Nashua Community College Strategic Plan 2014-2019

Strategic Goal #1: NCC will increase retention by offering services and supports within a student-centered environment that is designed to maximize student academic success.

Strategic Goal #2: NCC will provide challenging intellectual and creative learning activities that foster student success and uphold educational excellence in its academic programs and support services.

Strategic Goal #3: NCC will strengthen the collaboration, consultation, and communication among local businesses, industries, educational organizations, and government agencies to enhance the vitality of Greater Nashua.

Strategic Goal #4: NCC will increase revenue sources through strategic enrollment initiatives.

Strategic Goal #5: NCC will continue to provide a student-centered approach to offering support services and facilities management using a team-centered approach utilizing available resources in design, planning and implementation.

Strategic Goal #6: NCC will deliver integrated, accessible and secure services that leverage existing and emerging technologies to enhance and streamline day-to-day administrative and pedagogic operations, while providing its users with the knowledge, skills and assistance necessary to effectively utilize the college's institutional technologies.

Strategic Goal #7: NCC will review its shared governance model to improve communication and to ensure transparency in decision making.

Strategic Goal #8 (Added Fall 2016): NCC will adopt a Guided Pathways model for AY 2017-18.

Strategic Goal #9 (Added Fall 2017): NCC will implement the projections detailed in the institutional Self-Study.

Nashua Community College Strategic Plan 2014-2019

Strategic Goal 1:
NCC will increase retention by offering services and supports within a student-centered environment designed to maximize student academic success.

Major Objective #1: Increase interventions for students who are experiencing academic difficulty.						
Tactical Objective	**Responsible Party(ies)**	**Dependencies**	**Success Indicators**	**Benchmark(s)**	**Target Date**	**Review Date & Progress**
Create a Summer Bridge Program for developmental students with a focus on first-generation and at-risk students in coordination with Adult Learning Center	~~AVPAA, Adult Learning Center Advising Ctr., Admissions~~ Jan 2018: VPAA	Marketing, Enrollment, Budget, Faculty	Design Summer Bridge program	Students will successfully complete the Summer Bridge Program and enroll in coursework for Fall 2014	9/30/14	Reviewed: 11/15 Status: Complete
Create a Retention Committee	~~AVPAA, Advising, Financial Aid, VPSS~~ Jan 2018: VPAA		Students are better able to complete their degrees.	Students will be more successful in completing their degrees	10/30/14	Reviewed 11/15 Status: In Progress Reviewed 1/18 Status: Complete. Committee renamed Guided Pathways for Success Committee

Develop intrusive advising program for students placed on Academic Probation 1 and students not making SAP to increase retention and persistence	~~AVPAA, Learning Commons, Advising Ctr., Financial Aid~~ Jan 2018: Advising Center ~~staff~~ Director	Personnel Technology	Train Advisors in intrusive advising Develop Structured Interventions Assess structured interventions for effectiveness	Students who reenroll after being placed on academic probation 1 will increase. Students who have not made SAP will obtain the required GPA to successfully continue the subsequent semester	5/31/15	Reviewed: 11/15 Status: Complete
Implement a sustainable Early Intervention System to identify developmental students that are in at-risk of poor performance.	~~AVPAA, Advisors, Learning Commons, Developmental Education faculty~~ Jan 2018: VPSCA	Budget, Personnel, Technology	Implement Early alert system Use of system by Developmental Education faculty Increase Collaboration between the Learning Commons and Advising Center	Drop rate of identified students will decrease Identified students will complete developmental course with a C or better Identified students will	5/30/16	Reviewed 11/15 Status: In Progress Reviewed 6/16 Status: EAB Advisor View in Progress Reviewed 1/18: Complete. EAB Campus in place. Retention

				access support services		data still needs to be collected.
Develop and implement the use of multiple measures to determine placement for developmental education classes	~~AVPAA, VPSCA, Academic Support Staff Admissions staff~~ Jan 2018: System Committee	Staff Technology	Multiple Measures are developed using a formula for placement	Completion rates of DE courses are increased Students who place into top tier of DE placement score placed directly into credit-bearing courses.	5/31/16	Reviewed 11/15 Status: In Progress Reviewed 1/17 Status: In Progress Reviewed 1/18 Status: In Progress – System Committee formed

Strategic Goal #2:

NCC will provide challenging intellectual and creative learning activities that foster student success and uphold educational excellence in its academic programs and support services.

Major Objective #1: **NCC will provide opportunities for both full and part-time faculty to improve instruction that reflect research-based best practices in postsecondary instruction.**						
Tactical Objective	**Responsible Party(ies)**	**Dependencies**	**Success Indicators**	**Benchmark(s)**	**Target Date**	**Review Date & Progress**
Develop a variety of in-house professional development activities as determined by faculty and the CTLE committee.	~~VPAA, DCs, faculty, Adjunct faculty~~ Jan 2018: CTLE Director	Time, Stipends	~~Online learning communities will be established~~ Jan 2018: Professional development activities offered by Center	Full-time faculty and adjunct faculty will participate	**5/31/16**	Reviewed 11/15 Status: In Progress Reviewed 1/17 Status: In Progress Reviewed 1/18 Status: Complete
Implement online professional development program for use with all full-time and adjunct faculty	~~VPAA Full-time and adjunct faculty~~ Jan 2018: CTLE Director	Technology ~~$1,300~~	Faculty will participate in online or F2F discussions and meetings	Instructor satisfaction in classroom teaching is increased	9/30/14	Reviewed 11/15 Status: In Progress Reviewed 1/18 Status: In Progress

Major Objective #2: NCC will support diverse learners by offering a variety of support services, instructional formats, and pathways.						
Provide transfer agreements to 4-year colleges on NCC website	~~Marketing, Advising, Admissions~~ Jan 2018: Advising Center	Website re-design, IT	Links published on website for each program	Transfer agreements are on website and updated regularly	5/31/15	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 1/18</u> Status: Complete
Develop online degree and certificate programs in Business and Liberal Arts	~~Online Learning Coordinator, Business DCs, VPAA, AVPAA~~ Jan 2018: VPAA	Course Development NEASC approval	Online degree and certificate are offered	Courses needed for degree are offered online	5/31/15	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 1/18</u> Status: Complete
Expand online course offerings to include ~~all~~ General Education courses ~~course offerings~~ for each Gen Ed category	~~Online Learning Coordinator VPAA, AVPAA, DC, PCs Faculty~~ Jan 2018: VPAA	Course Development Stipends Training	General Education courses are offered online	General Education courses are offered online	5/31/15	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 4/16</u> Status: Complete
Develop new transfer agreements with 4-year colleges	~~VPAA, PCs, Advising Center~~ Jan 2018: VPAA	Program requirements	Increase of transfer options for students	New transfer agreements will be developed	5/31/17	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 1/18</u> Status: Ongoing

Increase retention and satisfaction of students taking online and hybrid courses	~~Online Learning Coordinator, AVPAA, DCs, PCs~~ <u>Jan 2018:</u> AVPAA(IR)		Higher completion rates Higher student satisfaction Decrease in drop rates	Students taking online / hybrid courses will successfully complete the course	5/31/17	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed 1/18</u> Status: Analysis ongoing
<u>Major Objective #3</u>: NCC will offer relevant and rigorous programs that are assessed regularly.						
Implement modified General Education core to increase coherence and create structured educational pathways	~~VPAA, AVPAA, DCs, PCs~~ <u>Jan 2018:</u> VPAA		Modified Core will be determined and implemented	Administer Student survey both pre and post to determine student's understanding of general education Develop assessments of learning experiences that will evaluate student performance and GE learning outcomes	9/30/14	<u>Reviewed 11/15</u> Status: Complete

Improve the assessment process for both academic and administrative units	~~VPAA, AVPAA, DCs, PCs~~ Jan 2018: VPAA	Training, Development of measurable objectives	Assessment will be improved using a management system, Increased collaboration between faculty in assessment	Programs will have measurable objectives entered into Tracdat to inform instructional and curricula changes	9/30/14	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 1/18</u> Status: Complete
Expand certificates (credit and non-credit) and degree programs aligned with the needs of business and industry (esp. STEM fields and health care)	~~VPAA, DCs, PCs, Non-Credit PC~~ Jan 2018: VPAA	Funding Faculty Availability	Increase in number of certificate programs and increase in number of degree programs	New programs and certificates will be developed as budget and infrastructure allows	5/30/15	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 1/18</u> Status: ~~Complete~~ Ongoing
Assess new General Education model to insure alignment with general education outcomes.	~~VPAA, AVPAA, DCs, Faculty~~ Jan 2018: AVPAA(IR)	Time	Assessment Plan will be developed and implemented	3-year cycle of GE assessment will be implemented Rubrics will be created for assessment Data will be reviewed and used to make instructional and curricular decisions	8/31/18	<u>Reviewed 11/15</u> Status: In Progress <u>Reviewed: 1/18</u> Status: In progress. Review of Gen Ed data scheduled for fall 2018

Strategic Goal #3:

NCC will strengthen the collaboration, consultation, and communication among local businesses, industries, educational organizations, and government agencies to enhance the vitality of Greater Nashua.

Major Objective #1: Determine and assess current partnerships with business and industry, government agencies, and community organizations to determine needs, develop resources, and provide related education to further the economic development of the community.						
Tactical Objective	**Responsible Party(ies)**	**Dependencies**	**Success Indicators**	**Benchmark(s)**	**Target Date Comp.**	**Review Date & Progress**
Create a list of current and potential partnerships, including internship and work-study sites	~~VPSCA, DCs, PCs, Administrative Department Heads, FA~~ Jan 2018: CCC Ed. Coordinator		List is provided annually	A current list of community partnerships is available to all faculty and staff in a central location	9/30/15	Reviewed 11/15 Status: No Action Reviewed: 1/18 Status: In progress.
Assess prior and current community partnerships with outside agencies for satisfaction and usage	~~VPSCA, DCs and PCs, FA~~ Jan 2018: CCC Ed. Coordinator		Update lists with various partnership types, current contact names, phone numbers, and e-mail addresses	Assessment data will provide information that will be used to formulate a list for future collaboration with community partners	9/30/16	Reviewed 11/15 Status: No Action Reviewed: 1/18 Status: In progress.

Major Objective #2: Increase the number of student internships sites and work-study sites.						
Develop a plan for fostering and sustaining community partnerships, internships, and work-study sites	~~VPSCA, DCs, PCs~~ Jan 2018: CCC Ed. Coordinator	Staff budget	Maximize the amount of collaboration related to community partnerships, internships, and work study sites	Increase the number of community partnerships in specified areas	9/30/16	Reviewed 11/15 Status: No Action Reviewed: 1/18 Status: In progress.
Added 1/18: Establish a process for assuring compliance with regard to internship sites	VPAA	Time; Input from System Legal Counsel	A process is documented	All NCC programs providing internships, apprenticeships, co-ops, and other types of field experiences will be in compliance with college, system and state policies	9/18	Status: In progress.
Major Objective #3: Develop training programs for business and industry in response to workforce needs.						
Conduct needs analysis of the business and industry community and determine resources required to meet those needs	~~VPSCA, DCs, PC for Non-credit Courses~~ Jan 2018: CCC Ed. Coordinator	Staff available to support assessment activities	Collect data and determine community needs	Provide recommendations for program and staff	9/30/17	Reviewed 11/15 Status: No Action Reviewed: 1/18 Status: In progress.

Develop training programs and courses in response to needs analysis information.	~~VPCA~~ ~~DC, PC Faculty~~ Jan 2018: CCC Ed. Coordinator	Financial Resources and staff	Financial resources are available to support Workforce Development initiatives and staff	Training programs are developed to and implemented to address identified needs	9/30/17	Reviewed 11/15 Status: In progress Reviewed: 1/18 Status: In progress.
Added 1/18: Perform an analysis of current programs to determine appropriateness with regard to community and industry needs.	VPAA, AVPAA(IR)	Time	The analysis is performed, a report is stored in the IRDC	Relevant data is collected, analysis is performed, and a report is created. Programs with low or declining enrollment will be reevaluated.	9/18	

Strategic Goal # 4:
NCC will increase revenue sources through strategic enrollment initiatives.

Major Objective #1: Increase the sophistication of traditional-age and adult learner recruitment utilizing the latest technology and innovative outreach to market the college.

Tactical Objective	Responsible Party(ies)	Dependencies	Success Indicators	Benchmark(s)	Target Comp. Date	Review Date & Progress
Re-design College website incorporating Search Engine Optimization best practices and content management	~~President VPSCA Webmaster, Marketing Director~~ Jan 2018: Marketing Director	Budget, personnel	Webmaster	Increase web traffic	9/30/15	Reviewed 11/15 Status: In progress Reviewed 1/17 Status: Complete
Hire a Social Media/Online Strategy Specialist to strengthen NCC online presence and interactive outreach	~~VPSCA, CFO Marketing Director, President, HR~~ Jan 2018: Campus Communications Director	Budget	Social Media/Online Strategist hired	Fans/followers of NCC-related social media channels increased	9/30/18	Reviewed 3/16 Status: Complete
Establish an ~~Alumni~~ Ambassador Program 1/18: Broadened to include active students	~~VPSCA~~ Jan 2018: Enrollment Specialist	Budget, Personnel, Willingness of Alumni	~~Alumni~~ Student Ambassadors hired and trained. AA accompany Admissions reps on monthly visits	Alumni Ambassadors participate in active recruitment events and/or high school visits 4/yearly	9/30/18	Reviewed: 1/18 Status: In progress.

Major Objective #2: Develop an enrollment recruitment plan to attract veteran population.						
Meet with Armed Forces recruitment and VA officials to determine ways to disseminate information	~~VPSCA, Marketing Director, Veterans Certifying Official (VCO)~~ Jan 2018: VA Student Counselor	Armed Forces Priorities	Annual meeting conducted and data shared with NCC Veteran Certifying Official	Customized veteran marketing materials distributed to AF and VA offices yearly	11/30/16	Reviewed: 11/15 Status: In progress Reviewed: 1/18 Status: In progress.
Host Veterans Information ~~Nights~~ sessions with appropriate College personnel available including Veterans Certifying Official and Financial Aid representatives	~~VPSCA, VCO, FA~~ Jan 2018: VA Student Counselor	Personnel	Veteran Information ~~Nights~~ sessions held in Spring and Fall semesters	Veteran's enrollment will increase by 5%	11/30/18	Reviewed: 11/15 No Action to date Reviewed: 1/18 Status: Some action to date
Major Objective #3: Increase options for use of online resources for students, staff and faculty.						
Implementation of ~~Student Success Collaborative Project developed by EAB~~ Navigate and Campus to increase student satisfaction with admission and registration process.	~~VPSCA, AVPAA, IR~~ Jan 2018: VPSCA	System Office IT Priorities	Embedded evaluation measures included	Student satisfaction will increase as measured by survey	11/30/17	Reviewed: 11/15 Status: In progress Reviewed: 1/18 Status: Complete
Establish online registration and payment capabilities	~~Marketing Director, Webmaster~~ Jan 2018: CFO	Budget, System Support, IT	Student Satisfaction Survey indicates ease of registration	Online payments and registrations increased	12/31/18	Reviewed 11/15 Status: In progress Reviewed: 1/18 Status: In progress

Strategic Goal #5:

NCC will offer student-centered support services and facilities management using a team-centered approach that utilizes available resources in design, planning and implementation.

Major Objective #1: Create and implement a student-centered facility that increases student's satisfaction with support services.						
Tactical Objective	**Responsible Party(ies)**	**Dependencies**	**Success Indicators**	**Benchmark(s)**	**Target Date Comp.**	**Review Date & Progress**
Create a Downtown Nashua Recruiting Office	President, VPSS, CFO	Funding, staffing	Increased numbers of non-traditional students	Improved recruiting of non-traditional students	12/31/14	Reviewed: 11/15 Status: No longer an initiative
Improve communication between staff, faculty, IT and operational facility management.	~~CFO, President, VPAA, VPSCA, Plant Maintenance Engineer and IT~~ Jan 2018: President, VPAA		Conduct a Semi-annual meeting to forecast, plan and organize software, equipment campus events and departmental survey of needs	~~Finalized facility usage report disseminated~~	12/31/16	Reviewed 11/15 Status: In progress Reviewed 1/17 Status: In progress
Improve communication campus-wide with internal signage	~~IT, CFO, Marketing Director, and Plant Maintenance Engineer~~ Jan 2018: Campus Communications Specialist	Available funding	Installed digital signage throughout campus	Completed Phase II and survey results show effectiveness and increase usage	9/30/17	Reviewed: 11/15 Status: Complete

Create a One-Stop Student Service Center that will include Admissions, Advising, Registrar, Financial Aid, Business Office	~~President, VPAA, VPSCA, AVPAA, Plant Maintenance Engineer~~ Jan 2018: President	Available funding	One-Stop Center is created	Enrollment is increased by 5% Student satisfaction is increased as evidenced by reduction in student complaints	9/30/17	Reviewed 11/15 Status: In progress Reviewed 1/17 Status: Complete for now
Major Objective #2: Enhancement of current safety measures through the use of technologies to provide a safe and welcoming environment for NCC community.						
Improve accessibility of staffing and resources for evening and weekend	~~President, VPAA, VPSS, CFO, HR and department managers~~ Jan 2018: Chief Security Officer	Allotted appropriate funding for additional staffing needs	Conduct a semi-annual review of needs and assessments that align with institutional and department budgets And staffing plan created	Finalized Staffing Plan and implement-ation.	5/31/17	Reviewed 1/17 Status: No Action Reviewed 1/18 Status: In progress
Improve safety for faculty, staff and students by insuring doors to offices and classrooms are equipped with interior locking ability	~~Director of Campus Safety President, VPAA, VPSCA, CFO, Safety Committee~~ Jan 2018: Plant Maintenance Engineer	Allotted appropriate funding	Installation of new locks that have interior locking ability campus wide	Received signed contract (s) for equipment and hardware to review and execute	5/31/18	Reviewed 11/16 Planning & Budgeting Complete Reviewed 1/18 Status: In progress. Due to complete 5/18

Install a Universal ID System: Mandatory for all faculty, staff and students	~~Director of Campus Safety President, VPAA, VPSS, CFO, Safety Committee Business Office, Registrar~~ Jan 2018: Plant Maintenance Engineer, Chief Security Officer	Allotted appropriate funding	Received funds and purchased equipment for verification systems	All faculty, staff and students have an NCC issued ID and enforcement of system	5/31/18	Reviewed 11/15 Status: No Action Reviewed 1/18 Status: No Action
Major Objective #3: NCC will plan for and implement cost sensitive initiatives.						
Semi-annual review of staffing requirements for academic and operational departments	~~President VPAA, VPSS, CFO, HR Manager, department managers~~ Jan 2018: CFO	Annual funding	Establish a semi-annual review of staffing needs for academic and operational departments and require budgets to be submitted a year in advance	Operational and academic review with the President, VPAA, VPSS, CFO, and the HR Manager	5/30/16	Reviewed 11/15 No Action Reviewed 1/18 Status: In progress
Reduce operational costs to align with budget	~~CFO, President VPAA, VPSS, Plant Maintenance Engineer~~ Jan 2018: CFO		Reduction in the operational costs of utilities, paper, personal, postage and fleet maintenance	Annual budget that shows a realization in cost reduction, increased efficiency of facility usage, and a trend report shows reduction	5/30/16	Reviewed 11/15 Status: Partially Complete (CFO negotiations with vendors) Reviewed 1/18 Status: Partially Complete

Alignment of resources with institutional growth	~~CFO, President, VPAA, VPSS, Plant Maintenance Engineer, IT~~ Plant Maintenance Engineer		Established a quarterly meeting to review complaints, concerns and objectives	Created a forecast of resources report to show success	9/30/18	<u>Reviewed 11/15</u> Status: No Action <u>Reviewed 1/18</u> Status: In progress

Strategic Goal #6:

NCC will deliver integrated, accessible and secure services that leverage existing and emerging technologies to enhance and streamline day-to-day administrative and instructional delivery, while providing its users with the training and support necessary to effectively utilize the college's institutional technologies.

Major Objective #1: Deliver integrated services to NCC students, faculty and staff to access the appropriate information they need, when and where they need it (i.e., Integration & Access).

Tactical Objective	Responsible Party(ies)	Dependencies	Success Indicators	Benchmark(s)	Target Date	Review Date & Progress
Expand the use of technology to support institutional data gathering that can be used to assess and improve administrative, academic services, retention and completion	~~AVPAA-IR VPAA, AVPAA~~ ~~IT~~ ~~Banner Coordinator~~ <u>Jan 2018:</u> AVPAA(IR)	Personnel, budget, System IT priorities, interdepartmental cooperation	Implementation of TracDat	Ability to collect and quantify data increases, manage assessment & strategic planning tasks	9/30/17	<u>Reviewed 11/15</u> Status: In progress <u>Reviewed 1/18</u> Status: Complete
Provide staff and faculty greater access to student information through the expansion of the amount and kind of data available from SIS and Banner	~~System IT, Banner Coordinator~~ <u>Jan 2018:</u> AVPAA(IR)	Personnel, budget, System IT priorities	Advising and Admissions Departments reduce dissatisfaction with lack of informational resources	Student retention percentage increases	9/30/17	<u>Reviewed 11/15</u> Status: In progress <u>Reviewed 1/18</u> Status: Complete

Major Objective #2: Leverage existing and emerging technologies to improve and streamline day-to-day administrative and academic operations (i.e., Improve & Streamline).

Develop and implement an updated Technology Plan.	~~President, VPAA, DCs, IT, Library Staff~~ <u>Jan 2018:</u> Network Administrator	Budget, Personnel	Increase in student satisfaction with classrooms & equipment	Increased enrollment, retention	9/30/17	<u>Reviewed 11/15</u> Status: No Action <u>Reviewed 1/18</u> Status: Complete

Major Objective #3: Provide NCC students, faculty and staff with the knowledge, skills, and assistance necessary to effectively use the college's technology resources (i.e., Training & Support).						
Develop and implement a training plan that ensures faculty have a basic working knowledge of current and newly introduced technologies	~~NCC management, Library, Adjunct Coordinator, On-line Learning Coordinator~~ Jan 2018: CTLE Director	Budget and personnel	Reduced reliance on external department resources and increased satisfaction by faculty & students in classroom technology usage	Increased enrollment, retention, applications	9/30/16	Reviewed 11/15 Status: No Action Reviewed 1/18 Status: Complete
Major Objective #4: Advocate the involvement of the college community in the implementation and ongoing support of our technology resources and ensure the flow of information between the system IT organization and all members of the NCC college community (i.e., Governance).						
Solicit and coordinate ongoing technology plans between NCC and system IT and report such information to the appropriate key NCC personnel.	~~NCC Management, IT Department~~ Jan 2018: Network Administrator	System IT cooperation	System IT personnel are not surprised by facts of plans and vice versa	Technology remains fresh, relevant and strongly in use campus wide & college needs are reflected in System plans	10/30/17	Reviewed 11/15. Status: No Action Reviewed 1/18 Status: In progress

Major Objective #5: Ensure the privacy, integrity, reliability, and appropriate use of secure information resources (i.e., Privacy & Security).

Articulate a plan that ensures the privacy, integrity, reliability and appropriate use of information resources.	~~NCC Management, IT Department~~ Jan 2018: Network Administrator	Must coordinate with system IT	Inappropriate use of institutional information is quickly identified and rectified	Auditor agrees with the plan	10/15/14	Reviewed 11/15 Status: No Action Reviewed 1/18 Status: In progress
Develop & implement a plan for the maintenance of secured backups of all critical student information.	~~IT Department~~ Jan 2018: Network Administrator and system IT	Personnel and budget	Any loss of important information is quickly restored	Any information earmarked critical by an auditor appears on both the local backup device and offsite locale	10/15/14	Reviewed 11/15 Status: Complete

Strategic Goal #7:

NCC will improve the transparency of decision-making by communicating the model of shared governance and college mission to all faculty and staff.

Major Objective #1: Shared governance will be defined for NCC.

Tactical Objective	Responsible Party(ies)	Dependencies	Success Indicators	Benchmark(s)	Target Date Comp.	Review Date & Progress
Develop a mutually-agreed upon definition of Shared Governance for NCC to be disseminated college-wide	~~President, VPAA, AVPAA, VPSCA, CFO, HR~~ Jan 2018: Leadership Team		A clear definition is written and disseminated college-wide Faculty and staff understanding of shared governance is increased		9/30/15	Reviewed 11/15 Status: In progress Reviewed 1/18 Status: In progress
Major Objective #2: NCC will define its goals for shared governance that guide the institution by providing a defined framework for decision making and enhancing communication among administrators, faculty, and staff.						
Review the College Mission and update to align with strategic plan	~~President, VPAA, VPSS, AVPAAs, CFO, HR~~ Jan 2018: VPAA		A revised mission will be publicized throughout campus and in all publications	A newly written mission statement is agreed upon by the President's Council and by the All College Forum	1/31/15	Reviewed 11/15 Status: Complete Reviewed 1/18 Status: Complete

Review and clarify the existing committee structure to increase staff and faculty knowledge of roles, responsibility and authority of existing committees.	~~President, VPAA, VPSS, AVPAAs, CFO, HR~~ Jan 2018: Leadership Team		Authority and responsibility of Academic Cabinet, President's Council, and Curriculum Committee have (1) been set forth in a document, and (2) publicized to administrators, faculty, and staff – especially new hires	Authority and responsibility of Academic Cabinet, President's Council, and Curriculum Committee have been reviewed by President's Council	1/31/15	Reviewed 11/15 Status: Complete
Clarify the roles and responsibilities of administrative positions including: President, VPAA, Associate VPAAs, and VPSCA	~~President, VPAA, AVPAA, VPSCA, CFO, HR~~ Jan 2018: Leadership Team		Authority and responsibility of President, VPAA, VPSS, and Associate VPAAs have been publicized to administrators, faculty, and staff - especially new hires	Clarify the administrative positions	1/31/15	Reviewed 11/15 Status: Complete
Clarify the governance roles of CCSNH and NCC in decision making	~~President, VPAA, AVPAA, VPSCA, CFO, HR~~ Jan 2018: Leadership Team		Disseminate a document that clarifies College and CCSNH governance	Create a document that clarifies College and CCSNH governance	6/30/15	Reviewed 11/15 Status: ~~Complete~~ In progress Reviewed 1/18 Status: In progress

Major Objective #3: NCC will review its shared governance model to improve communication to assure faculty/staff and student voice and ensure transparency in decision making.						
Involve adjuncts in the college decision- making process	~~President, VPAA~~ Jan 2018: VPAA	Stipends	Adjuncts appointed to committees each year	Adjuncts are appointed annually to Academic Cabinet and President's Council	1/31/15	Reviewed 11/15 Status: Complete
Students are appointed to committees	~~President, VPSCA~~ Jan 2018: Leadership Team		Students appointed to Safety Committee, Retention Committee, Graduation Committee	Student voice is better communicated	6/30/16	Reviewed 11/15 Status: In Progress Reviewed 1/18 Status: Complete

Institute specific practices at NCC to improve communication and dissemination of information to administrators, faculty, and staff	~~President, VPAA, VPSCA, AVPAA, CFO, HR~~ Jan 2018: Leadership Team		Central information system to include: Shared calendar, Announcements, Meetings, Events, Activities, PD opportunities, Acad. Calendar, Minutes from meetings, etc. ~~Create a Frequently Asked Questions document concerning NCC and CCSNH decision making.~~	Satisfaction with communication is improved as measured by faculty and staff survey	6/30/16	Reviewed 11/15 Status: In Progress Reviewed 1/18 Status: Complete

Strategic Goal #8: (Added Fall 2017)
Strategic Goal #8: NCC will adopt a Guided Pathways curriculum model for AY 2017-18.

Major Objective #1: NCC will begin planning to implement Guided Pathways in fall 2017						
Tactical Objective	**Responsible Party(ies)**	**Dependencies**	**Success Indicators**	**Benchmark(s)**	**Target Date Comp.**	**Review Date & Progress**
Identify Academic Focus Areas	~~GP Planning Chairs, VPAA, Registrar~~ <u>Jan 2018:</u> VPAA	Stipends to continue to be paid to chairs and committee members			9/30/16	<u>Reviewed 9/17</u> Status: Complete
Identify "Milestone" courses in programs	~~GP Planning Chairs, DCs, PCs, VPAA, Registrar~~ <u>Jan 2018:</u> VPAA				9/30/16	<u>Reviewed 9/17</u> Status: Complete
Major Objective #2: Plan co-requisite English and co-requisite mathematics						
Co-requisite English	DC Humanities & Communications		In place fall 2017		8/17	<u>Reviewed 1/18</u> Status: Complete
Co-requisite mathematics	DC Mathematics		In place – test group summer 2017		8/17	<u>Reviewed 1/18</u> Status: Complete
Major Objective #3: Advising and Onboarding						
Continue to implement EAB Navigate	~~Advisors & Faculty Advisors~~ <u>Jan 2018:</u> VSPCA		Improved retention			<u>Reviewed 1/18</u> Status: Complete

Implement Navigator 2.0 (Advisor View) Implement	~~Advisors & Faculty Advisors~~ Jan 2018: Advising Center Director	Faculty advisor training	Improved Retention			Reviewed 1/18 Status: Complete
Implement "15 to Finish". Restructure scheduling process and improve efficiencies using enrollment data and program maps	~~Advisors & Faculty Advisors~~, Jan 2018: VPAA, AVPAA(IR)	Access to program maps and enrollment trends; Input from DCs and PCs; data collection tool for schedule requests	Increased number of students taking 15 credits each semester; decrease in number of courses cancelled due to low enrollment	New scheduling process is implemented		Reviewed 1/18 Status: In progress
Major Objective #4: Implement block scheduling (a.m. and p.m. for liberal arts)						
Create Block schedules for incoming Liberal Arts students	~~Registrar~~ Jan 2018: VPAA					Reviewed 1/18 Status: Complete
Major Objective #5: Rename concentrations as straight degree programs: A.A. in English, A.S. in Biology, etc.						
Rename Liberal Arts concentrations as AA or AS Degrees	~~DCs, PC, VPAA~~ Jan 2018: VPAA					Reviewed 1/18 Status: Complete

Major Objective #6: Curriculum and program Requirement Changes						
Degrees – Reduce General Education courses - CIHE requirement = 20 credits (min)	~~DCs, PCs, VPAA~~ Jan 2018: VPAA				Spring 2017	Reviewed 1/18 Status: Complete
Reduce Liberal Arts concentrations from 64 to 60 credits as appropriate	~~DCs, PCs, VPAA~~ Jan 2018: VPAA				Spring 2017	Reviewed 1/18 Status: Complete
Revise other program profiles with new credit hour totals	~~DCs, PCs, VPAA~~ Jan 2018: VPAA				Spring 2017	Reviewed 1/18 Status: Complete
Create Exploratory Pathways – AFAs: Common first semester – if possible.	~~DCs. PCs, VPAA~~ Jan 2018: VPAA				Spring 2017	Reviewed 1/18 Status: Complete
Redesign the onboarding/advising process based on the establishment of Exploratory Program and the availability of new technology such as Career Coach and EAB Navigate.	Jan 2018: VPAA, VPSCA, Advising Center Director	Communication with stakeholders including guidance counselors, students, parents; availability of Career Coach tool	Increase in number of Exploratory Program students enrolled in full-time, structured schedules	Process will be in place and "undecided" students will choose AFA and enroll Exploratory Program for fall 2018	March 2018	Reviewed 1/18 Status: In Progress

Strategic Goal #9:

Strategic Goal #9: As a result of the self-study process, NCC has identified the following areas to be addressed.

Standard One: Mission and Purposes
Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Target Date Comp.	Review Date & Progress
Re-evaluate Mission, Vision, and Core Values every five years.	VPAA and self-selected DCs and Administrative Department Heads, faculty, and staff		Alignment of department goals, strategic plan, core values, vision, and mission.		December 2020	

Standard Two: Planning and Evaluation
Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Target Date Comp.	Review Date & Progress
In lieu of an Advisory Council, PCs of programs that are intended for transfer should plan and document regular meetings with representatives from K-12, CCSNH colleagues, faculty and staff from baccalaureate degree programs, and local businesses. Minutes from these meetings should be stored in TracDat.	VPAA, DCs, PCs				May 2019	
Include representative(s) from Program Advisory Councils on future strategic planning committees.	VPAA, DCs, PCs				May 2018	
Increase the practice of minute taking during college meetings, particularly at All-College Forums and Program Advisory Council Meetings	VPAA, AVPAA (IR), DCs, PCs non-instructional department heads				May 2017	
Increased use of TracDat by PCs (see standard 8).	VPAA				May 2018	

Develop a process to ensure that all College planning is tied to the strategic plan.	VPAA, VPSCA				September 2018	
As part of the strategic planning process, develop a calendar/timeline with start dates and completion dates of specific tasks.	AVPAA(IR)	Calendar/timeline will be shared with responsible parties.	Strategic planning tasks will be completed in a timely manner.	Target dates from strategic plan will be entered into TracDat and responsible party assigned.	May 2018	

Standard Three: Organization and Governance
Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Target Date Comp.	Review Date & Progress
Create a central calendar of campus events using a shared accessible resource such as *The 505 Review* or the NCC website. Take appropriate steps to ensure that the calendar is being utilized by students, faculty and staff.	VPSCA or Designee				May 2018	Calendar completed Spring 2017)

Standard Four: The Academic Program
Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Target Date Comp.	Review Date & Progress
Review Curriculum Committee processes to align with system requirements and develop a calendar/timeline to ensure curriculum requests are reviewed in a consistent and timely manner.	VPAA, Chair of Curriculum Committee, DCs		A curriculum checklist will ensure process is effectively employed; college catalog will be updated as curriculum changes are approved.	Process is implemented	May 2019	
Provide consistent external perspective in program review.	VPAA, AVPAA (IR)				May 2019	
Review Program Review policy and procedure and develop a systematic approach for verifying the use of results.	VPAA, AVPAA(IR), DCs				May 2020	
Seek new degree programs congruent with NCC Mission and aligned with the needs of community stakeholders. Explore development of stackable credentials and partnering with NCC's workforce development efforts (non-credit programs).	VPAA, DCs, CCC Ed. Coordinator				May 2020 and Ongoing	

Evaluate support services (admissions, advising, financial aid, Academic Success Center, library services, Registrar) specifically for online and evening students.	VPAA, VPSCA, Online Learning Coordinator, selected department heads				May 2021	
Review enrollment in degree and certificate programs and establish a comprehensive marketing and public awareness campaign.	Marketing/PR Director and VPAA				May 2019	
Review Early College and Running Start programs. Ensure these programs are aligned with NCC degree programs through the process of program mapping.	Running Start Coordinator, Early College/Honors Program Coordinator, AVPAA(IR)		Increased matriculation rates of Early College and Running Start students.	Program maps are available for guidance counselors, high school students, parents.	May 2021	
Develop a process to ensure that transfer agreements remain current	VPAA and DCs				August 2020	
Review General Education requirements and verify that they are complete, current and appropriate to the College Mission.	VPAA and DCs				August 2020	

Review programs to ensure course requirements are accurate, at the appropriate level, and course outlines are complete and up-to-date.	VPAA and DCs				Spring 2021	
Continue to investigate appropriate methods of monitoring online exams and course work.	VPAA and DCs				Spring 2018	

Standard Five: Students

Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Completion Date	Review Date & Progress
Continue to adopt imaging technology to enhance Admissions Office applications processes and file management.	VPSCA				August 2019	
Add a question to the Admissions application: "Are you a veteran?" to allow NCC to track all attending Veterans, not just those using VA benefits.	VPSCA, VA Student Counselor				August 2018	
Implement a comprehensive online Orientation program in conjunction with on-campus programs.	VPSCA, Director of Student Life, Admissions staff				August 2019	
Review the tutoring program to determine if student needs are being met.	VPAA, Disabilities Service Coordinator, others to be determined				August 2020	
Review Student service office hours (Admissions, Advising Center, Business Office, Academic Success	VPSCA, VPAA, Administrative Department Heads				August 2019	

Center, Financial Aid, Registrar, Veteran Services) with the intent to standardize hours (when possible) and select one evening a week that all services are available until at least 6 PM.						
Create a more robust/accessible list of mental health services and a process for student referral; it must be accessible to staff and faculty.	VPSCA, Director of Student Life, Advisors				August 2019	
Increase the student use of EAB Navigate, Career Coach, College Central Network and *MyNCC* smartphone app.	VPSCA, Advising Center Director, Director of Student Life				May 2020	
Strengthen collaboration with Adult Learning Center and NCC ESOL program to support the transition of ESOL students into degree and certificate programs.	DC Multi-Cultural Engagement	Sharing of curriculum and assessment resources to align ESOL courses and placement process	ESOL students will preserve financial aid and transition in higher numbers into degree and certificate programs	Pathway is developed and new placement process is implemented; ESOL co-requisite workshop is provided for ENGL 101N	August 2018	

Standard Six: Teaching, Learning, and Scholarship

Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Completion Date	Review Date & Progress
Include sessions to instruct students with EAB Navigate, and Degree Works in Orientation (face-to-face and online).	Advisors, Student Services Staff,				May 2018 Completed Fall 2017	
Provide ongoing training for faculty with EAB Navigate 2.0 - Campus, and Degree Works.	Advisors, Student Services Staff, CTLE Director				May 2018 / ongoing	
Provide additional training sessions in Degree Works and Career Coach for students in Ethnography of Work.	Exploratory Program Coordinator				May 2018	
Include the policy for adjunct evaluation in the Faculty Handbook to ensure clear communication of the policy. DCs and PCs create a plan with Academic Affairs to ensure adjuncts are evaluated regularly.	VPAA, DCs				May 2019	
Evaluate the technology infrastructure and provide faculty training to ensure	IT Manager and Online Learning Coordinator, CTLE Director				May 2018	

LMS and other technology tools support student academic success.						
Investigate best practices for improving the return rate of course evaluations of online courses.	IT Manager and AVPAA(IR)				May 2018	
Develop a procedure for the maintenance and curation of updated course outlines.	Curriculum Committee Chair, VPAA, DCs				May 2018	
Implement a financial incentive for all students to pursue a full course load (15 credits).	College President, CFO, CCSNH Board				Fall 2018	

Standard Seven: Institutional Resources

Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Completion Date	Review Date & Progress
Lease computers for labs ($60,000) rather than purchasing.	CFO and Network Administrator				Spring 2018	
Forecast budgeting and minimum specification/expectation to ensure old classrooms maintain the same expectations as newly constructed classrooms.	VPAA, DCs, PCs				Spring 2018	
Conduct an annual survey of department heads to identify equipment, software, and other IT needs.	Network Administrator				Spring 2018 and ongoing	
Develop a systematic approach to locating additional revenue streams and improving efficiency so as to improve financial results.	President, CFO, AVPA(IR)				Spring 2018 and ongoing	

Develop a systematic process for locating available grants and writing new grant proposals.	VPAA, AVPA(IR)		Department budget requests are aligned with department goals as well at the strategic plan. DCs are aware of available grants to support department goals.	Establishment of Perkins Advisory Committee for CTE Programs	Spring 2018 and ongoing	
Conduct active shooter training on campus	Chief Security Officer				Fall 2018	

Standard Eight: Educational Effectiveness
Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Completion Date	Review Date & Progress
All programs record data into TracDat and data will be reviewed and updated each semester.	VPAA, AVPAA(IR), DCs PCs				May 2018	
All programs will record "use of data" into TracDat, and data will be reviewed and updated each semester.	VPAA, AVPAA(IR), DCs, PCs				May 2019	
Changes made as part of the Program Review Process will be documented in TracDat.	VPAA, AVPAA(IR), DCs, PCs				May 2019	
Develop a systematic plan for PCs to maintain job placement or transfer information on their graduates.	VPAA, AVPAA(IR), DCs, PCs				May 2019	
Develop a co-curricular record platform for students to plan, track, and	VPAA, DCs, PCs				May 2018	

report their experiences outside the classroom in an official way that is verified by the college. Students will track activities such as leadership positions, club activity involvement, honors and awards, and participation in service projects.						
Train all students and advisors in Degree Works.	VPSCA and Advising Center Director				May 2018	
Train all students, faculty and staff with Navigate.	VPSCA and Advising Center Director				May 2018	

Standard Nine: Integrity, Transparency, and Public Disclosure
Projection

Action	Responsible Parties	Dependencies	Success Indicators	Benchmark(s)	Completion Date	Review Date & Progress
Formalize the process of Catalog review and update Catalog information before DCs and PCs are on hiatus for the summer.	Director of Marketing, Campus Communications Specialist, Curriculum Committee Chair, Registrar, VPAA, VPSCA				April/May 2018	
Document CCSSSE results and verify their utilization in making informed decisions and planning.	AVPAA (IR)				May 2018	

Strategic Plan Contributors:

Strategic Goal #1: NCC will increase retention by offering services and supports within a student-centered environment that is designed to maximize student academic success.
Contributors: Barry Garside (Chair), Katherine Costa (Former Chair), Pam Coutermarsh, Pat Klein, Susan Merideth, Dan Jones, Debra Costa-Nino, Peter Berger, Regina Ruotolo, Donna Vilsmeier, Jan Sullivan Curtis, Ann Sipka, Mark Dodge, Lucy Jenkins, Barbara Bancroft, Kristen Bosquet, Jennifer Leitner.

Strategic Goal #2: NCC will provide challenging intellectual and creative learning activities that fosters student success and educational excellence in its programs and support services.
Contributors: Robyn Griswold (Chair), Bob Lubitz, Bob Bragdon, Sally Bashalany, Barry Garside, Lisa Gray, Melinda Luther, Carole Boutin, Don Marcotte, Aliyar Mousavi, Doug Howe, Tim Hogan

Strategic Goal #3: NCC will strengthen the collaboration, consultation, and communication among local businesses, industries, educational organizations, and government agencies to enhance the vitality of Greater Nashua.
Contributors: Elizabeth Berry, Chair, Jayne Barnes, Dalisa Childs, Anne Eule, Louise Goulet, Sikt Grote, Melissa Olson, Amy Vazifdar

Strategic Goal #4: NCC will increase revenue sources through strategic enrollment initiatives.
Contributors: Barry Meehan (Chair), Dawn Kilcrease (Former Chair), Karen Lavoie, Russell Carbonneau, Ben Wagstaff, Jennifer Tripp, Mike Burnham, Suzanne Regan, Erica Knolhoff, Alicia Ferraiuolo, Pam Veiga, Laurie Berna, Lisa Yorio, Francie Firmani, Eileen Flight, Shelley Duquette, Bob Donadio.

Strategic Goal #5: NCC will continue to provide a student centered approach to offering support services and facilities management using a team-centered approach utilizing available resources in design, planning and implementation.
Contributors: Esther Geoffroy (Chair) Amber Wheeler (Former Chair), Toni Mason, Mirjana Topic, John Carlisle, Scott Bienvenue, Gary Beaudoin, Ken Schevey, Cathy Barry, Derek Hart.

Strategic Goal #6: NCC will deliver integrated, accessible and secure services that leverage existing and emerging technologies to enhance and streamline day-to-day administrative and instructional delivery, while providing its users with the knowledge, skills and assistance necessary to effectively utilize the college's institutional technologies.
Contributors: Phil Frankland (Chair), Magnus Pardoe, Theresa Williams, Lizabeth Auth, Louise Haigler, Maggie Bero, David Hubbs, David Miller, Doug Pelczar, Al DeRosa.

Strategic Goal #7: NCC will review its shared governance model to improve communication and to ensure transparency in decision making.
Contributors: Bill McIntyre (Chair), Roland Gies, Lizbeth Gonzales, Don Vallerand, Christine Gannon, Karl Wunderlich, Steve Meidell.

Strategic Goal #8 (Added Fall 2016): NCC will adopt a Guided Pathways model for AY 2017-18.
Contributors: Robyn Griswold, Sally Bashalany, Barry Garside, Pat Klein.

Strategic Goal #9 (Added Fall 2017): NCC will implement the projections detailed in the institutional Self-Study.
Contributors: Self-Study Standard Teams