

# **2010-2013 STRATEGIC PLAN**



***Mercer County Community College  
Dedicated to Student Learning and Student Success***



# Governance

## Boards and Commissions

Mercer County Community College operates within New Jersey’s higher education system of county community colleges and four-year public and independent colleges and universities. The college is an autonomous institution with its own Board of Trustees.

The Board of Trustees of the college consists of 13 members. Eight trustees are appointed by Mercer County elected officials, two trustees are appointed by the Governor of New Jersey and one seat is held by the Mercer County Superintendent of Schools. Two trustees serve ex-officio: one is an elected representative of the alumni, the other is the President of the college, who is Secretary to the Board.

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*Executive Dean for Student Affairs*

José A. Fernández, J.D.  
*Executive Director for Compliance and Human Resources*

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West Windsor, NJ 08550  
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**James Kerney Campus**  
North Broad & Academy Streets  
Trenton, NJ 08608  
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## Equal Opportunity Policy

Mercer County Community College is committed to a policy of equal treatment and opportunity in every respect of its relations with current and prospective faculty and staff members, without regard to race, color, religion, affectional or sexual orientation, gender and/or gender identity or expression, marital or parental status, ethnicity, nationality, veteran or military status, age, disability and any other legally protected basis. This includes, but is not limited to, recruitment, hiring or appointment, selection for training, transfer, layoff, promotion, compensation, and granting of tenure.

Questions regarding the equal opportunity policy and compliance statement may be directed to the Affirmative Action Officer, West Windsor Campus, (609) 570-3270.



The Board of Trustees is proud to present Mercer County Community College’s Strategic Plan for 2010 - 2013, which we approved in May, 2010. I extend a heartfelt thank you to the Strategic Planning Steering Committee, members of the community, and all of the focus group members who participated in the planning process to create the 2010 - 2013 strategic plan.

The challenge for us now is to use this plan to implement the college’s ideals, and to engage its vision and values as integral parts of our campus lives. My fellow trustees and I are confident that our president Dr. Patricia Donohue and the entire college community are poised to launch creative programs and activities that will benefit the campus community for many years to come.

We showed that our last plan was a living and breathing document used across the college, and I am confident that our internal campus community will use the same creative discipline and forward-thinking inquiry that was evident throughout the strategic planning process to again open more doors to a vital and bright future.

As a community member and dedicated volunteer, I invite you to become involved in our service outreach by joining an advisory committee, or by taking part in other volunteer activities at the college.

Sincerely,

Reverend William E. Coleman, Jr.  
Chair, MCCC Board of Trustees



I am pleased and proud to introduce a new three-year strategic plan for the academic years 2010 - 2013, approved by the Board of Trustees on May 27, 2010. This strategic plan maintains Mercer County Community College’s continuing commitment to our comprehensive mission, focused on student success in learning, open access, professional and continuing education, developmental education, transfer education, and lifelong learning. This focused mission is the hallmark of the American community college, and Mercer is poised to answer this call.

The creation of this document is the result of an inclusive and transparent process facilitated by the dedicated team efforts of the Strategic Planning Steering Committee, led by professors Craig Coenen and Laura Sosa. In addition, there were numerous intensive discussions among focus groups, made up of all segments of the college community at different times throughout a six-month planning process. Through the process of appreciative inquiry, faculty, staff, students, and members of our service area met to share their expertise on what they most appreciated about the college, and to discuss recommended ways to address the most pressing needs and concerns of both the college and our Mercer County community.

The fruit of that labor is this document, which serves as a framework for college objectives and actions that build and strengthen the future.

I believe this strategic plan is a significant step toward fulfilling our comprehensive mission to serve Mercer County for the coming years. We invite you to join us in accomplishing our goals. Please contact us with your ideas on creating or expanding a business partnership, hosting an event at the college’s conference center, or perhaps registering for a class.

Cordially,

Patricia C. Donohue  
President



# Strategic Vision I:

## Excellence and vitality in teaching and learning

*The college prepares all students for academic, professional and personal success. It provides a stimulating learning environment that offers multiple approaches to learning and helps all students realize their unique potential. The college's broad range of programs engages students through challenging curricula that respond to an ever-changing world.*

- Goal I.1.** Develop an Educational Master Plan (EMP) that ensures innovation in educational programs consistent with the needs and expectations of a 21st century global economy
- Goal I.2.** Emphasize a 21st century global curriculum across the disciplines, including a core focus on integrating science, technology, engineering and mathematics (STEM)
- Goal I.3.** Improve student outcomes for underprepared students based on institutional commitment and leadership, data-driven performance measures, innovation and best practices
- Goal I.4.** Promote and support faculty development to use best practices in methodologies in the classroom, including instructional technology for teaching and learning
- Goal I.5.** Provide increased faculty development and inclusion in divisional activities for adjunct faculty to enhance teaching and learning
- Goal I.6.** Design and/or redesign current programs to offer milestones of continued success along professional and career pathways; i.e. non-credit, credit, certificates, transfer and capstone associate degrees and beyond
- Goal I.7.** Design workforce development, both credit and non-credit, to allow students the opportunity to use their credentials toward continued educational and training programs
- Goal I.8.** Enhance and expand distance learning through growth and development of The Virtual College
- Goal I.9.** Develop and incorporate virtual classrooms and centers of learning utilizing modeling and simulation technologies
- Goal I.10.** Foster a student-centered and innovative learning environment for all students in order to address multiple learning styles such as those with differentiated abilities and experiences
- Goal I.11.** Transform the James Kerney location into a Middle States Commission on Higher Education (MSCHE) accredited campus with program offerings that meet the economic and social needs of the urban community and provide dynamic career opportunities

# Strategic Vision II:

## An inclusively welcoming and nurturing college, focused on student engagement & success

*The college welcomes all potential students, recognizing and addressing all student concerns and needs as it seeks to promote student learning, academic success and overall well-being.*

- Goal II.1.** Develop and implement a Retention Master Plan supporting student learning that uses data to track student persistence and to identify barriers to success
- Goal II.2.** Strengthen collaboration and partnerships with businesses, community leaders and community organizations to enhance student opportunities through networking and job placement
- Goal II.3.** Strengthen collaboration and partnerships with K-12 districts to include dual enrollment, pre-college programs, curriculum and articulation agreements, and community outreach
- Goal II.4.** Implement best practices that ensure a welcoming environment that is open and respectful to all
- Goal II.5.** Empower students for leadership, lifelong learning and global citizenship





## Strategic Vision III:

### Research, planning and assessment that ensure institutional effectiveness

*The college creates and sustains a culture of assessment and evidence-based planning for improvement in all academic programs, student services and administrative functions. It supports effective teaching and learning, student achievements, excellence in educational service areas, and improvement in professional and process development. Planning and decision-making are characterized by data driven analyses and goal directed purposes.*

- Goal III.1.** Create a system and develop compliance standards so all programs and departments complete annual program data reviews to assess effectiveness and develop plans and budgets for the future
- Goal III.2.** Measure progress in all departments and at all levels against national, state, local or institutional standards/benchmarks
- Goal III.3.** Establish a central, electronic idea bank into which deposits of innovative ideas are made and from which best practices and research are withdrawn
- Goal III.4.** Ensure that ideas, best practices and research are integrated into planning processes with appropriate budgetary considerations
- Goal III.5.** Support assessment with appropriate leadership and staff so that there is a system for documentation and analysis that leads to achieving student success



## Strategic Vision IV:

### Institutional resources for emerging educational needs

*The college effectively and efficiently supports student learning through excellent staff, facilities, and technology and ensures the necessary financial base to continuously develop these resources.*

- Goal IV.1.** Implement the Trenton Vision by renovating and expanding the Trenton location to be an educational hub for the capital region
- Goal IV.2.** Partner with internal and external stakeholders to increase financial resources by implementing a successful capital campaign
- Goal IV.3.** Educate faculty and staff to work with grants staff as key participants to propose ideas and collaborate on potential projects in order to secure additional grant funding and implementation
- Goal IV.4.** Implement the initial phases of the Facilities Master Plan and develop a timeline to upgrade current building infrastructure and construct new, sustainable and technologically advanced facilities in support of a creative teaching and learning environment
- Goal IV.5.** Create an innovative learning environment that provides cutting-edge technology such as mobile teaching tools, state-of-the-art classrooms, labs and virtual classrooms; include training for faculty and staff that ensures efficient and effective use of new technology
- Goal IV.6.** Replace Integrow with an information system that supports the current and emerging academic and administrative needs of the college
- Goal IV.7.** Create a human resources development plan
- Goal IV.8.** Enhance revenue growth opportunities with multiple campus divisions, including but not limited to Organization Development and Community Programs (ODCP), Conference Center, dining services, print shop, recreational facilities, WWFM, MCTV, and Kelsey Theatre





## Strategic Vision V:

### A college culture marked by celebration of diversity, effective communication and institutional pride

*The college maintains a community culture that embraces the values and experiences of staff, students and all those potentially served by the institution. Communication within this diverse community utilizes a variety of modes that operate top-down, bottom-up and laterally, and reaches all individuals affected.*

- Goal V.1.** Celebrate and promote diversity and understanding through activities, academic programs, and curriculum infusion
- Goal V.2.** Partner with community groups to support a nurturing environment that is known for acceptance and diversity
- Goal V.3.** Support a “one college” culture that embraces diversity and inclusion
- Goal V.4.** Identify and communicate college-wide opportunities to faculty, staff and students to participate in college initiatives and activities, using multiple media such as an electronic bulletin board



## Strategic Vision VI:

### Community engagement, outreach and partnerships

*The college reaches out to employers, organizations and individuals and establishes partnerships and collaborations that improve learning and services for learners throughout the community.*

- Goal VI.1.** Strategically provide leadership in actions, resources, contributions and collaborations that improve and enhance the Mercer County region
- Goal VI.2.** Actively engage and energize an alumni and friends association
- Goal VI.3.** Ensure youth programs will serve as educational pathways for pre-college students in Mercer County, especially from the Trenton community
- Goal VI.4.** Provide students with on-campus options through the University Center for baccalaureate and graduate programs in dedicated facilities
- Goal VI.5.** Promote and support students, faculty and staff to serve as ambassadors in marketing the value of MCCC programs and services through interaction with all community stakeholders, supported by coordination with appropriate departments
- Goal VI.6.** Increase public/private partnerships to garner entrepreneurial, educational and wellness opportunities





# Strategic Vision VII:

## Marketing programs and services to a diverse and dynamic community

*The college vigorously and persistently markets the value of its programs, services and staff. The college promotes particular services after assessing the needs of the designated target audiences.*

- Goal VII.1.** Integrate existing and emerging technologies in marketing initiatives for recruitment and retention of current and potential students with attention to target audiences
- Goal VII.2.** Increase visibility and recognition of the college's brand (college symbols, logo, information, image) to internal and external constituencies
- Goal VII.3.** Utilize internal resources, especially telecommunication, college TV station, and college radio station, for marketing



## MCCC Foundation, Inc.

The MCCC Board of Trustees authorized the establishment of the MCCC Foundation, Inc. in 1976. The MCCC Foundation is an independent 501C3 Corporation whose purpose is to establish and carry out enrichment activities that support the mission of MCCC and the community it serves. The Foundation assists in narrowing the gap in providing quality instruction through academic scholarships and program support. The Foundation is an active group and holds several fund-raisers to further educational needs. If you wish to donate or have a question, please call ext. 3607 or go online to [www.mccc.edu/give](http://www.mccc.edu/give).



Private gifts are payable to the Mercer County Community College Foundation, a not-for-profit 501(c)(3) corporation that accepts and administers philanthropic support for the college. Mercer County Community College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools.





## Accreditation

The college is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools. The State of New Jersey's Commission on Higher Education has authorized Mercer to award the associate degree.

The college's Nursing program is accredited by the New Jersey Board of Nursing and the National League for Nursing Accreditation Commission. The Radiography program is accredited by the Joint Review Committee on Education in Radiologic Technology and the New Jersey Radiologic Technology Board of Examiners. The Medical Laboratory Technology program is accredited by the National Accrediting Agency for Clinical Laboratory Sciences. The Physical Therapist Assistant program is accredited by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association.

The Paralegal program is approved by the American Bar Association. The Funeral Service program is accredited by the American Board of Funeral Service Education. Aviation Flight Technology is accredited by the Aviation Accreditation Board International.