**Nashua Community College**                                    **Strategic Plan**

**(September 2019 – September 2023)**

**Engagement and Success**

1.  Open Resources – Increase the use of Open Resource materials.
2.  Library Redesign – Library will be redesigned to be more aligned with the needs of 21st century learners.
3.  Formal "Meet and Greets" – All academic programs will have at least one "Meet and Greet" session during each academic semester.
4.  Increase student participation in college activities and clubs – Develop and implement a plan for increasing the number of students in clubs and activities.
5.  Co-req Workshop and Academic Success Center Collaboration - An arrangement will be made to increase communication and collaboration between Co-Requisite Workshop instructors and the Academic Success Center.
6.  Mental Health Training – All NCC employees will undergo training to better serve students suffering from mental illness.
7.  Training in Pedagogy – Faculty will receive increased training in the delivery of instruction based on current educational best practices.
8.  Faculty and Staff Engagement Events – Expand the number of social events available to faculty and staff.


**Enrollment and Sustainability**

1.  Promote pathways for high school students and improve communication between Admissions Office, area high schools, and NCC Program Coordinators – Create an arrangement in which Program Coordinators and the Admissions Office maintain regular communication regarding student recruitment efforts. Revise Running Start procedures to encourage students to continue their education at NCC.
2.  Create/revise additional course options for students – Review effectiveness of current course offerings and consider alternative semester offerings.  These offering could include: 2-week courses, 8-week courses, Saturday courses, Winter session courses, etc.
3.  Review and revise (if necessary) the effectiveness of Early Intervention procedures -
4.  Formalize the connection between NCC and Industry Partners – Connections with industry partners should documented and communicated throughout campus.

**Diversity and Inclusion**

1.  Develop and Enact a specific plan for the promotion/recruitment and success of Latino students –
2.  Develop and Enact a specific plan for the promotion/recruitment of female or male students in non-traditional fields -
3.  Improve Faculty and Staff Awareness on Matters of Diversity -

**Efficiency and Effectiveness**

1.  All programs will have assessment data recorded into *Improve (Tracdat*) each semester- Program Coordinators will meet with VPAA (or designee) to determine appropriate data collection and assessment activities.
2.  Program Advisory Boards will be created for additional Academic Programs –
3.  A thorough assessment of General Education outcomes will be performed – Assessment will be performed at the conclusion of the 2019-2020 Academic Year and instructional changes will be considered thereafter.
4.  Institutional Learning Outcomes will be developed – ILO's will be developed and included in the college catalog.
5.  An outline will be created detailing a timeline and procedure for all regularly occurring college processes – This outline will include college procedures such as: registration, open-house events, creation of college catalog, student handbook, etc.
6.  Staff Departments will develop department plans and collect meaningful data assessment data –
7.  Create a Master Plan – A detailed plan will be developed to outline the remodeling of building areas in need of repair or updating.
8.  Increase data availability - Make data more readily available to faculty and staff for use in department and program planning. Provide training for effective data utilization and understanding of *Improvement Science*.
9.  Document program changes made as a result of the Academic Program Review process – Fully document the results of Academic Program Review.
10. Revise the Faculty Handbook –

## Engagement and Success

**Goal One:** *Open Resources – Increase the use of Open Resource materials*.

**Action:** Promote the use of Open Resource materials in NCC courses. Communicate with partners in higher education familiar with Open Resource best practices.

**Current Status (include relevant data):** Open resource materials are used for all College Composition courses beginning in Fall 2019

**Outcome (measure of success):** 20% of classes will be using open resource materials by 2022.
The average student cost for course materials will decrease

**Required Funding:**

**Individual Responsible:** Chair of the *Open Resource* work team

**Target Date:** 2022

**Progress Report:** May 2020


**Goal Two:** *Library Redesign – Library will be redesigned to be more aligned with the needs of 21$^{st}$ century learners*

**Action:** Research best practices from higher education. Meet with library personnel, maintenance and IT departments to develop and implement a plan for library redesign.

**Current Status (include relevant data):** During the 2018-19 academic year (include data here).

**Outcome (measure of success):** Student use of library will increase by 20%

**Required Funding:**

**Individual Responsible:** Director of Library Services

**Target Date:** May 2020

**Progress Report:** December 2019

**Goal Three:** *Formal "Meet and Greets" – All academic programs will have at least one "Meet and Greet" session during each academic semester*

**Action:** Develop and implement a process for each academic program to conduct semesterly "Meet and Greet" gatherings with students. This process should include proper ways of conducting, funding and promoting these events.

**Current Status (include relevant data):** There are no formal "Meet and Greet" sessions on campus.

**Outcome (measure of success):** The "Meet and Greet" gatherings will take place. Measures of student engagement with campus will increase – via before and after surveys.

**Required Funding:** $150 X 34 programs = $5100

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Four:** *Increase student participation in college activities and clubs*

**Action:** Develop and implement a plan for increasing the number of students in clubs and activities. The plan should include specific details regarding the promotion, recruitment and retaining students in clubs and activities.

**Current Status (include relevant data):**

2018-19 Academic Year:
- Wellness Center Registration: 176
- Intramural estimate: ~30-40 different students
- Gainz Club: 8-10 active members

    ------Club data here----------

**Outcome (measure of success):** The number of students participating in college clubs will increase by 10%. The number of students participating in college activities will increase by 10%.

**Required Funding:**

**Individual Responsible:** Chair of *Student Engagement* Work Team

**Target Date:** May 2020

**Progress Report:** December 201

**Goal Five:** *Co-req Workshop and Academic Success Center Collaboration - An arrangement will be made to increase communication and collaboration between Co-Requisite Workshop instructors and the Academic Success Center.*

**Action:** There are certain students who are enrolled in co-requisite workshops but still have difficulty fully understanding course material. A plan will be developed in which a formal procedure will be in place to refer these students to the Academic Success Center and monitor their progress.

**Current Status (include relevant data):** No arrangement currently exists. The current success rate for students in co-requisite workshops is as follows:

Fall 2018: mathematics co-req students: 79.3% passing rate. 56.6% "C or better" rate

English co-req students: 83.9% passing rate. 80.4% "C or better" rate

Spring 2019: mathematics co-req students: 72.4% passing rate. 55.3 "C or better" rate

English co-req students: 85.7% passing rate. 71.4% "C or better" rate

Science data?

**Outcome (measure of success):** Appropriate students will be referred to the ASC. Success rates of students in co-requisite workshops will increase.

**Required Funding:**

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019

**Goal Six:** *Establish a C.A.R.E. (Concern, Assessment, Response, and Evaluation) Team on the NCC Campus. The purpose of the team will be to create programming focusing on societal issues such as: mental health, sexual assault, substance abuse and domestic violence.*

**Action:** The C.A.R.E. Team will be established. Faculty and staff will undergo training to better recognize students living with issues that inhibit their academic growth. A procedure will be developed that outlines the proper steps that faculty and staff should take when dealing with students in these situations.

**Current Status (include relevant data):** No specific data exists at this point.

**Outcome (measure of success):** All faculty and staff will be aware of mental health warning signs and proper follow-up procedures. A written procedure will be developed and distributed to all faculty and staff.

**Required Funding:**

**Individual Responsible:** VPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Seven:** *Training in Pedagogy – Faculty will receive increased training in the delivery of instruction based on current educational best practices.*

**Action:** Faculty will undergo training to assure that delivery methods are current and in line with best practices in higher education.

**Current Status (include relevant data):** No specific data exists at this point.

**Outcome (measure of success):** A before-and-after survey will be performed to measure the success of faculty and staff understanding of matters pertaining to faculty awareness of instructional best practices.

**Required Funding:**

**Individual Responsible:** VPAA

**Target Date:** May 2020

**Progress Report:** December 2019

**Goal Eight:** *Faculty and Staff Engagement Events – Expand the number of social events available to faculty and staff to improve interdepartmental communication.*

**Action:** The number of faculty and staff engagement events will be increased

**Current Status (include relevant data):** During the 2018-19 Academic Year there were:

- 21 "Friendly Fridays"
- 1 social event outside of the college – "Paint Night"

**Outcome (measure of success):** The number of these events will be increased. Faculty and staff survey results will indicate improvement.

**Required Funding:**

**Individual Responsible:** Chair of *Sunshine Committee*

**Target Date:** May 2020

**Progress Report:** December 2019

## Enrollment and Sustainability

**Goal One:** *Promote pathways for high school students and improve communication between Admissions Office, area high schools, and NCC Program Coordinators*

*Action:* Create and document a procedure in which Program Coordinators and the Admissions Office maintain regular communication regarding student recruitment efforts. Revise Running Start visitation procedures to encourage high school students to pursue academic pathways.

**Current Status (include relevant data):** No formal arrangement currently exists for the communication of high school recruitment opportunities. There is currently no formal procedure for encouraging Running Start students to pursue academic pathways. Currently 20% of Running Start students go on to matriculate at NCC.

**Outcome (measure of success):**

- A survey of Program Coordinators will indicate satisfactory communication with admissions office.
- The number of running start students enrolling in future courses at NCC will increase to 25%.

**Required Funding:**

**Individual Responsible:** Chair of *Enrollment and Sustainability* work team

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Two:** *Create/revise additional course options for students.*

**Action:** Review effectiveness of current course offerings and consider alternative semester offerings. These offering could include: 2-week courses, 8-week courses, Saturday courses, Winter session courses, etc.

**Current Status (include relevant data):** Data needed for Saturday classes, 2-week courses, etc.

- Accelerated summer term (summer 2019) – 5 courses with 48 total students
- Winter session data?
- Saturday data?

**Outcome (measure of success):** Enrollment in non-traditional course offerings will increase.

**Required Funding:**

**Individual Responsible:** VPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Three:** *Review and revise (if necessary) the effectiveness of Early Intervention procedures*

**Action:** The effectiveness of Early Intervention will be evaluated and a greater emphasis will be made to increase faculty engagement in the process.

**Current Status (include relevant data):** Currently 60% of faculty respond to progress reports sent out by the Advising Center.

**Outcome (measure of success):** The number of faculty responding to progress reports will increase. Success rates of "at risk" students will improve.

**Required Funding:**

**Individual Responsible:** VPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Four:** *Formalize the connection between NCC and Industry Partners*

**Action:** Connections with industry partners will be documented and shared with appropriate members of faculty and staff.

**Current Status (include relevant data):** No formal procedure for communicating these relationships exists.

**Outcome (measure of success):** When surveyed, faculty and staff will indicate an improved understanding of the current relationships between NCC and industry partners.

**Required Funding:**

**Individual Responsible:**  VPSCA

**Target Date:** May 2021

**Progress Report:** December 2020

## Diversity and Inclusion

**Goal One:** *Develop and enact a specific plan for the promotion/recruitment and success of Latino students*

**Action:** A team will be formed to develop a plan to recruit Latino students and improve the success rates of these students

**Current Status (include relevant data):**

- Fall 2018 – 5.9% of NCC students identified as "Hispanic-other"
- Spring 2019 – 6.6% of NCC students identified as "Hispanic-other"

* It is suspected that the actual percentage of Latino students attending NCC is higher than what is recorded.  This is likely due to the fact that many students do not acknowledge their ancestry because of fear of government actions.

**Outcome (measure of success):** The number of Latino students at NCC will increase.  The success rates of these students will improve.

**Required Funding:**

**Individual Responsible:** Chair of *Diversity* work team

**Target Date:** May 2020

**Progress Report:** December 2020


**Goal Two:** *Develop and enact a specific plan for the promotion/recruitment of female or male students to non-traditional fields.*

**Action:** A team will be formed to develop a plan to recruit female/male students into non-traditional fields

**Current Status (include relevant data):** Fall 2018 – Percentage of female students enrolled in non-traditional majors is as follows:

- Automotive: 2/23 = 9%
- Aviation: 2/19 = 11%
- Collision Repair: 0/14 = 0%

- Cybersecurity: 3/24 = 13%
- Electronic Engineering Technology: 10/44 = 23%
- Honda: 1/17 = 6%
- Mechanical Design: 2/29 = 7%
- Mathematics: 2/8 = 25%
- Precision Manufacturing 4/35 = 11%

Fall 2018 – Percentage of male students enrolled in non-traditional majors is as follows:

- Nursing: 4/28 = 14%
- Early Childhood Education:  3/53 = 6%

**Outcome (measure of success):**  The number of female (or male) students enrolled in non-traditional fields at NCC will increase.

**Required Funding:**

**Individual Responsible:**  Chair of *Diversity* work team

**Target Date:** May 2020

**Progress Report:** December 2020

**Goal Three:**  *Improve Faculty and Staff Awareness on Matters of Diversity*

**Action:**  Training for faculty and staff will be provided

**Current Status (include relevant data):**  No current data exists

**Outcome (measure of success):**  A before-and-after survey will be performed to measure the success of faculty and staff understanding of matters pertaining to diversity.

**Required Funding:**

**Individual Responsible:**  Chair of *Diversity* work team

**Target Date:** May 2020

**Progress Report:** December 2019

## Efficiency and Effectiveness

**Goal One:** *All programs will have assessment data recorded into Improve (Tracdat) each semester.*

**Action:** Program Coordinators will meet with VPAA (or designee) to determine appropriate data collection and assessment activities.

**Current Status (include relevant data):** Enter Tracdat usage data here

**Outcome (measure of success):**

- The number of programs using Improve for Couse Assessment will increase to
- The number of programs using Improve for Program Assessment will increase to
- The number of programs using Improve for Department planning will increase to

**Required Funding:**

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Two:** *Program Advisory Boards will be created for additional Academic Programs.*

**Action:** – College administration will work with Department Chairs and Program coordinators to recruit qualified individuals to serve on Program Advisory Boards.

**Current Status (include relevant data):** Currently 18 programs have advisory boards

**Outcome (measure of success):** All NCC programs will have advisory boards

**Required Funding:**

**Individual Responsible:** AVPAA

**Target Date:** May 2023

**Progress Report:** December 2021

**Goal Three:** *A thorough assessment of General Education outcomes will be performed.*

**Action:** – Assessment will be performed at the conclusion of the 2019-2020 Academic Year and instructional changes will be considered thereafter.

**Current Status (include relevant data):** General Education have never been formally evaluated

**Outcome (measure of success):** The General Education outcomes will be formally evaluated and the data will be stored in *Improve* (formally *Tracdat*).

**Required Funding:**

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Four:** *Institutional Learning Outcomes will be developed*

**Action:** – ILO's will be developed and included in the college catalog for the 2020-2021 academic year

**Current Status (include relevant data):** The college currently uses the "5 C's" as an instructional framework, but no formal Institutional Learning Outcomes have been developed

**Outcome (measure of success):** ILO's will be developed and included in the college catalog for the 2020-2021 academic year

**Required Funding:** $0

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019

**Goal Five:** *An outline will be created detailing a timeline and procedure for all regularly occurring college processes*

**Action:** – Create a procedure outlining college processes such as: registration, open-house events, creation of college catalog, student handbook, etc.

**Current Status (include relevant data):** Procedures are in place for certain regularly occurring college practices, but documented processes for all college events is not available.

**Outcome (measure of success):** Procedures will be created, documented and made available to all college faculty and staff.

**Required Funding:**

**Individual Responsible:** Academic Technology Specialist

**Target Date:** May 2020

**Progress Report:** December 2019



**Goal Six:** *Staff Departments will develop department plans and collect meaningful data assessment data*

**Action:** – All Staff Departments such as: Advising, Financial Aid, Admissions, etc. will create yearly departmental plans. These plans will be recorded in *Improve* (formerly *Tracdat*) and data regarding the success of departmental initiatives will be recorded.

**Current Status (include relevant data):** Staff Departments began creating plans in the summer of 2019.

**Outcome (measure of success):** All Staff areas will have plans that have been:

- Completed
- Entered into *Improve*
- Assessed to determine the success of departmental initiatives

**Required Funding:**

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019

**Goal Seven:** *Create a Master Plan*

**Action:** – A detailed plan will be developed to outline the remodeling of building areas in need of repair or updating.

**Current Status (include relevant data):** There is no current Master Plan governing the construction processes at the institution.

**Outcome (measure of success):** The Master plan will be developed

**Required Funding:**

**Individual Responsible:** College President

**Target Date:** May 2020

**Progress Report:** December 2019

**Goal Eight:** *Increase data availability*

**Action:** – Work with system office, NCC Institutional Researcher, and representatives from *Rapid Insight* to increase data availability for faculty and staff. Provide training for effective data utilization and understanding of Improvement Science.

**Current Status (include relevant data):** At this point, Department Chairs and Program Coordinators do not have access to success rates of students in various modalities.

**Outcome (measure of success):**

- Faculty will report increased access to data
- Faculty use of Veera Bridge will increase

**Required Funding:**

**Individual Responsible:** AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Nine:**  *Document program changes made as a result of the Academic Program Review process*

**Action:**  – Fully document the results of Academic Program Review.  Create a procedure in which the follow-up meetings are scheduled to measure program improvement

**Current Status (include relevant data):**  No historical record of changes made as a result of Academic Program Review exists.

**Outcome (measure of success):**   Changes made as a result of the Academic Program Review process will be fully documented.

**Required Funding:**

**Individual Responsible:**  AVPAA

**Target Date:** May 2020

**Progress Report:** December 2019


**Goal Ten:**  *Revise the Faculty Handbook*

**Action:**  – The faculty handbook will be revised and updated.

**Current Status (include relevant data):**  The *Faculty and Staff Handbook* and the Adjunct Faculty Handbook were both last revised during the 2017-18 academic year.

**Outcome (measure of success):**   The handbook will be updated.

**Required Funding:**

**Individual Responsible:**  Human Resources Officer

**Target Date:** May 2020

**Progress Report:** December 2019