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INTRODUCTION

During FY 2009, Atlantic Cape Community College (Atlantic Cape) continued its efforts towards reaching the institutional goals set in the College’s FY 2004 – FY 2009 Strategic Plan. To advance the College mission and support reaching these goals, each division of the College planned and executed special initiatives focusing in the following strategic priorities selected for the fiscal year:

1. Enhance Student Recruitment and Retention processes (Goal 2)
2. Enhance Academic Programs (Goal 1)
3. Support implementation of the Blue Print 2020 (Goal 7)
4. Enhance planning and resource acquisition processes (Goal 3,4,7)
5. Enhance effective use of technology (Goal 5)

During the year, out of the 83 strategic initiatives programmed to support institutional priorities and goals, 54 were completed, 26 had significant progress and 3 were suspended and postponed due to resource constraints.

Key accomplishments for the year include:

- Academic program reviews and accreditations: Program reviews for the Humanity and Philosophy programs, Hospitality Management Program self-study in support of Commission on Accreditation for Hospitality Management (ACPHA), ACA accreditation by American Culinary Federation Foundation Accrediting Commission (ACFFAC)
- Expansion of the students’ intercollegiate sports program: Women’s Basketball Team
- Architectural programming and feasibility study for Blue Print 2020 projects
- College’s brand and positioning platform
- Community College Survey of Student Engagement (CCSSE) administration
- MIS implementation project: DATATEL Finance Colleague implementation

Fiscal year 2009 Outcomes Report is presented in two sections. In Section I, the report summarizes by institutional goal/objective progress and accomplishments to date on college division’s strategic initiatives and outcomes of measures of effectiveness from the Institutional Effectiveness Plan.

In Section II, the report outlines outcomes and trends in the College’s performance indicators. These indicators are part of the College’s Institutional Effectiveness Plan and were selected and assembled to represent the broadest measures of progress towards fulfilling the College’s mission and institutional goals.
I. FY 2008 Outcomes by Institutional Goals & Objectives

Institutional Goal 1.0

Improving Quality and Responsiveness of Curriculum and Instruction: Atlantic Cape Community College will provide relevant high quality programs, courses, and instruction, delivered regionally and internationally in diversified innovative ways which respond to the learning and scheduling needs of diverse constituencies and maximize students’ potential to succeed academically, perform optimally in their careers, and lead fulfilling lives.

Institutional Objective 1.1: Strengthening of Curriculum: Strengthen and enrich the learning continuum from developmental to accelerated instructional offerings by making certain (a) content is current and relevant, (b) skills development is fully defined and emphasized, (c) critical thinking, problem solving, effective communication, work attitudes, and character are fully developed, and (d) global and multicultural sensitivities and understanding are cultivated across the curriculum.

Evidence of outcomes on strategic initiatives

Academic Affairs

- Program reviews for the Humanity and Philosophy programs were completed. Web Technologies program review is in progress; Composition I & II is in progress and will be reviewed externally in fall 2009; Mathematics option will be completed in fall 2009. Child Development/Child-Care is in progress, this program is beginning a lengthy self study for external accreditation.

- A Hospitality Management Program self-study was completed in support of obtaining ACPHA accreditation for the program. ACPHA accreditation team visited Atlantic Cape in April 2009. The team issued a final report to which Atlantic Cape responded. The College is awaiting final word as to whether the program has been granted the CAHM accreditation.

- The Academy of Culinary Arts completed the American Culinary Federation accreditation process and was approved by the American Culinary Federation Foundation Accrediting Commission (ACFFAC) for the nationally recognized distinction.

- Development of Academic Programs Assessment Plan is in progress. Credit programs’ faculty in a collaborative effort continued working in the development of
Student Learning Outcomes Assessment Plans at the program level. Approximately 90% of the programs have completed the plan.

- Course level student learning outcomes assessment cycle was successfully completed. Over 950 students in approximately 47 sections (29 courses) were assessed. Most of the sections were assessed in General Education Learning Goal 1: Written and Oral communications (All students will communicate in both speech and writing). The Math Department assessed General Education Learning Goal 2: Quantitative Knowledge and Skills (Students will use appropriate mathematical and statistical concepts and operations to interpret data and to solve problems).

Continuing Education, Resource Development and Cape May

- A program review plan and cycle to assess each Continuing Education programs and services was developed. Assessment of programs will focus on achievement of stated purpose, quality of instruction, curriculum design, cost-effectiveness, student outcomes and contribution to the overall mission of the College.

- ESL-Title II Curriculum Review and redesign was completed as a result of a meeting between non-credit, credit ESL departments and discussions with the Department of Education. ESL curriculum was designed by credit faculty that reflected mandatory changes to incorporate EFF as well as provide more distinct levels of instruction within the program that did not duplicate credit programs.

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**Institutional Objective 1.2: A Learner Centered College:** Enhance the quality of teaching and learning by diversifying instructional approaches to more effectively address diverse learning needs, styles, and cultural backgrounds, and engage students more fully and actively in the learning process through curricular and co-curricular activities.

**Evidence of outcomes on strategic initiatives**

Facilities Planning and Research

- The Community College Survey for Student Engagement (CCSSE) survey was administered to 799 (61% of target sample) students in 55 courses (100% faculty participation) during March and April 2009. Results are expected to be received from CCSSE by the end of July 2009.
Institutional Objective 1.3: Instructional Quality Assurance: Continuously improve the clarity and consistency of instructional standards, quality of the College’s curriculum (programs, courses) and instructional delivery systems through College-wide implementation of a systemized process of student learning outcomes assessment.

Evidence of outcomes on strategic initiatives

Academic Affairs

- A pilot project administering MAPP (Measure of Academic Proficiency and Progress) from ETS was executed to investigate appropriate means to measure student learning outcomes for General Education. A total of 416 students in the academic period 08-09 were tested, initial results from ETS showed a comparison between Atlantic Cape students and the National cohort in the areas of reading, writing, critical thinking and math. A correlation study is in progress between the number of general education credits and the students’ score on MAPP.

- A pilot project administering the Major Field Test for Associate Degree Business Programs from ETS was executed. A Total of 27 students in Business affiliated majors were tested. Test results were sent to ETS and the College is awaiting their report.

- The Faculty Assessment Committee continues to work on the Student Learning Outcomes Assessment Handbook. The committee’s chair is editing the final version for approval in September 2009.

Institutional Objective 1.4: Responsiveness to New Needs: Develop new learning opportunities (programs/courses) and appropriate learning support mechanisms and systems that address high demand requirements dictated by labor market and student needs.

Evidence of outcomes on strategic initiatives

Academic Affairs

- Provided equipment and staffing for Health Professions Institute Paramedic and Surgical Technicians Program. Both programs are in compliance with CAAHEP accreditation guidelines.

- The Academy of Culinary Arts established a pilot project to grow some of its own organic produce with support from students, faculty and staff. Major milestones for the project were the renovation of the College’s greenhouse to grow organic vegetables and produce and the acquisition of a cylindrical composter.
Facilities Planning and Research

- A comprehensive Environmental Assessment was conducted to identify high demand labor markets and student needs. Final report was posted for college wide use at Atlantic Cape’s Institutional Research Website.

**Institutional Objective 1.5: Responsive and Innovative Delivery Systems:** Package, schedule, and deliver programming, instruction, and learning resources in creative, flexible ways that directly address the unique learning and scheduling needs of diverse student populations.

**Evidence of outcomes on strategic initiatives**

**Academic Affairs**

- A proposal for a project to establish a statistically valid method to track the success rate of students using the math and reading/writing skills lab was developed.

**Continuing Education, Resource Development and Cape May**

- A transition plan for the Integration of Non-Credit and Credit Technology Programs was completed. Non-credit (continuing education) technology program infrastructure will merge with credit technology programs on July 1, 2010.

- Internship program for technology career training programs was revised. With this revision, students are required to set three goals with their supervisors at their respective worksites and complete a daily log and summary.

**Facilities Planning and Research**

- The Facilities and Services Annual Survey for students, faculty and staff was administered in fall 2008.
Measures of effectiveness outcomes

- Atlantic Cape book circulation reached 1.22 items per FTE community college student. National average is 1.78. Usage of Atlantic Cape library resources showed an aggregate increase of 41% during the academic year (Target: increase 5% over the previous year).

- The student satisfaction graduation questionnaire showed that 75% of students surveyed used library services on campus, 71% used library resources from off campus and 73% of students surveyed reported that library resources satisfied their research needs.

- Benchmark of 88% student satisfaction with Skills tutoring labs was exceeded, 93% of student surveyed were satisfied with the Skills tutoring labs. Student satisfaction graduation questionnaire showed that 33% of students surveyed use the tutoring services.

- From the 2008-2009 facilities and service student survey, 68% of students indicated they were satisfied or very satisfied with classrooms at their primary campus. 69% gave an average, above average or excellent rating to the facilities at their primary campus.
Institutional Goal 2.0

Improving Student Centered Service Delivery: Atlantic Cape Community College will actualize its “Student Centered” philosophy through assuring a nurturing, learning centered environment and providing a high quality, proactive system of student support that maximizes student success in access to the College, learning, and goal attainment.

Institutional Objective 2.1: Access and Success of Under-prepared/At-Risk Students: Institute policies, procedures, and specialized support and retention systems that enable under-prepared, under-represented, and “at risk” students to succeed at Atlantic Cape.

Evidence of outcomes on strategic initiatives

Student Development Division

- Strategies were developed for workshops to assist students declaring Nursing as a major. The plan was revised at the request of the Nursing Department Chair. The counselor assigned to work with this population met with most students on an individual basis to review strategies to successfully gain entry into the Nursing program.

- Program Review for Counseling Support Services (CSS) and Financial Aid Services were deferred due to lack of resources and time constraints tied to Datatel implementation.

- Research and selection of assessment instrument to increase first semester retention rates for selected freshman participating in EOF and SSS program was postponed due to the participation of Atlantic Cape in the Community College Survey of Student Engagement (CCSSE) during spring 2009. CSS program is working with Institutional Research to determine how to effectively use CCSSE to assess the needs of entering freshmen in the Educational Opportunity Fund (EOF) and Student Support Services (SSS) programs.

Measures of effectiveness outcomes

- Fifty-six percent of the EOF and SSS FTFT fall cohort met the GPA target of 2.0 or better.

- The completion ratio (credits attempted/credits earned) achieved by EOF and SSS fall cohort students was 63%.
The percent of cohort students enrolled in ENGL080 during fall 2008 that subsequently enrolled and passed ENGL101 during spring 2009 was 81%.

The percentage of total students enrolled during the fiscal year who received financial aid decreased from 35% in FY 2008 to 33% in FY 2009; 4,198 out of 12,643 students enrolled in Academic Year 2009 received financial aid.

The maximum Pell award available per student for the fiscal year was $4,731. Pell awards per first time fall time degree seeking student reached $3,339. The maximum state award available per student for the fiscal year was $2,240. State awards per first time fall time degree seeking student reached $2,012.

The amount of institutional scholarships awarded to students for the fiscal year was $303,099. The NJ Stars Program awarded $869,860.

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**Institutional Objective 2.2: Integration of Student Support Processes:** Strengthen and more effectively integrate student support services, from the point of recruitment through transferring and/or graduation, into a comprehensive continuum of proactive student support delivered for timely intervention to improve student learning and goal attainment.

**Evidence of outcomes on strategic initiatives**

**Student Development**

- Student Club Advisors orientation was successfully delivered. 100% of Club Advisors participated in the program.

- Tracking outcomes of advanced enrolled students to assess course needs at WACC and Cape May was modified. This effort led to the addition of 5 additional subject offerings (general education classes) that improve retention and longevity of site enrolled students.

- Review of recommendations by Judicial Consultant completed. Implementation of recommendation to develop a student evaluation process is in progress.

- The Athletic Manager to expand Atlantic Cape’s sport offerings was hired. The building of organizational capacity is currently in progress.

- The first season of Woman’s Basketball was successfully completed during academic year 2008-2009.
Facilities, Planning and Research

- Retention reports in support of enrollment management committee were completed. Significant outcomes from these reports are the following:
  - Fall to spring retention for fall 2008 total enrolled students (7007) is 75.0%, a combination of full time students (3651) retention, 82.7%, and part time students (3356) retention, 66.4%.
  - A total of 467 students who enrolled for the first time in fall 2008 and did not return next spring, 231 (49.5%) were part time students and 236 (50.5%) were full time students; 224 (48%) were males and 243 (52%) were females; 464 (99.3%) had a lower than 1.0 GPA.
  - 865 students (81%) from the First Time Full Time Cohort (1065) in fall 2008 were recent HS graduates, 83.1% (719) of them returned to Atlantic Cape the following spring.
  - 141 students (35.4%) from the First Time Part Time Cohort (398) in fall 2008 were recent HS graduates, 68.1% of them returned to Atlantic Cape the following spring.

- The Facilities and Services Satisfaction Survey, the Graduate Exit survey and the Alumni Survey were administered to assess student satisfaction with student development services.

Enrollment Management Committee

- Development of institutional enrollment management plan is in progress. Currently a cross functional committee is working assessment and development of initiatives for the following priorities: Increase fall to spring retention rate, increase enrollment from High School dual enrollment programs and articulations from Continuing Education and Academic Programs.

Measures of effectiveness outcomes

- Overall aggregated student satisfaction outcomes on services received in the processes of recruitment and admissions, testing, counseling, advising as measured by the annual student satisfaction surveys was the following:
Facilities and Services Student Satisfaction Survey

Please tell us how satisfied you are with STUDENT Services offered at your PRIMARY campus.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Number of Students Surveyed</td>
<td>265</td>
<td>400</td>
</tr>
<tr>
<td>Very Satisfied/ Satisfied</td>
<td>57%</td>
<td>60%</td>
</tr>
<tr>
<td>Neutral</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Dissatisfied/ Very Dissatisfied</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>N/A</td>
<td>22%</td>
<td>16%</td>
</tr>
</tbody>
</table>

- Applications for financial aid remained stable when compared to the previous fiscal year. For the fiscal year, there were 7,679 students who applied for financial aid (61 % of total enrollment). The Financial Aid Office processed 2,096 electronic FAFSA applications from July 1, 2008 to June 2009 out of the 5,060 electronic applications submitted. Only 49 paper FAFSA applications were submitted by students from July 1, 2008 to June 2009.

- Fiscal year audit showed 100 % compliance with Federal, State and institutional policy and procedures when delivering financial aid services.

Institutional Objective 2.3: Computerized Student Tracking/Quality Assurance: Instituted the electronic tracking and reporting capabilities essential for monitoring student progress, ensuring “early and often” interventions to keep students on track, and maintaining readily accessible retention and performance data for refining and enhancing student support systems and success strategies.

Evidence of outcomes on strategic initiatives

- No initiatives were planned for the fiscal year.

Measures of effectiveness outcomes

- Fifty-six percent of the students in the EOF and SSS FTFT fall cohort met the GPA target of 2.0 or better.

- Overall student satisfaction with the Academic Appeals process is 79% for the fiscal year.
The number students using Web4Students for students increased by 18%. From the fall 2008 facilities and service survey, 79% of student surveyed indicated they are satisfied or very satisfied with Web4Students.

Ninety-nine percent of full-time and adjunct faculty members are using Web4Faculty for grade entry. Advisors and counselors are using Web4Faculty to register students at high schools for Jumpstart program.
**Institutional Goal 3.0**

**Improving Visibility and Presence:** Atlantic Cape Community College will enhance its visibility and presence among all sectors of its community, create and promote its competitive advantages, and be universally recognized as a readily accessible, high quality, and responsive resource vital to the economic, social, and cultural growth and development of Atlantic and Cape May Counties.

**Institutional Objective 3.1: Marketing/Outreach Planning System:** Institute a comprehensive marketing/outreach process and plan supportive of recruitment/enrollment, workforce development, and institutional development that incorporates (a) continuous analysis of constituency needs, market characteristics, and competitive advantages, (b) a target market approach to promotional strategies, and (c) documentation and promotion of the College’s impact on community growth, development, and prosperity.

**Evidence of outcomes on strategic initiatives**

**Continuing Education, Resource Development and Cape May**

- Working together with Clarus Corp. through interactive assessment workshops involving approximately 300 constituents (external & internal) of the College and an analysis of Atlantic Cape’s competitive arena, developed a new brand and positioning platform for the College.

- Developed a televised cooking segment featuring ACA chefs to increase public awareness of the ACA and its faculty; A monthly average of 787 unique visitors have accessed the What's Cooking Web site after the segments aired; Over 84% of unique visitors have remaining on the site to view additional content and/or learn more about the Academy of Culinary Arts; The average time for visitors on the Web site is nearly two minutes; Approximately 55% of videos viewed were from YouTube during the campaign. Viewership continued to remain high on YouTube after campaign. Visits to ACA Homepage increased 20% during campaign.

- The Atlantic Cape Community College Facebook page was created in April 2009 to serve as an informative, interactive promotional a communication vehicle for college constituents. Two months after the launch, the page has nearly 500 fans.

**Measures of Effectiveness Outcomes**

- The College’s Web Page received 1,698,085 visits during the fiscal year, 17% more visits than the previous year. New visits were 25.6%.
Fiscal year enrollment head count increased to 11,114. This represents an increase of 2.54% from the previous fiscal year. NJ Community College enrollment growth for the fiscal year was 2.34%. Proximity community college peers (Burlington, Camden, Cumberland, Gloucester, and Ocean) grew by 2.84% in fiscal year enrollment.

Institutional Objective 3.2: Partnerships: Cultivate strong, active, and viable partnerships, articulations, and contractual agreements with business and industry, county schools (preschool through grade 12), two and four-year colleges and universities, county and state governments, and community groups.

Evidence of outcomes on strategic initiatives

Academic Affairs

- Efforts to increase Dual Enrollment, Concurrent Enrollment and Articulations with high schools continued. The following high schools submitted a request for Curriculum approval: Egg Harbor TWP, Mainland, Lower Cape May Regional, Charter Tech and Absegami.

Student Development

- Changes in the State level prevented the new Technical Studies Degree program through Union agreements to be fully operational. Atlantic Cape has one student who has completed the program, with another pending for approval.

Continuing Education, Resource Development and Cape May

- A pilot program called Career Forward was designed. This program encourages students who successfully complete Atlantic Cape career training and customized training programs to enroll in credit courses. Career training students and customized training students whose completed coursework articulates to college credit will have their application fee waived if they enroll in at least one 3-credit course within 6 months upon completion of their non-credit program.

- The following programs have been awarded college credit in FY 2009 Network Administration-25 credits; Medical Assistant-3 credits; Bookkeeping-9 credits; 45 hours of management modules funded under the New Jersey Department of Labor
and Workforce Development are awarded 3 college credits to Fundamentals of Management.

- In support of the demand in workforce training, an additional 2 hr part time recruitment specialist for Continuing Education was added. Career training programs increased overall from 233 students in 2008 to 290 students in 2009, most increases were in health care related programs.

**Measures of effectiveness outcomes**

- High school seniors participating in dual credit and concurrent courses at Atlantic Cape increased by 120 percent over spring 2008.

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**Institutional Objective 3.3: Access for Underserved Populations:** Extend College outreach to underserved populations within Atlantic and Cape May Counties to enhance their access to educational programs and services.

**Evidence of outcomes on strategic initiatives**

- No strategic initiatives were planned for the fiscal year.

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**Institutional Objective 3.4: Economic and Workforce Development:** Fully support the economic and workforce development needs of Atlantic and Cape May Counties and the State through the delivery of responsive, customized need-specific workforce development and training programs.

**Evidence of outcomes on strategic initiatives**

Continuing Education, Resource Development and Cape May

- In support to the Green Campus Initiative offered courses in environmentally friendly building and construction, the first two workshops offered in spring 2009 were the Green Advantage Workshop and Green Building Today.

- Slot Technology program’s curriculum was updated due technology changes in the industry. Input was received from slot industry advisory group and the casino industry. Curriculum is updated to include PC repair. Basic electronics and electricity offered as part of Slot Technology Program will be offered in FY 2010 as a result of changes in green economy needs.
New courses and programs added: CCNA due to networking changes in local industry; Club 60 Plus and Women’s Program; CHHA program; Cisco Academy.

Articulations from Continuing Education to Academic Programs were completed for the following courses: Bookkeeping, Network Administration (program changes due to application and network changes), Medical Assistant and Principles of Management.

Evidence of outcomes in strategic initiatives

Continuing Education Resource Development Division and Cape May

“Expanding Opportunities” president’s annual report was printed and disseminated to 1,100 college stakeholders. Feedback on the report was strongly positive, both on content and appearance.
Institutional Goal 4.0

Institutional Integrity and Culture: Through development and refinement of college policies, systems, and processes and application of resources, Atlantic Cape Community College will emphasize institutional integrity throughout the College by embracing diversity, setting high standards, assessing institutional effectiveness, and systematically improving to achieve the mission’s mandates of quality, access, responsiveness, and excellence.

Institutional Objective 4.1: Learning Community: Accelerate the evolution of Atlantic Cape Community College as a learning community by creating a culture in which all employees increase their capacity to learn, create, and innovate, design new systems, commit to a shared vision, and adopt team learning and systems thinking.

Evidence of outcomes in strategic initiatives

Office of the President

- Five Cross functional advisory planning committees were constituted in support of the College wide planning process. Membership and charges were approved for committees in the following areas of focus: Technology, Institutional Effectiveness, Green Campus initiative, Safe Campus Initiative and Enrollment Management.

- A facilitator in “Appreciative Inquiry” to support Senior Staff retreat activities was selected. During the retreat the following strategic priorities were selected for FY 2010: Meeting the needs of a changing mix of students; identifying and securing other sources of funding and revenue; meeting the jobs needs of the community in response to the economy and the ‘greening’ of the job market; ensuring Atlantic Cape as the “College of Choice” for the Atlantic Cape region; fostering and sustaining collaborative strategies throughout the “breadth and depth” of the organization.

Administration and Finance

- FY 2008 College financial audit was unqualified, with no significant findings or reportable conditions. FY 2009 audit is currently in progress.

Information Technology Services

- A Collaborative Google sites was developed to foster college wide community participation in support of the DATATEL colleague implementation project.
Facilities Planning and Research

- Collaborative Google sites were developed to foster college wide community participation in support of strategic budget planning, cross functional planning and outcomes reporting processes.

Measures of effectiveness outcomes

- Institutional Profile FY 2008 (Accountability Report) for NJ CHE was submitted and posted on the College’s web site

Institutional Objective 4.2: Diversity: Affirming the innate worth of all individuals, incorporate the College’s broad definition of diversity throughout the organization, and create a welcoming and accepting climate supportive of the growth and development of all community members.

Evidence of outcomes on strategic initiatives

- No initiatives were planned for the fiscal year.

Measures of Effectiveness Outcomes

- Gender/ethnicity data has been compared to the Atlantic Cape student population (unduplicated head count). From the data, the following outcome was obtained for the current and past fiscal year: FY 2008 non-white population made up 35% of the student body and 19% of personnel; FY 2009 non-white population made up 35% of the student body and 24% of personnel.

Institutional Objective 4.3: Infrastructure: Improve College systems and processes to foster achievement of the College’s strategic goals and objectives, promote collaboration and accountability, cultivate participatory decision-making, and inspire a sense of ownership and unity among members of the community.

Evidence of outcomes on strategic initiatives

- No initiatives were planned for the fiscal year.
Institutional Objective 4.4: Communications: Improve institutional communication systems to ensure all full and part time members of the community are knowledgeable and well informed for active collaboration and participation in the advancement of the College.

Evidence of outcomes on strategic initiatives

Office of the President

- The Board of Trustees completed yearly self evaluation in the following nine areas: Board Organization, Policy Role, Policy Direction, Community Relations, Board-CEO Relations, Standard for College Operations, Board Leadership, Advocating for the College and Board Education. As an outcome from the self evaluation the following development topics were addressed at the board retreat: The Economy and the Community College and Introduction to Appreciative Inquiry

Measures of Effectiveness outcome

- Overall Board of Trustees self assessment ranking increased to 4.5 in fiscal Year 08 from 3.8 in fiscal year 2007.

Institutional Objective 4.5: Institutional Integrity: Commit to a system of continuous quality improvement and performance accountability in which all College units establish performance benchmarks, assess effectiveness, and strive to improve.

Evidence of outcomes on strategic initiatives

Worthington City Center, Community Affairs & Security

- In support to the Safe Campus Initiative, purchased a computerized incident reporting system and committee members were trained as a Community Emergency Response Team.

Safe Campus Initiative Cross Functional Committee

- Safe Campus Initiative plan was completed. Review and approval of final document for the plan is in progress.

Green Campus Initiative Committee

- Assessment of the current situation regarding Atlantic Cape’s sustainability efforts using NJHEPS guidelines was completed. Definition of goals and recommendations from assessment results is in progress.
Institutional Goal 5.0

Technology: An Enabling Tool for Learning and Institutional Effectiveness: Atlantic Cape Community College will increase the use of technology as an innovative tool for improving the effectiveness and efficiency of all aspects of college life and will be recognized as a leader in the application of educational technology.

Institutional Objective 5.1: Technology Infrastructure: Build on the present college technological infrastructure, and develop and implement a flexible institutional plan to maintain, upgrade, and replace equipment to ensure that Atlantic Cape Community College has the capacity to maintain its currency and use technology extensively and effectively across the College.

Evidence of outcomes on strategic initiatives

Information Technology Services

- Atlantic Cape’s wireless infrastructure upgrade is in progress.

Cross Functional Technology Committee

- Assessment of current PC inventory in support of the development of a flexible institutional replacement and/or upgrade plan is in progress.

Institutional Objective 5.2: Educational Technologies: Employ the most feasible instructional and information delivery technologies to increase student access to college programs and services and enhance student success.

Evidence of outcomes on strategic initiatives

Cross Functional Technology Committee

- Assessment of current needs on educational technologies is in progress.
Institutional Objective 5.3: Facilitating Student Success: Use innovative technological applications to enhance the College’s capacity to provide relevant and responsive student support and facilitate students’ achievement of their educational goals.

Evidence of outcomes on strategic initiatives

Academic Affairs

- Blackboard 8 was piloted spring and summer 2009. Pilot group of faculty met in May and assessed system for functionality and performance satisfactorily.

Cross Functional Technology Committee

- Venus server reliability assessment was performed by South Jersey Technical Services L.L.C with support and input from Instructional technology. Committee is evaluating recommendation to host the server outside Atlantic Cape.

Institutional Objective 5.4: Administrative/Management Efficiencies: Maximize administrative/management service to students, faculty, staff, and external groups by streamlining, automating, and increasing the efficiency and effectiveness of administrative/management processes, procedures and information use, and reporting.

Evidence of outcomes on strategic initiatives

Institutional Technology Services Division

- MIS system replacement by DATATEL Colleague project is making progress as expected. DATATEL Colleague Finance went live July 1st 2009.

Institutional Objective 5.5: Technology Training and Support: Provide faculty and staff with adequate and timely technological training, education, and support to make certain that technology is used to its full capacity and that the College realizes the maximum benefit from its investment.

Evidence of outcomes on strategic initiatives

Institutional Technology Services

- Training tied to DATATEL Colleague Implementation Project is in progress.
Institutional Goal 6.0

Human Resources: A Highly Skilled Workforce: Recognizing that dedicated and highly skilled faculty and staff are essential to achieving its vision, Atlantic Cape Community College will use proactive, creative approaches to hiring, developing, rewarding, and utilizing its employees.

Institutional Objective 6.1: Human Resources Management: Establish efficient and effective human resources management policies, procedures, and practices that ensure equitable and competitive compensation; attract and retain a high quality and diverse workforce; foster a positive, pleasant work environment; and inspire and reward high productivity and performance.

Evidence of outcomes on strategic initiatives

Human Resources, President and Board Services

- The Human Resources staff has conducted initial reviews of all 65 HR policies. To date, the department has sought revisions to 15 of those policies. Those policies include Qualification of Faculty, Nondiscrimination, 60% Work Load for Teaching Staff, Absence Reporting, Employment of Relatives, Bereavement Pay, Bulletin Boards, Alcoholic Beverages, Sexual Harassment, Dismissal, Compensation and Benefits, Personnel Files, Jury Duty, Position Reclassification, Pay Period. To date, the Board has approved revisions to 15 of 65 Human Resources policies.

- The HR department has also led the introduction of new policies including President’s Performance Evaluation, 60% Work Load for Teaching Staff, and Cyber Harassment.

Institutional Objective 6.2: Human Faculty and Staff Support: Recognizing that all faculty and staff, both full and part time, play a vital role in the advancement of the College, develop and implement consistent policies, procedures, and support programs to recruit, hire, supervise, train, and recognize and reward personnel.

Evidence of outcomes on strategic initiatives

Human Resources, President and Board Services Division

- Initiatives to foster personnel motivation continued (Employee of the quarter, employee service awards, honorary degree recognitions and perfect attendance).
Measures of Effectiveness outcome

- Employee recognition program outcomes for the fiscal year compared the previous fiscal year were:

<table>
<thead>
<tr>
<th>Program</th>
<th>Year</th>
<th>Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee of the Quarter</td>
<td>2008</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td>1</td>
</tr>
<tr>
<td>Employee Service Awards</td>
<td>2008</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td>51</td>
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<tr>
<td>Honorary Degree Recognition</td>
<td>2008</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td>4</td>
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<tr>
<td>Perfect Attendance</td>
<td>2008</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td>79</td>
</tr>
<tr>
<td>Lindback Award for Teaching</td>
<td>2008</td>
<td>1</td>
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<tr>
<td>Excellence</td>
<td>2009</td>
<td>1</td>
</tr>
<tr>
<td>Adjunct Award for Excellence</td>
<td>2008</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2009</td>
<td>1</td>
</tr>
</tbody>
</table>

**Institutional Objective 6.3: Faculty/Staff Training and Development:** Support professional development and training which will enable faculty and staff to remain current, competent, and skilled in their fields.

**Evidence of outcomes on strategic initiatives**

**Human Resources, President and Board Services Division**

- A survey of training interests and/or needs was administered with support from Institutional Research. There were 212 full time faculty and staff who participated in the training yielding an approximately 60% participation rate. The survey gauged employee interest in training in five major categories and 18 sub categories therein. Survey results, so far, have informed delivery of multiple training sessions on Google applications and two sessions on benefits/retirement planning.

- In response to the results of the employee training survey, Human Resources contracted with an outside vendor to deliver Google Applications training to all interested faculty and staff during the months of May, June and July. Due to
contractual technicalities, training was not delivered. Human Resources rescheduled delivery of this training to the fall of 2009.

- A robust campaign to deliver “Preventing Sexual Harassment” training was delivered to Atlantic Cape faculty and staff. Fifteen training sessions were conducted over a 6 week period, yielding participation and content comprehension by more than 85% of the College’s full time personnel.

- In response to the college-wide conversion to a new management information system (MIS), supported training sessions on purchase requisitioning and budget approvals. In addition, there were monthly employee rewards dinners for the MIS committee.

- The new employee orientation program is in beginning stages. With a departmental restructuring, a workspace has been allocated for the computerized aspects of the orientation and a budget has been developed to support the program. The orientation now includes an introduction to the bargaining unit contract, a meeting with the benefits manager, an overview of performance expectations, a completion of the sexual harassment prevention training, and a review of the College’s ethics policies and procedures.

Measures of Effectiveness outcome

- New employee retention post-probation

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Employees Hired</th>
<th># of Employees Retained post-probation/% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>31</td>
<td>29/94%</td>
</tr>
<tr>
<td>2009</td>
<td>6</td>
<td>TBA</td>
</tr>
</tbody>
</table>

Institutional Objective 6.4: Workforce Utilization: Implement creative approaches to employee assignments and schedules to make the most effective and cost beneficial use of the College’s workforce.

Evidence of outcomes on strategic initiatives

- No initiatives were planned for the fiscal year.
Institutional Goal 7.0

Planning and Resource Acquisition and Use: Investing to Make Things Happen: Atlantic Cape Community College will increase its competitive advantage, respond fully to community needs, and enhance teaching/learning excellence by acquiring and effectively utilizing the essential fiscal and physical resources to adequately support the implementation of its strategic priorities, goals, and objectives.

Institutional Objective 7.1: Pricing and Student Related Revenue Generation: Keep credit and non credit tuition and fees at a level essential to maintain competitive advantage while providing high quality education and increasing the number of students enrolled and retained at the College.

Evidence of outcomes on strategic initiatives
   - No initiatives were planned for the fiscal year.

Measures of Effectiveness outcomes
   - FY 2008 College financial audit was unqualified, with no significant findings or reportable conditions. FY 2009 audit is currently in progress.
   - College credit tuition rate was maintained at the bottom third of New Jersey’s community College Sector the community Tuition for FY 2009 was $88.40 per credit, a 6.5% increase from FY 2008.
   - Tuition for the Culinary in FY 2009 was $246 per credit, a 3.3% increase from FY 2008. Nursing tuition was $210 per credit, a 16% increase from FY 2008.
   - The amount of institutional scholarships awarded to students for the fiscal year was $303,099. The NJ Stars Program awarded $869,860.

Institutional Objective 7.2: Non Student Revenue Streams: Increase college revenues by (a) securing an adequate level of local and state funding, (b) aggressively seeking funds from public and private sources, including grants, and (c) expanding entrepreneurial, corporate training, and auxiliary services activities.

Evidence of outcomes on strategic initiatives
   - Database with more than 100 prospective donors’ profile was created and has been used to develop strategies for making funding requests or to cultivate potential donors.
Experience grant writer was hired. Grant writer wrote and submitted 3 grant proposals requesting funding for the Capital Campaign. One request received funding. Grant writer created a "boiler-plate" proposal that can be edited for future funders.

Press/Media writer was hired and worked with Director of Major Gifts to create initial Capital Campaign marketing materials. The Press Writer edited and wrote copy for solicitation packets.

**Measures of effectiveness outcomes**

**Revenue distribution changes from FY 2007 to FY 2008 were the following:**

<table>
<thead>
<tr>
<th></th>
<th>FY 2007</th>
<th>FY 2008</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>52.5%</td>
<td>52.9%</td>
<td>+ 0.4%</td>
</tr>
<tr>
<td>State Support</td>
<td>19.7%</td>
<td>19.4%</td>
<td>- 0.3%</td>
</tr>
<tr>
<td>County Support</td>
<td>21.1%</td>
<td>21.6%</td>
<td>+ 0.5%</td>
</tr>
<tr>
<td>Charge Backs</td>
<td>0.6%</td>
<td>0.5%</td>
<td>- 0.1%</td>
</tr>
<tr>
<td>Investments Income</td>
<td>1.9%</td>
<td>1.8%</td>
<td>- 0.1%</td>
</tr>
<tr>
<td>Other Sources</td>
<td>4.2%</td>
<td>3.7%</td>
<td>- 0.5%</td>
</tr>
</tbody>
</table>

**Institutional Objective 7.3: Planning and Budgeting System**: Promote achievement of the College’s mission and goals and objectives by fully integrating planning, budgeting, and quality improvement processes into one cohesive system that (a) defines, (b) ensures reallocation of resources to high demand/high need activities, and (c) informs resource development planning.

**Evidence of outcomes on strategic initiatives**

**Administration and Finance**

- The following initiatives were funded by the Strategic Initiative Fund: CCSSE administration, Woman Basketball Team, College branding and positioning platform, Perishable sore room software purchase.

**Facilities, Planning and Research**
Facilitation for the development of institutional plans for the following areas of the College is in progress: Technology, Safe Campus Initiative, Green Campus Initiative, Enrollment Management and Institutional Effectiveness. Plans are being developed through institutional cross functional committees.

Institutional Research, Planning and Assessment capacity was strengthened by hiring a full time Assistant Dean for the department, a full time Student Learning Outcomes Assessment Coordinator and part time Research Analyst. The unit developed with support of College Relations the Institutional Research, Planning and Assessment Website. Fact Book Reports, Environmental Scan and Survey Reports to support the use of reliable data in college wide planning and decision-making processes were posted at the unit’s website.

**Institutional Effectiveness Cross functional Committee**


**Measures of effectiveness outcomes**

- The annual strategic initiative fund for FY 2009 was maintained in $100,000.

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**Institutional Objective 7.4: Facilities**: Develop a flexible institutional plan and capital funding formula for facility acquisition, upgrade/improvement, and usage reflective of Atlantic Cape Community College’s learner centered focus, supportive of the evolving instructional and administrative needs of the College, and readily responsive to a rapidly changing environment.

**Evidence of outcomes on strategic initiatives**

**Administration and Finance**

- RFP for Solar Energy Project is in process of development.
- Architectural Engineering Services contracting process for Blue Print 2020 STEM building is in progress.

**Facilities, Planning and Research**
Phase 1 Architectural Program and Feasibility Study for Blue Print 2020 facilities master plan projects at the Mays Landing Campus was completed.

The following deferred maintenance projects were completed: J building renovations, WACC building and information commons renovations, bathroom renovations at Mays Landing.

The following deferred maintenance projects are in the process of execution: Mays Landing gym renovation and upgrade, Mays Landing building cleaning and sealing.

Measures of effectiveness outcomes

For FY 2009, financial expenditures for Chapter 12 funds were $4,767,489 ($1,915,447 on deferred maintenance projects and $2,852,041.87 on new projects). Financial expenditures for facilities fees fund were $31,870.32.
II. FY 2009 - Performance Indicators Outcomes

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Prior Period</th>
<th>Prior Period</th>
<th>Last Period</th>
<th>Current Period</th>
<th>Peers</th>
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<tbody>
<tr>
<td><strong>Enrollment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall Enrollment (10th day)</td>
<td>Fall 05</td>
<td>Fall 06</td>
<td>Fall 07</td>
<td>Fall 08</td>
<td>Fall 08</td>
</tr>
<tr>
<td>For-Credit HC</td>
<td>6,845</td>
<td>6,815</td>
<td>6,922</td>
<td>7,007</td>
<td>8,681</td>
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<tr>
<td>Fiscal Year (Undup-HC)</td>
<td>FY 05</td>
<td>FY 06</td>
<td>FY 07</td>
<td>FY 08</td>
<td>FY 08</td>
</tr>
<tr>
<td>For-Credit HC</td>
<td>9,533</td>
<td>9,851</td>
<td>10,839</td>
<td>11,114</td>
<td>12,643</td>
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<tr>
<td>Non-Credit HC (Open Enrollment)</td>
<td>2,257</td>
<td>2,766</td>
<td>2,847</td>
<td>2,862</td>
<td>7,866</td>
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<tr>
<td>Customized Training HC</td>
<td>6,663</td>
<td>3,500</td>
<td>5,659</td>
<td>3,814</td>
<td>3,139</td>
</tr>
<tr>
<td>Fiscal Year (Credit Hours)</td>
<td>FY 05</td>
<td>FY 06</td>
<td>FY 07</td>
<td>FY 08</td>
<td>FY 08</td>
</tr>
<tr>
<td>Credit</td>
<td>140,220</td>
<td>140,978</td>
<td>144,183</td>
<td>154,380</td>
<td>187,446</td>
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<tr>
<td>Non-Credit (Open Enrollment)</td>
<td>6,774</td>
<td>9,598</td>
<td>10,195</td>
<td>9,173</td>
<td>20,551</td>
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<tr>
<td>Customized Training</td>
<td>7,381</td>
<td>5,383</td>
<td>7,529</td>
<td>4,978</td>
<td>2,989</td>
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<tr>
<td><strong>FTE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>For-Credit</td>
<td>4,674</td>
<td>4,699</td>
<td>4,806</td>
<td>5,146</td>
<td>6,248</td>
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<tr>
<td>Non-Credit</td>
<td>226</td>
<td>320</td>
<td>340</td>
<td>306</td>
<td>685</td>
</tr>
<tr>
<td>Customized Training</td>
<td>246</td>
<td>179</td>
<td>251</td>
<td>166</td>
<td>100</td>
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<tr>
<td><strong>Penetration Rate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total Enrollment Penetration</td>
<td>2.59%</td>
<td>2.68%</td>
<td>2.95%</td>
<td>3.03%</td>
<td></td>
</tr>
<tr>
<td>Atlantic County</td>
<td>2.35%</td>
<td>2.37%</td>
<td>2.39%</td>
<td>2.45%</td>
<td></td>
</tr>
<tr>
<td>Cape May County</td>
<td>1.80%</td>
<td>1.96%</td>
<td>1.99%</td>
<td>2.06%</td>
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</tr>
<tr>
<td>Total Atlantic Cape Service Area</td>
<td>2.20%</td>
<td>2.26%</td>
<td>2.29%</td>
<td>2.35%</td>
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</tr>
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</table>

N/A: Not available to date

Peer Group: Burlington, Camden, Cumberland, Gloucester, Ocean
### Student Outcomes

<table>
<thead>
<tr>
<th>Success Rates</th>
<th>Fall 05</th>
<th>Fall 06</th>
<th>Fall 07</th>
<th>Fall 08</th>
<th>Fall 08</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Time Full Time (FTFT)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>FTFT Cohort</td>
<td>1328</td>
<td>1358</td>
<td>1120</td>
<td>1065</td>
<td>N/A</td>
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<tr>
<td>FTFT Retention - Fall to Spring</td>
<td>80%</td>
<td>79%</td>
<td>82%</td>
<td>80%</td>
<td>N/A</td>
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<tr>
<td>FTFT Retention - Fall to Fall+1</td>
<td>57%</td>
<td>56%</td>
<td>61%</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td><strong>Remediation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTFT Remediation</td>
<td>59%</td>
<td>53%</td>
<td>60%</td>
<td>62%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Graduation/Transfer Out</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTFT Graduation (150% time)</td>
<td>18%</td>
<td>16%</td>
<td>19%</td>
<td>20%</td>
<td>N/A</td>
</tr>
<tr>
<td>FTFT Transfer Out</td>
<td>9%</td>
<td>9%</td>
<td>10%</td>
<td>0%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Satisfaction Surveys</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 05</td>
<td>95%</td>
<td>90%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee (5 point scale)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 05</td>
<td>3.02</td>
<td>3.29</td>
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N/A: Not available to date

Peer Group: Burlington, Camden, Cumberland, Gloucester, Ocean
## Budget

<table>
<thead>
<tr>
<th>Faculty Credits Taught</th>
<th>Fall 05</th>
<th>Fall 06</th>
<th>Fall 07</th>
<th>Fall 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>49%</td>
<td>49%</td>
<td>49%</td>
<td>47%</td>
</tr>
<tr>
<td>Adjunct</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
<td>53%</td>
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</table>

<table>
<thead>
<tr>
<th>Index Affordability</th>
<th>FY 05</th>
<th>FY 06</th>
<th>FY 07</th>
<th>FY 08</th>
<th>FY 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Rate Increase (%)</td>
<td>8.0</td>
<td>5.1</td>
<td>3.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Distribution</th>
<th>FY 05</th>
<th>FY 06</th>
<th>FY 07</th>
<th>FY 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>21.7%</td>
<td>21.8%</td>
<td>19.7%</td>
<td>19.4%</td>
</tr>
<tr>
<td>County</td>
<td>23.9%</td>
<td>23.2%</td>
<td>21.1%</td>
<td>21.6%</td>
</tr>
<tr>
<td>Tuition</td>
<td>49.7%</td>
<td>19%</td>
<td>24%</td>
<td>52.9%</td>
</tr>
<tr>
<td>Other</td>
<td>4.7%</td>
<td>5.1%</td>
<td>6.7%</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

## Facilities

<table>
<thead>
<tr>
<th>Projects R&amp;R Backlog (FCI - Facility Condition Index)</th>
<th>FY 05</th>
<th>FY 06</th>
<th>FY 07</th>
<th>FY 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mays Landing Campus</td>
<td>.06</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cape May Campus</td>
<td>_</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atlantic City Campus</td>
<td>.008</td>
<td>N/A</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Capital Projects ($000's)</th>
<th>FY 05</th>
<th>FY 06</th>
<th>FY 07</th>
<th>FY 08</th>
<th>FY 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter 12 Projects (R&amp;R+New)</td>
<td>4,330</td>
<td>0</td>
<td>6,244</td>
<td>9,009</td>
<td>9,739</td>
</tr>
</tbody>
</table>

N/A: Not available to date

Peer Group: Burlington, Camden, Cumberland, Gloucester, Ocean