



**ATLANTICCAPE**  
COMMUNITY COLLEGE

# A VISION FOR SUCCESS

2022-2026 STRATEGIC PLAN

*EXTENDED THROUGH 2027*





# A VISION FOR SUCCESS

## 2022-2026 STRATEGIC PLAN

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# A LETTER FROM THE PRESIDENT

After months of planning, the members of the Atlantic Cape Strategic Planning Steering Committee have developed “A Vision for Success” an inclusive, accessible and equitable plan for Atlantic Cape Community College from 2022 through 2026.

This plan was developed with input from many members of the college community as well as stakeholders from the region in order to fulfill our goals of providing an innovative, student-centered approach to learning while also helping to strengthen our community’s economy and the upward mobility of its citizens.

Part of our vision at Atlantic Cape is to forge partnerships that will create seamless pathways to success for residents in Atlantic and Cape May County, not just through education, but also through support services that can strengthen our community.

Outlined in this plan, you will learn about the five goals we have developed for Atlantic Cape over the next five years and the steps we will take to meet and exceed them.



A handwritten signature in black ink that reads "Barbara Gaba". The signature is fluid and cursive, written in a professional style.

Dr. Barbara Gaba  
President



# THE PLANNING PROCESS

In February of 2021, Atlantic Cape's Institutional Effectiveness Committee convened to begin development of the College's 2022-2026 Strategic Plan.

The committee began its efforts by reviewing the College's current Strategic Plan, the 2018 Middle States Commission on Higher Education Self Study Reviewer's Report, the Institutional Effectiveness Plan, and outcomes of the Key Performance Indicators, kicking off a year-long process.

This new Strategic Plan is intended to build on strengths and lessons learned from the current plan and meet the Middle States Commission on Higher Education accreditation principles, standards and criteria.

In developing this plan, we collaborated with key stakeholders including students, faculty, staff, alumni, the Atlantic Cape Board of Trustees, Atlantic Cape Foundation Board members, leaders from area businesses and organizations, high school guidance counselors, superintendents and more. This was done to ensure their input into the present and future direction of the College.

As the goals began to take shape, the committee reviewed a 2019 Program Demand Gap Analysis looking at Atlantic and Cape May counties as well as the broader South Jersey region, to explore whether Atlantic Cape's current program offerings satisfy the regional workforce needs.

The committee also completed an environmental scan to examine the opportunities, challenges, and threats for Atlantic Cape in its external environment. The President's Cabinet and the committee also performed an in-depth review of the College's strengths and weaknesses.

Several drafts of the new plan were completed and revised after review that included the President's Cabinet, the Board of Trustees and the community stakeholders before receiving final endorsement for this plan from the President. The new Strategic Plan was approved and adopted by the Board of Trustees at their March 22, 2022 meeting.

The Institutional Effectiveness Committee will be responsible for the oversight and support of the roll-out and implementation of the 2022-2026 Strategic Plan.



# INSTITUTIONAL REFLECTION

## Then

In 1964 Atlantic Community College (ACC) was established as the second community college in the state of New Jersey. ACC opened its doors to students in September 1966 using facilities rented from Atlantic City High School, and in February 1968, the College moved to its Mays Landing Campus location.

In 1982, the former Atlantic City Electric Company building, located in Atlantic City, was purchased by Atlantic County for Atlantic Cape. By 1984, a \$4 million renovation project transformed the building to what is now referred to as the Worthington Atlantic City Campus.

In 1999, a request by Cape May County officials was approved to join with Atlantic Community College. The College's name was officially changed to Atlantic Cape Community College to reflect the jointure. The Cape May County Campus of Atlantic Cape Community College opened its doors in August of 2005.

## Now

Atlantic Cape is dedicated to student success and was recertified in Spring 2022 as an Achieving the Dream (ATD) Leader College. This achievement recognizes the College's firm commitment to fostering student success and closing equity gaps.

The uncertainty of a global pandemic only exacerbated the challenges and barriers so many of our students are facing while trying to gain the education and skills needed to get ahead. We have witnessed our students facing mental health challenges, food insecurity, disparities in access to technology and connectivity, all while balancing work and family demands. We have listened to our students and through federal CARES and HEERF funding have been able to address many of those barriers. We also provide scholarships to many of our students in need. In addition, calls to advance social justice have deepened our resolve as an institution to diversity, equity and inclusion.

## Into the Future

As we look ahead to the next five years and beyond, Atlantic Cape will strive to meet students where they are and provide access to higher education to fulfill the workforce needs of the community in which we serve. As we enter the post-pandemic phase, we understand how imperative it is to listen to our students and community at large, to address barriers, including affordability and life's challenges, and to be flexible in the delivery of programs and services to best serve the individual. Gone are the days of one size fits all.

We are proud to serve our community. We continue to foster partnerships with area high schools, four-year institutions, community organizations, and businesses to design pathways for education and training. These pathways prepare students for all opportunities to enter into the workforce by attaining certificates, associate and bachelor's degrees, and beyond. We are committed to our students, the community we serve, and our shared success.



# OUR MISSION

Atlantic Cape Community College provides **inclusive**, **accessible**, and **equitable** educational programs and services to **transform lives** and **empower students** to successfully meet their academic, social and career goals, while also **supporting the diverse needs of our community**.





# OUR VISION

**Atlantic Cape Community College provides an innovative, student-centered approach to learning.**



The College anticipates and fulfills academic and workforce needs, strengthens our community's economy and partnerships to create seamless pathways to maximize student growth and success. An integral part of the community, known as a caring institution focused on delivering quality educational programs and support services throughout all aspects of the student experience both inside and outside of the classroom.

# OUR VALUES



## STUDENT-CENTERED

Remove barriers to maximize student success.



## RESPECT

Celebrate and value a diverse equitable and inclusive culture.



## INTEGRITY

Responsible and ethical use of resources.



## EXCELLENCE

Provide the highest quality programs and services.



## COLLABORATION

Nurture academic, business, industry, and community partnerships.



## INNOVATION

Encourage creativity, flexibility, and change.





# GOAL 1: ENGAGE

Ensure high quality and equitable student, employee, and community stakeholder experiences.

- 1.1** Increase student enrollment of both traditional and nontraditional populations.
- 1.2** Increase community awareness, brand recognition, and engagement.
- 1.3** Improve diversity, equity and inclusion outcomes as demonstrated in the Campus Climate Survey.
- 1.4** Increase the number of Workforce Development/Continuing Education students that transition to credit courses.
- 1.5** Increase student engagement in extracurricular activities, special programs, and support and success initiatives.
- 1.6** Increase faculty and staff engagement in the community as demonstrated by serving on external boards, volunteering, and participating in professional organizations.



# GOAL 2: SUPPORT

Provide innovative services designed to bolster student progress and wellness that enhance the educational experience.

- 2.1** Increase economic support services for students that include expanded utilization of open-educational resources (OER) or other low-cost learning materials.
- 2.2** Expand scholarship awards and maintain competitive tuition and fees relative to the community college sector.
- 2.3** Leverage technology to identify and support special populations and expand utilization of academic support services.
- 2.4** Increase availability and utilization of emotional/social support services including advising/counseling and wellness programs.



# GOAL 3:

# EDUCATE

Cultivate an innovative and inclusive climate for high quality learning across the college community responsive to both immediate challenges and long-term needs.

- 3.1** Increase the percentage of high school students in Atlantic and Cape May counties who have an opportunity to take college-level courses.
- 3.2** Decrease achievement gaps in course success for socioeconomically disadvantaged, first generation, and underrepresented populations.
- 3.3** Increase professional development opportunities to continue to implement “high impact” learning practices such as Writing-Intensive Courses, Honors and other research-informed practices.
- 3.4** Improve college Level English and mathematics course success rates.
- 3.5** Expand participation in professional development and educational opportunities to create career pathways for faculty and staff to ensure seamless succession planning.



# GOAL 4: ACHIEVE

Eliminate barriers to increase academic, social, and career goal attainment for all students.

- 4.1** Increase course success rates, persistence, and retention.
- 4.2** Increase graduation and transfer rates.
- 4.3** Increase retention and completion for socioeconomically disadvantaged, first generation, and underrepresented populations to minimize current achievement gaps.
- 4.4** Increase the number of participants completing certifications and certificates in non-credit career training programs.



# GOAL 5: EXCEL

Provide fiscal, physical, human, and technological resources that maximize efficiency while delivering innovative, responsive, and inclusive programs and services that foster excellence.

- 5.1** Maintain a balanced budget through the development of strategies that support revenue enhancement, cost containment, and cost avoidance.
- 5.2** Strengthen institutional effectiveness for continuous improvement through the evaluation of academic and non-academic units using a data driven approach.
- 5.3** Invest in academic and institutional innovative programs and services that foster student success and institutional effectiveness.
- 5.4** Support student, faculty, and staff well-being by expanding health and wellness initiatives in a secure and safe campus environment.
- 5.5** Foster facilities renewal, leverage technology across the institution, and promote efficient use of resources and practices to ensure a high-quality learning and working environment.

# INSTITUTIONAL EFFECTIVENESS STRATEGIC PLANNING COMMITTEE

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Senior Vice President, Academic Affairs

**Dr. Vanessa O'Brien-McMasters**

Co-Chair  
Vice President, Institutional Effectiveness  
and Chief Strategy Officer

**Kenyatta Collins**

Assistant Professor, Psychology

**Lee Collins**

Assistant Professor, Mathematics

**Stephanie Davies**

Supervisor, Custodial & Building Services Operations

**Cindy DeFalco**

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**Victoria DeLaurentis**

Director, Financial Aid & Veteran Affairs

**Esther James,**

Senior Manager, Grants

**Lynette Ingram**

Counselor II, Student Support Services program

**Jennifer Martucci**

Senior Manager, Institutional Research,  
Assessment & Planning

**Luis Montefusco**

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**Victor Moreno**

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**Dr. Augustine Nigro**

Professor, History and Government

**Rich Russell**

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**Dr. Beth Sanders-Rabinowitz**

Associate Professor, Social and Behavioral Science

**Sherwood Taylor**

Senior Director, Workforce Development

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**Marilou Trinh**

Application Architect, ITS

**Jeff Wenzel**

Assistant Director, Restricted Accounts

**Stacey Zacharoff**

Senior Director, Center for Student Success



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**SEE WHERE  
ATLANTIC CAPE  
CAN TAKE YOU.**