in March following a steady decline in enrollment for the past seven years. Positions were eliminated from a variety of college departments at all three campuses and include exempt, support and supervisory staff.
- Adopted a \$37,145,668 FY’18 revenue budget and voted to increase tuition and some fees to support the fiscal plan. The FY’18 budget, a decrease of nearly \$2.4 million over the previous year’s budget, includes \$8,535,828 in county appropriations contingent upon approval by the Atlantic Cape Community College Board of School Estimate, a group composed of College and Atlantic and Cape May County officials. The state will contribute a projected \$5.23 million in operating aid. Support from the counties for the College’s fiscal year increased by 1.25 percent. Projected state operating aid decreased 6 percent from FY’17.
- General tuition rose to \$124 a credit from \$120, a 3.3 percent increase. The new tuition and fee schedule began with the 2017 summer session. A student taking 24 general credits a year—Atlantic Cape’s typical student—will see an increase in tuition and general fees for a total of \$3,680.80, up from \$3,565.60 in FY’17.
- The budget approved is down 5.8 percent from last year’s fiscal plan. It projects a 10 percent increase in culinary credits and a 7 percent decline in credit enrollments due to changing demographics in the College’s service district.

Administration and Business Services

- Salaries in the Business Services areas have been reduced due to the elimination of positions by \$42,000 or 6.2% from FY16 to FY17.
- Continued to partner and meet the conference and meeting needs of business and the community. In FY17 gross income for conferencing and events for all 3 campuses totaled \$95,029 broken down by campus as follows:

Campus	FY 15 Facility Rentals	FY16 Facility Rentals	FY17 Facility Rentals
<i>Mays Landing</i>	\$59,512	\$68,348	\$87,340
<i>Cape May</i>	\$3,589	\$2,000	\$4,920
<i>Atlantic City</i>	\$2,604	\$3,500	\$2,769
Total	\$65,705	\$74,995	\$95,029

- Hosted the South Jersey Craft Beer, Food and Music Festival on Saturday, June 3 at the College’s Mays Landing Campus.

Finance

- Completed the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended 6/30/16; achieved an unmodified or ‘clean’ audit opinion which was accepted by the Board of Trustees at the December 20, 2016 meeting. The auditor’s opinion on the financial statements was unmodified.

Resource Development

- Pledged \$425,771 in scholarships to the College for FY18.
- Received a clean external audit for FY17 for the Foundation with assets reported at \$4,691,399.
- Special Events:
 - Gala
 - Brand recognition and attendance increased by 10% through ads, promotions and publications. Decline in sponsorships, down to 24 sponsors from 25 the previous year.
 - Goal is to increase sponsorships by one in FY18
 - Revenue \$322,943
 - Golf Tournament
 - Held on Friday, October 7 at Cape May National Golf Club in Cape May.
 - Revenue \$42,500
- Scholarships
 - Atlantic City’s Fleet Reserve Association Branch 13 (FRA), presented a \$1,000 donation to Atlantic Cape Community College on August 11. This donation establishes The Fleet Reserve Association Atlantic City Branch 13 Scholarship, which will be available to student veterans or students in active service attending Atlantic Cape in the fall 2017 semester.
 - Joined in #GivingTuesday, a global day of giving that harnesses the collective power of individuals, communities and organizations to encourage philanthropy

and to celebrate generosity worldwide on November 29. A total of \$2,565 from 61 donations was raised toward scholarships on the day of giving. #GivingOpporTuesday, a play on the College's tag line, "Opportunity Starts Here," was used on social media leading up to and on the day to encourage engagement from donors and participants in the college community.

Resource Development/Academic Affairs

- Grants Awarded to the College:

Funder	Purpose	Amount Awarded	Date Awarded
New Jersey Department of Education, Carl D. Perkins Career and Technical Act of 2006 Grant Program	Strengthening Atlantic Cape's technical education programs	\$479,851	07/01/2016
Odessa and Henry Kahrs Trust	ACCUPLACER preparation project for Atlantic County students	\$10,000	09/01/2016
TD Bank Nonprofit Training Fund	Professional development funds for Resource Development Dept.	\$1,000	09/02/2016
Mentor-Connect: A Leadership Development & Outreach Initiative for National Science Foundation's Advanced Technician Education Program	Guidance and assistance to Atlantic Cape to prepare a competitive grant application to the National Science Foundation	\$20,000 (in-kind value of mentoring and travel reimbursements)	
Easton Foundations	Archery equipment	\$2,727	10/19/2016
New Jersey Council of County Colleges (NJCCC) College Credit Now Program	Spring 2017 College Credit Now program	\$20,000	10/18/2016
USA Archery	Archery travel grant	\$1,000	2/20/ 2017
Disability Rights New Jersey	Equipment for Center for Accessibility	\$10,000	04/28/2017
Robert Sydney Needham Foundation	Support of the "Robert Sydney Needham Memorial Scholarship" program at Atlantic Cape, which provides scholarships to second-year nursing students	\$10,000	04/2017
State of New Jersey Dept. of Labor and Workforce Development, Workforce Innovation and Opportunity Act (WIOA) Title II, Adult Education and Family Literacy Consolidated Adult Basic Skills and Integrated English Literacy and Civics Education Grant Program	ABE and ESL programs for Atlantic and Cape May counties	\$528,050	4/20/2017

- A grant from the New Jersey Department of Education in the amount of \$479,851 for the FY17 Perkins Act Grant program, over the term of July 1, 2016 through June 30, 2017. This will provide funding for strengthening vocational and technical education programs. Of this \$459,389 was expended for a difference of \$20,462

Institutional Objective 4.2: Increase the overall satisfaction of institutional communications with internal stakeholders and community partners.

Academic Affairs

- The Academy of Culinary Arts “Savory Saturdays” cooking demonstration took place on Saturday, Feb. 18 and April 15 at the Hamilton Mall in Mays Landing.

Human Resources, Public Safety and Compliance

- Conducted mandated five-year review of the Emergency Operations Plan (EOP) in compliance with State of New Jersey mandate and Board of Trustees Resolution and in collaboration with community partners in police, fire, emergency operations, public health, and other local service providers. The Emergency Operations Plan/Five-year Review was submitted timely to all internal and external stakeholders in compliance with the law.

President’s Office

- Invited all staff and faculty to join the President for “Coffee with the President”. Faculty and staff were invited to voice their experiences, feedback or concerns while enjoying complimentary coffee.

Four sessions were held at the three campuses:

- March 31, Mays Landing Campus
 - April 10, Cape May County Campus
 - April 13, Mays Landing Campus
 - April 17, Worthington Atlantic City Campus
- Invited students to attend “Pizza with the President”. Students were invited to voice their experiences, feedback or concerns while enjoying complimentary pizza. The President engaged in meaningful dialogue with students from the campus on a wide variety of topics such as programs offered at the Atlantic City Campus, student scholarship opportunities, housing and options for transfer students.

Three sessions were held at the three campuses:

- March 7, Worthington Atlantic City Campus
- March 9, Cape May County Campus
- March 21, Mays Landing Campus

Resource Development

- Held the third annual Atlantic Cape Community College Alumni Bash on Sunday, June 11 at Morey's Piers in Wildwood. For \$25, attendees enjoyed admission to all three amusement parks and Raging Waters Waterpark, as well as an all-you-can-eat lunch, provided by the Atlantic Cape Alumni Association. More than 300 alumni, family and friends attended.

Institutional Objective 4.3: 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.

Academic Affairs

- The following program reviews were completed:
 - English as a Second Language – General Studies, A.S.
 - Arts and Humanities – Fine Arts Studies, A.F.A
 - Social Science – Human Services, A.S.
- This academic year (2016-2017), was the sixth and final year of a six-year cycle with two recommended General Education Goals (Written and Oral Communication and Technological Competency) being assessed over a two-year period with instructional or curricular modifications made based on the results of previous assessments. Courses that were unable to meaningfully assess one of the three goals listed in the second phase assessed Written and Oral Communication, Scientific Reasoning and Knowledge, Technological Competency, Humanistic Perspective, Historical Perspective, Ethical Reasoning, Critical Thinking and Information Literacy. All the General Education Goals were assessed again this year. All-In One assessments were encouraged where projects used to assess Program Learning Outcomes were also used to assess General Education Goals with standardized General Education rubrics for each goal developed by the Faculty. Aggregated results for this assessment were as follows:

	No. of Students	Exceeded Expectations	Met Expectations	Did not meet Expectations
<i>Scientific Knowledge and Reasoning</i>	36	83%	17%	6%
<i>Humanistic Perspective</i>	0	0	0	0
<i>Historical Perspective</i>	16	44%	50%	6%
<i>Written and Oral Communication</i>	374	40%	48%	15%
<i>Quantitative Knowledge and Skills</i>	142	31%	31%	38%
<i>Technological Competency</i>	34	56%	35%	9%
<i>Information Literacy</i>	19	90%	5%	5%
<i>Ethical Reasoning and Action</i>	83	83%	10%	7%
<i>Society and Human Behavior</i>	29	10%	38%	45%
<i>Global and Cultural Awareness</i>	56	36%	63%	2%
<i>Critical Thinking</i>	83	55%	34%	4%
Total	872	40%	46%	33%

Human Resources, Public Safety and Compliance

- Developed model for organization for anticipated Class III officer integration into Public Safety operations in consultation with the Board Attorney and utilizing the resources provided by the NJCCC Labor Relations/Human Resources Affinity Group. Work in progress with Class Three legislation effective June 2017. Public Safety dean/director met and communicated with the respective police department chief serving each campus regarding the feasibility/availability of Class Three personnel for assignment to the College. As of this writing (Winter 2018), Class Three is not available for Mays Landing; branch campus assignment remains under review.

Student Affairs and Cape May Campus Operations

- Developed and utilized assessment instruments within feedback-loop methodology to inform program revisions. For example, 95% of 785 students who participated in Curricular Infusion initiatives have indicated they "have learned something new" and "they are more motivated to achieve their goals." This data has been utilized to inform revisions re: program development, marketing, recruitment and curricular development.

Evidence of survey outcomes

Overall quality of education you received Atlantic Cape:

	Alumni (n=116)	Graduates (n=170)
<i>Average, Above Average, or Excellent response</i>	94%	98%

Overall value of an Atlantic Cape Education:

	Alumni (n=116)	Graduates (n=170)
<i>Somewhat Satisfied or Very Satisfied Response</i>	81%	92%

Effectiveness of competency skills:

<i>Very Effective or Effective response</i>	2016 Graduates	2017 Graduates
<i>Written and Oral Communication</i>	89%	96%
<i>Quantitative Knowledge and Skills</i>	83%	90%
<i>Scientific Knowledge and Reasoning</i>	83%	88%
<i>Technological Skills and Information Literacy</i>	79%	90%
<i>Society and Human Behavior</i>	89%	87%
<i>Humanistic Perspective</i>	84%	88%
<i>Historical Perspective</i>	84%	83%
<i>Global and Cultural Awareness</i>	81%	79%
<i>Ethical Reasoning and Action</i>	84%	85%
<i>Information Literacy</i>	82%	89%

Institutional Objective 4.4: Continuously improve service to the college community through campus safety, security, health and wellness initiatives.

Human Resources, Public Safety and Compliance

- Continued to review modules in Colleague for enhanced efficiency in HR processes. Work in Progress: Adjunct work assignments are now transmitted electronically, reducing paperwork for all departments involved in assignment and payment of this employee group. Human Resources now runs a process that in turn generates a payroll record. Finance runs a final report of payroll approval to generate pay.

FY17 training from Health Services/Compliance

- Health Services administered the following trainings to employees:

Training Administered	Employee Participation
<i>Blood borne Pathogens and Personal Protective Equipment</i>	145
<i>Globally Harmonized Standard (Hazardous Communications Program)</i>	40
<i>CPR/ First Aid</i>	25
<i>Golf Cart Safety</i>	40
<i>Scaffolding Safety</i>	5
Total	255

- Conducted 5 ADA classes in FY17 attended by a total of 41 employees

Student Affairs and Cape May Campus Operations

- Supervised the BAT procedures including faculty and staff training, debriefing after critical cases to inform program revisions, collaboration with various offices and community agencies to ensure campus and community safety.
- Honored Manny Rodriguez of Mays Landing, Atlantic Cape Alumni, as the first Community College HERO for the John R. Elliott HERO Campaign for Designated Drivers, March 29. HERO of the Year is a program created by the John Elliott HERO Campaign for Designated Drivers. The HERO of the Year is someone who best exemplifies 'HERO' characteristics of being a safe and sober designated driver for friends and family.

Institutional Objective 4.5: Offer opportunities of mentoring, professional and leadership development, and recognition that will motivate, empower and increase the satisfaction of faculty and staff.

Academic Affairs

- Provided the following trainings to adjunct and full-time faculty:

	Adjunct Participation	Full-time Participation
<i>Adjunct Onboarding (3 offered)</i>	212	32
<i>ADA Compliance/Active Shooter Training</i>	39	0
<i>Managing Classroom Behaviors and Accommodations</i>	15	2
<i>E-Resources for Your Courses: The New York Times and More!</i>	16	0
<i>Maintaining a Respectful Classroom</i>	19	0
<i>WebAdvisor 101</i>	37	1
<i>Addressing Plagiarism in the Classroom</i>	16	0
Total	354	45

- Held Faculty Development Day on January 13, 2017. The topic was “*Translating Strategic Goals Into Actionable Initiatives*”. The Office of Institutional Research, Assessment and Planning presented and facilitated the event which shared the new Strategic Plan Goals, Objectives and Metrics. Faculty came up with strategies to move forth the Goals and Objectives in the Strategic Plan. Ideas were collected and taken to the President’s Cabinet for discussion and prioritization of which ones to move forward.

Administration and Business Services

- Met with the team members regularly to seek ideas and to provide feedback on processes. There is open communication; everyone shares information knowing that their opinions matter and are valued. It has led to better morale and performance.

Student Affairs/Student Government Association

- Administered the Faculty Member of the Year Award. The faculty member is selected by students among all full-time faculty.

Student Affairs and Cape May Campus Operations

- Co-edited and co-authored a book, *Academic and Student Affairs in Collaboration: Creating a Culture of Student Success* (Routledge Publishing) with numerous faculty and staff as contributing authors. The book was recently reviewed in *The Journal of College and Character*. In collaboration with Academic Affairs faculty and staff, Student Affairs has presented at numerous international, national and regional conferences. The next presentation will occur at the 2018 NASPA International Conference. Student Affairs staff receive continuous supervision from Directors and Assistant Directors and are constantly provided with opportunities for professional development and scholarship.

Human Resources Compliance and Safety

- Administered the 2017 Employee of the Year program to recognize a member of the support staff who makes Atlantic Cape a place where students and visitors feel comfortable and welcomed. The employee is selected by faculty and staff through a survey.
- Offered the following trainings to employees:
 - 25Live training on scheduling rooms
 - Microsoft Word
 - Excel and Advanced Excel
 - Gmail and Google Docs

Institutional Objective 4.6: 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.

Academic Affairs/Instructional Technology

- Improved infrastructure directly impacted Venus academic server. In July 2016 switched from Comcast Business to Verizon Fios with faster download and upload speeds which was implemented into media streaming initiatives. This improved bandwidth revived live video streaming possibilities and the College's TV Studio equipment successfully

streamed prerecorded and live video through Venus. As of April 2017, Venus allocated 500GB of storage for archiving streaming video.

- Database services continued an upward trend in activity with Blackboard’s Online Attendance tool and was used in 19 more courses as compared to 2015-2016.

Administration and Business Services

- Oversaw numerous construction projects. The Dean assists with the planning and design and controls the budget.

Enrollment Management and College Relations

- Acquired and implemented new content management system to replace the existing content management system for our website which was at end of life in terms of support and would no longer remain operational.

Information Technology/Ellucian Colleague Core Team

- Completed 117 Colleague Software updates, plus updates to SelfService, WebAPI (application programming interfaces), and the UI (User Interface).
- Completed 2017/2021 Technology Plan

Evidence of survey outcomes

Satisfaction with technology:

<i>Strongly Agree or Somewhat Agree response</i>	Graduates
Current technology in the classrooms.	76%
Current software in the classrooms.	75%
Current technology in computer labs.	84%
Current software in computer labs.	82%
Printer access in computer labs.	81%
Wireless access where I need it.	43%
Provided appropriate technology to meet my needs.	74%

Planning, Research, Facilities & Executive Support/WACC

- Received Pinelands approval in August 2016 to begin construction on two-story 22,000 square foot Student Success Center in Mays Landing.

- Continued Renewal and Replacement efforts with the following items completed in FY17:

Mays Landing	Installation of emergency exit button for glass doors when locked (J building)
Mays Landing	Concrete repair
Mays Landing	Parking lot seal coating and stripping
Worthington Atlantic City Campus	Replacement of Security desk/counter area
Mays Landing, Buildings A, K & H	ADA door operators for internal doors (3 sets)
Mays Landing	Cell phone boosters
Mays Landing	Desks with power and data whip access for B122
Mays Landing	Upgrade of power for mainframe room
Mays Landing	Application an epoxy flooring in perishable storeroom
Cape May County Campus	Replacement Chairs
All campuses	Electric hand dryers (40) - 95% Complete
Cape May County Campus	Re-seal windows

- Installed two electric car charging stations at its Mays Landing Campus for students, faculty and staff to charge their electric and hybrid vehicles. The TurboDock chargers were donated and installed by the Atlantic County Utilities Authority and are designed to access through a mobile app. The TurboDock delivers 12 miles per hour of charge, ensuring students and employees can fully recharge their vehicles from their commute while on campus. The new charging stations support our Green Campus Initiative, and the access to them will encourage students and staff members to consider alternative energy vehicles.
- Invited members of the College including Facilities, IT, Academic Affairs and Student Affairs to participate in a webinar entitled “One-Stop Shop for Student Services: Planning, Design & Construction. The webinar held on June 4, 2017, discussed the planning, design and construction aspects of starting a one-stop including service integration, service delivery vision, challenges and obstacles, and used case studies of other institutions to consider space and facility considerations, ADA regulations, models of service delivery, sustainability practices, queuing management systems and assessment through customer metrics.

Student Affairs and Cape May County Campus Operations

- Collaborated (Cape May campus leadership) with Academic Affairs to develop policies, procedures and logistics for implementation of new Hybrid-Learning format using ITV technology. Student Affairs staff have collaborated with IT and other constituencies to enhance the ADA accessibility of hardware and software utilized at the College.

II. INSTITUTIONAL PERFORMANCE MEASURES

From the strategic planning goals and objectives a set of institutional performance measures were identified. These are the broadest measures of overall College performance in terms of the strategic goals.

**Green indicates IPM has achieved goal, yellow indicates has not achieved goal but trending towards goal, and red indicates has remained steady or it is trending away from goal from the previous year.*

Total Fall Applications					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
1-2a	3,267	3,238	2,771	2,613	2.748
Increase applications 7% by 2021					

Fall Applicant Yield					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
1-2b	55%	55%	55%	54%	49%
Increase applicant yield to 56% by 2021					

Merit-Based Scholarships Awarded					
Goal/Obj	FY13	FY14	FY15	FY16	FY17
1-3a	36	34	31	67	104
Target: Increase the number of merit based scholarships (3.0 GPA or greater) awarded equal to 5% or more of the number of participating NJ STARS and other merit based programs from previous year					

Merit-Based Program Participants					
Goal/Obj	FY13	FY14	FY15	FY16	FY17
1-3b	120	132	115	99	87
Increase the number of students participating in merit based programs by 1% each year.					

Proportion of Fall-Entering College Ready Recent HS Graduates					
Goal/Obj	FY13	FY14	FY15	FY16	FY17
1-5	20%	21%	20%	23%	18%
Increase the proportion of college-ready recent high school graduates who enroll by 7% per year (30% by 2021). Baseline Fall 2015 at 24%.					

First Time in College Fall-to-Spring Retention

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-1a	75%	73%	74%	77%	72%
Maintain for the first three years and then increase Fall-to-Spring retention rates by 1% thereafter					

First Time in College Fall-to-Fall Retention

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-1b	55%	53%	52%	56%	53%
Maintain for the first three years and then increase Fall-to-Fall retention rates by 1% thereafter					

Proportion of First Time in College Students Earning 24+ College-Level Credits in One Year

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-1c	14%	16%	15%	19%	15%
Maintain at 11% or above the proportion of students earning 24+ college-level credits within the first year of study.					

Programs with Experiential Learning Opportunities

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-2a	13	13	15	15	15
Increase the number of programs with a curriculum that includes experiential learning opportunities such as internships and service learning participating by 5% annually					

Students Participating in Experiential Learning

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-2b	341	340	315	328	339
Increase the number of students participating by 2% annually. Baseline 2016 at 222 students					

Career and Technical Education Participants

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-3a	6,851	4,257	5,006	3,405	3,934
Increase the number of students participating in career-based Career Technical Education and customized training by 5% by 2021. Baseline FY13-15 average at 3,590 students					

Students Participating in Prior Learning Assessment (PLA)

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-3b	28	8	41	35	13

Increase the number of students who participate in Prior Learning Assessment (PLA) by 1% annually.

Percentage of Graduates Who Transfer to a 4-Year Institution Within One Year

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
2-4	53%	54%	58%	59%	51%

Increase the percent of students who have complete an AA/AS degree and then transfer to a baccalaureate-granting institution by 10%.

Developmental English Success Rate

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-2a	62%	62%	59%	63%	64%

Increase by 3% annually for first time in college developmental students, the success rate for the developmental English sequence within 3 consecutive semesters.

Developmental Math Success Rate

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-2b	31%	34%	33%	35%	36%

Increase by 3% annually for first time in college developmental students, the success rate of the developmental Math sequence within 3 consecutive semesters.

Gateway English Success Rate

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-3a	50%	49%	49%	58%	55%

Increase, by 3% annually for first time in college students, the success rate in gateway English course within 4 consecutive semesters of enrollment

Gateway Math Success Rate

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-3b	20%	23%	25%	29%	25%

Increase, by 3% annually for first time in college students, the success rate in gateway Math course within 4 consecutive semesters of enrollment.

First Time in College African American Achievement Gap

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-4b	12%	10%	12%	13%	12%
Minimize the gap in the graduation rate for all underrepresented/underserved populations to 5% or less.					

First Time in College Hispanic Achievement Gap

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-4b	9%	6%	8%	9%	7%
Minimize the gap in the graduation rate for all underrepresented/underserved populations to 5% or less.					

First Time in College Pell Grant Recipient Achievement Gap

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-4c	8%	4%	5%	5%	4%
Minimize the gap in the graduation rate for all underrepresented/underserved populations by 5% or less.					

First Time in College Male Achievement Gap

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-4d	2%	4%	5%	1%	-1%
Minimize the gap in the graduation rate for all underrepresented/underserved populations to 5% or less.					

First Time in College Success Model Outcomes – Graduation

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-5a	11%	11%	12%	13%	13%
Maintain Success Outcomes for first three years and then increase by 2% thereafter.					

First Time in College Success Model Outcomes – Transfer Out

Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-5b	14%	14%	13%	15%	15%
Maintain Success Outcomes rates for first three years and then increase by 2% thereafter					

First Time in College Success Model Outcomes – Still Enrolled					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-5c	17%	20%	19%	17%	17%
Maintain Success Outcomes rate for first three years and then increase by 2% thereafter.					

First Time in College Success Model Outcomes – Aggregate					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
3-5d	42%	45%	43%	45%	45%
Maintain Success Outcomes rate for first three years and then increase by 2% thereafter					

Atlantic Cape Tuition and Fees Percentile					
Goal/Obj.	FY13	FY14	FY15	FY16	FY17
4-1	16%	16%	26%	32%	32%
Ensure affordability by remaining in the lower one third of the New Jersey Community College Sector Tuition and Fees Ranking (Ranking of 6 or less). Baseline FY16 ranked 6 out of 19.					

INSTITUTIONAL GOALS/OBJECTIVES CHAMPION MATRIX

Goal 1: Connect - Connect and engage students with opportunities to be successful.

Obj.		Champion/Committee Matrix				
		Division Champion(s)	Dept. Champion(s)	Cross Functional Committee(s)	BOT Committee	MSCHE Standards
1	<p>Assess and enhance the community's perception of the quality of an Atlantic Cape education.</p> <ul style="list-style-type: none"> Establish mandatory Graduate survey so can compare their responses a year later in Alumni survey. Establish survey to expand and enhance baseline of broader community perception of the quality of an Atlantic Cape Education which includes: guidance counselors, chambers of commerce, transfer counselors at 4yr, advisory boards annually. 	AA, EMCR, SA/CMCC	CR,SA	EMC		2, 4
2	<p>Enhance the effectiveness of outreach programs, including financial literacy and prior learning assessment, to traditional and non-traditional students.</p> <ul style="list-style-type: none"> Increase applicant yield to 56% by 2021. Baseline Fall 2015 at 53.2% Increase applications 7% by 2021. Baseline Fall 2015 at 2,518 applications. 	EMCR, SA/CMCC	EM, AD, CR, FA, SA	EMC	ASA	2, 4
3	<p>Increase the number of incoming students through merit-based programs and scholarships in collaboration with the Atlantic Cape Foundation</p> <ul style="list-style-type: none"> Increase the number of merit based scholarships (3.0 GPA or greater) awarded equal to 5% or more of the number of students participating in NJ STARS and other merit based programs from the previous year. Baseline Fall 2015 at 92 NJ STARS applicants. Increase the number of students participating in merit based programs by 1% each year. Baseline 90 (NJ STARS). 	EMCR, RDPB	RD, FA, AD	EMC		4
4	<p>Ensure diversity, equity, inclusiveness, and accessibility to promote a welcoming learning and working environment.</p> <ul style="list-style-type: none"> Create overarching question for satisfaction surveys focusing on diversity, equity, inclusiveness, and accessibility including but not limited to age, sex identity, physical, mental and learning disabilities. The aim is to establish a baseline and enhance the proportion of students that perceive the College's services and initiatives as diverse, equitable, inclusive, and accessible. Sustain at 90% or above questions: <ul style="list-style-type: none"> "The College's campus climate on diversity and equity and encourages people of diverse backgrounds to meet." "I am treated with dignity and respect at the College by faculty and staff." Increase from 78% to 85% question: <ul style="list-style-type: none"> "My department procedures are fair and equitable to all." 	IT, HPC, FPRE/WACC, SA/CMCC, AA	HR, FM, SA	SCI	DE	2, 4

Obj		Champion/Committee Matrix				
		Division Champion(s)	Dept. Champion(s)	Cross Functional Committee(s)	BOT Committee	MSCHE Standards
5	<p>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.</p> <ul style="list-style-type: none"> • Increase the proportion of college-ready recent high school graduates who enroll by 7% per year (30% by 2021). Baseline Fall 2015 at 24%. 	AA, EMCR	EM	EMC	ASA	3, 4
Goal 2: Plan Assist students in creating and fulfilling their academic and career plan.						
1	<p>Educate, facilitate and support students in the creation and implementation of an effective career plan to meet their educational goals in a timely manner.</p> <ul style="list-style-type: none"> • Assess career planning outcomes to establish a baseline for improvement. • <u>Maintain for the first three years and then increase the Fall-to-Spring and Fall-to-Fall retention rates by 1% thereafter. Baseline for Fall-to-Spring 2015 at 77%.; baseline for Fall-to-Fall 2015 at 52%.</u> • <u>Maintain at 11% or above the proportion of students earning 24+ college-level credits within the first year of study. Baseline Fall 2015 at 11%.</u> 	SA/CMCC, AA	SA, FAC	SSI	ASA	3, 4, 5
2	<p>Increase the number of programs with a curriculum that includes experiential learning opportunities such as internships and service learning.</p> <ul style="list-style-type: none"> • Increase the number of programs with a curriculum that includes experiential learning opportunities such as internships and service learning participating by 5% annually. Baseline 2016 at 11 programs. • Increase the number of students participating by 2% annually. Baseline 2016 at 222 students. 	AA	WD & CE	SSI	ASA	3, 4, 5
3	<p>Create career pathways for students by developing and enhancing connections between workforce development programs, economic development efforts and the institution through community partnerships.</p> <ul style="list-style-type: none"> • Increase the number of students participating in career-based Career Technical Education and customized training by 5% by 2021. Baseline FY13-15 average at 3,590 students. • Increase the number of students who participate in Prior Learning Assessment (PLA) by 1% annually. Baseline FY13-15 average at 21 students. 	AA	WD & CE	SSI	ASA	3, 4, 5

Obj		Champion/Committee Matrix				
		Division Champion(s)	Dept. Champion(s)	Cross Functional Committee(s)	BOT Committee	MSCHE Standards
4	<p>Develop new and strengthen existing pathways to increase utilization for students to transition to baccalaureate-granting institutions.</p> <ul style="list-style-type: none"> Increase the percent of students who have completed an AA/AS degree and then transfer to a baccalaureate-granting institution by 10%. Baseline FY13-15 at 35%. 	AA, SA/CMCC	SA	SSI	ASA	3, 4, 5
5	<p>Establish, then assess, a baseline to increase employer satisfaction with career program graduates' competencies and skills to meet community employer needs.</p> <ul style="list-style-type: none"> Create a survey (to be administered to advisory boards and chambers of commerce) to assess employer satisfaction with career program graduates' competencies and skills. 	AA	WD & CE		ASA	3, 4, 5
Goal 3: Complete Increase the number of students who successfully complete their educational goals.						
1	<p>Increase student satisfaction with institutional communications to the student body.</p> <ul style="list-style-type: none"> Increase from 46% to 67% 	AA, SA/CMCC, EMCR	SA, EM	SSI		2, 3, 4, 5
2	<p>Increase the success rate of students in the developmental English and math course sequence.</p> <ul style="list-style-type: none"> Increase by 3% annually for first time in college developmental students, the success rate of the developmental course sequence within 3 consecutive semesters. Baseline Fall 2014 success rate in developmental English 63%/math 35%. 	AA	MFAC, EFAC	SSI	ASA	4, 5
3	<p>Increase the success rate of students in gateway English and mathematics courses.</p> <ul style="list-style-type: none"> Increase, by 3% annually for first time in college students, the success rate in gateway courses within 4 consecutive semesters of enrollment Baseline Fall 2014 success rate in gateway English 51%/math 26%. 	AA	MFAC, EFAC	SSI	ASA	4, 5
4	<p>Minimize achievement gaps for traditionally underrepresented/underserved populations through institutional programs and community partnerships.</p> <ul style="list-style-type: none"> Minimize the gap in the graduation rate for all underrepresented/underserved populations to 5% or less. <ul style="list-style-type: none"> Baseline graduation achievement gap for underserved minorities, Fall 2012 FTIC African American 8%/Hispanic 7% Baseline graduation achievement gap by socio-economically disadvantaged (FTIC Pell Recipients) Fall 2012, 3% Baseline achievement graduation gap for FTIC males Fall 2012, 4% 	AA, SA/CMCC	SA	SSI	DE	4, 5

Obj		Champion/Committee Matrix				
		Division Champion(s)	Dept. Champion(s)	Cross Functional Committee(s)	BOT Committee	MSCHE Standards
5	<p>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.</p> <ul style="list-style-type: none"> • <u>Maintain the NJ Success Model Outcomes rate for first three years and then increase by 2% thereafter. Baseline 2012FA Cohort 58%.</u> • All campuses rate satisfaction/helpfulness of services at 80% or above. Baseline 2016 student satisfaction survey. 	AA, SA/CMCC	SA	SSI	ASA	4, 5
Goal 4: Lead - Lead the institution to excellence through continuous improvement and the effective and efficient use of resources to maximize student success.						
1	<p>Annually maintain a balanced budget through the development of strategies that encourage cost containment, cost avoidance, revenue enhancement and resource development.</p> <ul style="list-style-type: none"> • <u>Ensure affordability by remaining in the lower one third of the New Jersey Community College Sector Tuition and Fees Ranking (Ranking of 6 or less). Baseline FY16 ranked 6 out of 19.</u> • Sustain a positive fund balance of at least 8% of unrestricted current fund expenditure budget. • Obtain an unmodified opinion on financial statements. • <u>Increase Other Revenue by 20% over 5 years. Baseline FY15 \$650,000</u> • Increase net grant revenue by \$100,000 over 5 years. Baseline FY15 at \$3,300,000 	FIN, ABS, RDPB, AA	BUS, RD, WD & CE, FAC		BFA	6, 7
2	<p>Increase overall satisfaction of institutional communications with internal stakeholders and community partners.</p> <ul style="list-style-type: none"> • Increase by 7% over 5 years the proportion of employees that agree with the following statement: “My department does a good job of keeping employees informed on matters affecting us.” Baseline 2015 Faculty and Staff Satisfaction Survey at 67%. • Increase overall employee response rate to 60% agreement with the following statement: “Atlantic Cape does a good job of keeping employees informed about matters affecting us.” Baseline 2015 Faculty and Staff Satisfaction Survey at 54%. • Establish baseline to assess our community partners’ satisfaction of communication with Atlantic Cape. 	RDPB, EMCR, AA, SA/CMCC, HPC	PO, CR, AA, SA, HR			1, 2, 5

		Champion/Committee Matrix				
		Division Champion(s)	Dept. Champion(s)	Cross Functional Committee(s)	BOT Committee	MSCHE Standards
3	<p>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.</p> <ul style="list-style-type: none"> • <u>Complete assessment, create/update and implement an action plan for all academic, workforce development programs, and non-academic units annually to support continuous improvement.</u> 	AA, EMCR, ABS, SA/CMCC, FPRE/WACC, FIN, HR, RDPB, IT	See Division Champions	IEC	LRP	1, 2, 3, 4, 5, 6, 7
4	<p>Continuously improve service to the college community through campus safety, security, health and wellness initiatives.</p> <ul style="list-style-type: none"> • Create overarching question for satisfaction surveys focusing on campus safety, security, health and wellness initiatives. With the aim to establish a baseline and enhance the proportion of stakeholders that perceive services/initiatives as effective. 	HPC, SA/CMCC, FPRE/WACC	HR, SS, SA, FM	SCI	PBD	2, 6
5	<p>Offer opportunities of mentoring, professional and leadership development and recognition that will motivate, empower and increase the satisfaction of faculty and staff.</p> <ul style="list-style-type: none"> • Create overarching question for employee satisfaction survey focusing on mentoring, professional development, leadership development and recognition. With the aim to establish a baseline and enhance the proportion of stakeholders that perceive motivation and development initiatives as effective. 	AA, EMCR, ABS, SA/CMCC, FPRE/WACC, FIN, HR, RDPB, IT	See Division Champions		PBD	2, 5, 7
6	<p>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.</p> <ul style="list-style-type: none"> • Reduction of deferred maintenance by \$xx annually. Baseline xx • Create overarching question for satisfaction surveys focusing on providing a physical work environment that effectively supports accomplishing work tasks. <ul style="list-style-type: none"> o Atlantic Cape provides a physical learning environment that effectively supports accomplishing educational goals. • Increase stakeholder satisfaction with the effectiveness of technology and technology services by 10% by 2021. Baseline 2016 Student Satisfaction Survey at 37%. • Ensure implementation of identified projects in Blueprint 2025 	FPRE/WACC, IT, AA, ABS	FM, BUS, INS	ITC, GCI	LRP	6

Department and Divisional Areas and Cross Functional Committees

Departmental Areas

Admissions	AD	Andre Richburg
Business Services	BUS	August Daquila
College Relations	CR	Andre Richburg
English Faculty	EFAC	Otto Hernandez
Enrollment Management	EM	Andre Richburg
Faculty	FAC	Otto Hernandez
Financial Aid	FA	Andre Richburg
Facilities	FM	Richard Perniciaro
Human Resources	HR	Eileen Curristine
Instructional Technology	INST	Otto Hernandez
Math Faculty	MFAC	Otto Hernandez
President's Office	PO	Barbara Gaba/Jean McAlister
Resource Development	RD	Jean McAlister
Student Affairs	SA	Mitchell Levy
Safety and Security	SS	Eileen Curristine
Workforce Development & Career Education	WD & CE	Otto Hernandez/Donna Vassallo
Divisional Areas		
Academic Affairs	AA	Otto Hernandez
Enrollment Management & College Relations	EMCR	Andre Richburg
Administration & Business Services	ABS	August Daquila
Student Affairs/CMCC	SA/CMCC	Mitchell Levy
Planning, Research, Facilities & Executive Support/WACC	FPRE/WACC	Rich Perniciaro
Finance	FIN	Leslie Jamison
Human Resources, Public Safety & Compliance	HPC	Eileen Curristine
Resource Development & President/Board of Trustees Operations	RDPB	Jean McAlister
Information Technology	IT	Doug Hedges

Cross Functional Committees		
Enrollment Management Committee	EMC	Andre Richburg
Green Campus Initiative	GCI	Jean McAlister
		Rich Perniciaro
Information Technology Committee	ITC	Douglas Hedges
		John Stratton
Institutional Effectiveness Committee	IEC	Otto Hernandez
		Rich Perniciaro
Safe Campus Initiative	SCI	Eileen Curristine
Student Success Initiative	SSI	Mitchell Levy/Denise Coulter
Board of Trustees Committees		
Academic and Student Affairs	ASA	Otto Hernandez
		Mitchell Levy
Budget, Finance & Audit	BFA	Leslie Jamison
		August Daquila
Diversity & Equity	DE	Eileen Curristine
		Richard Perniciaro
		-
Foundation Committee	FC	Jean McAlister
Long-Range Planning & Capital Projects	LRP	Richard Perniciaro
		August Daquila
Personnel & Board Development	PBD	Eileen Curristine
		Jean McAlister
President's Evaluation Committee	PEC	