

May 14, 2010

**NASHUA COMMUNITY COLLEGE'S STRATEGIC
VISION FOR 2010 – 2013**

Nashua Community College will be the community's college, respected for its diverse population, its open access, and its welcoming atmosphere. NCC will offer high quality teaching and support services resulting in successful student learning.

Nashua Community College will be highly regarded for the contributions it makes to economic development, cultural enrichment, environmental awareness, and social justice in the Greater Nashua region.

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STRATEGIC GOAL #1: ACCESSIBILITY AND AFFORDABILITY

Vision: Nashua Community College will prepare traditional-age students and adult learners for additional higher education, employment, and life-long learning. NCC will increase enrollment, foster retention efforts, deliver financial aid effectively and efficiently to ensure that all eligible students can pursue their educational aspirations, and increase its graduation rate.

Goal Statement: NCC will continue to be committed to accessibility and affordability to educational opportunities for the community in the Greater Nashua region and for other New England residents.

Objectives:

1. NCC will increase the sophistication of its efforts to recruit traditional-age and adult learners utilizing current technology to market the College.
2. The number of articulation agreements with area high schools will be increased.
3. The number of Running Start sites and courses will be increased.
4. Strategic enrollment and retention plans will be developed and implemented.
5. Efforts will continue to increase the number of evening and weekend students who matriculate into degree and certificate programs of study.

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STRATEGIC GOAL #2: EDUCATIONAL EXCELLENCE

Vision: Nashua Community College will provide exemplary academic programs and instruction to meet market and economic demands, to prepare students for transfer, and to continue the growth of the institution. The College asserts that a teaching and learning culture of excellence is the College's main goal. By Fall 2013, 60% of applicants for admission will enroll at NCC as their college of choice.

Goal Statement: Through challenging intellectual and creative activities, NCC will develop a culture that values educational excellence in its programs, services, and learning support processes.

Objectives:

1. The College will ensure a learning culture that fosters student success through systematic faculty development and curricula innovation.
2. New programs of study will be developed in response to workforce needs.
3. A culture of assessment will continue to be developed for all aspects of the College.
4. The quality of instruction will improve through continuous assessment of student learning.
5. Program vitality will continue to be monitored through the College's program review process.
6. The College will continue its efforts to expand distance learning opportunities and other flexible scheduling of courses.
7. A comprehensive instructional technology plan will be developed consistent with the academic needs of the institution.
8. Introduced in 2010, the College will continue to develop an Honors Program wherein students demonstrate their commitment to analysis, synthesis, and integration of complex ideas.
9. Internships and field experiences will continue to be stressed in academic programs to better connect theory with practice.
10. Global perspectives will be more fully integrated into academic and co-curricular programs and activities.
11. The College will review its General Education requirements to reflect the needs of twenty-first century citizens.

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STRATEGIC GOAL #3: STUDENT LIFE AND LEARNING

Vision: Nashua Community College will continue its efforts to develop a dynamic and diverse culture that facilitates learning and engages students.

Student life and learning services are committed to assisting students to find realistic solutions to problems that might otherwise distract them from reaching their personal goals, achieving satisfactory academic progress and attaining their career goals.

Goal Statement: NCC will provide an environment that fosters the personal, intellectual, and social development of students.

Objectives:

1. An enrollment management plan will be implemented that promotes individual programs offered at the College.
2. An enrollment recruitment plan will focus on meeting the needs of the growing minority community in the Nashua region is implemented.
3. A task force will be created to identify students with low motivation for success and to develop plans for intervention on behalf of these students.
4. An orientation program will be developed that provides students with an understanding of the culture, the milieu, and the intellectual expectations at the College.
5. A student retention team will be created to focus on activities to increase the number of students who continue their education through graduation.
6. As part of an institutional effectiveness effort, students will continue to be surveyed as to the degree to which the Admission Office, the Business Office, the Financial Aid Office, the Registrar's Office, and Student Services/Activities Office meet their expectations.
7. A plan will be developed to integrate more fully the use of technology for academic advising, online tutoring, and student success.
8. A career placement and transfer counseling office will be established to enhance student preparation for work and transfer.

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STRATEGIC GOAL #4: COMMUNITY PARTNERSHIPS

Vision: Nashua Community College will increase community involvement by engaging a broader base of community members and organizations in a variety of College activities.

Goal Statement: The College will continue to foster the development of collaboration, consultation, and communication among local businesses, industries, educational organizations, and government agencies to enhance the vitality of the Greater Nashua region.

Objectives:

1. NCC will partner with area business and community leaders to further the economic development of the community.
2. Additional partnerships will be formed with business and industry, government agencies, and community organizations to determine needs, develop resources, and provide appropriate education.
3. The College will become a leading provider of workforce training to meet current and future needs of local business, industry, educational, and governmental organizations.
4. The College will be actively involved in the development of training partnerships under the provisions of the Governor's Training Grants and the Governor's *Working* initiative.
5. Through closer relationships with area businesses, student internship sites and employment opportunities will be pursued. In addition, additional program advisory committee members will be solicited.
6. Further development of partnerships with local high schools through the Running Start Program and other collaborative arrangements will be stressed.
7. Opportunities for cooperative ventures with four-year colleges and universities in the region will be pursued.

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STRATEGIC GOAL #5: CIVIC ENGAGEMENT AND CITIZENSHIP

Vision:

Nashua Community College will strengthen its commitment to community and civic engagement as core elements of our academic program and commitment to service.

Goal Statement:

Members of the NCC community will continue to support initiatives that model engagement and application of academic resources and skills.

Objectives:

1. Nashua Community College will foster an atmosphere that encourages and promotes citizenship, ethical behavior, and civic engagement.
2. The College will empower students to take responsibility for their educational success and engagement in the life of the College and the community.
3. Through engagement in the community, students will prepare for lives in a global economy and a culturally diverse world.
4. A central directory or database will be established that describes and identifies all activities of engagement in which NCC students and faculty are involved.
5. Academic departments will encourage new forms of experiential learning that involve some significant component of community engagement.
6. A renewed emphasis will be made to expand the scope of service-learning experiences in academic courses.
7. An award program will be developed to recognize significant student accomplishments in civic engagement.

STRATEGIC GOAL #6: FINANCE AND FACILITIES MANAGEMENT

Vision:

Throughout the transition to self-governance, Nashua Community College will continue to operate in a fiscally responsible manner to help insure that students will be able to obtain an affordable education.

Goal Statement:

NCC's administration will ensure that the institution has the financial capacity, technological infrastructure, and facilities to achieve its strategic objectives while maintaining the campus as an attractive and efficient venue for the pursuit of our mission.

Objectives:

1. Effective management of financial resources will continue to be a high priority for the College.
2. Efforts will continue to improve the linkage between strategic planning and the budgeting process.
3. Current and efficient technology resources will be employed to enhance the College's ability to deliver services needed by students, faculty, and staff members.
4. The College's Master Plan will effectively plan for the enhancement of the physical environment and infrastructure.
5. A deferred maintenance plan will be developed and will be included in the College's biennium budget forecast.
6. A preventative maintenance program for facilities will continue to be a high priority for the College.
7. A financial plan will be developed to ensure timely repairs and replacements of equipment.
8. Emergency management systems and procedures will be refined and will be communicated to students and employees.
9. A safe and secure campus will be maintained using state-of-the-art, "green" energy-efficient operating and monitoring systems.
10. For inventory purposes, an improved system will be developed to account for the relocation of equipment on campus.

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STRATEGIC GOAL #7: INFORMATION TECHNOLOGY

Vision:

Nashua Community College will develop an environment that integrates technology into the fabric of the institution and will provide all college constituents with the information, tools and services they need, when and where they need them, to accomplish their goals.

Goal Statement: NCC will leverage its investment in administrative and academic systems, data sources, connectivity, and institutional knowledge to provide comprehensive services.

Objectives:

1. A comprehensive instructional technology plan will be developed consistent with the academic, facilities, and financial master plan.
2. A comprehensive instructional technology plan will integrate appropriate technologies into the teaching/learning process, the delivery of student services, and administrative operations.
3. Additional web-development will be a high priority to provide comprehensive information about programs and services, to recruit students, and to improve communication with the community served by the College.
4. A comprehensive instructional technology plan will include a five-year plan to add more technology into instructional pedagogy.
5. The capacity for wireless access for increasing numbers of users will be met.
6. The use of technology will be expanded to support institutional information gathering and using the results to improve services.
7. A college-wide plan will be developed to implement a document-imaging solution for managing, storing, and accessing paper documents in a digital format for use by faculty and staff.

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STRATEGIC GOAL #8: DIVERSITY

Vision:

Nashua Community College will foster and sustain a pluralistic, inclusive environment that empowers all members of the campus community to achieve their highest potential.

Goal Statement:

NCC will ensure that our community embraces and supports individuals from all racial, ethnic, religious, gender, sexual orientation, class, disability, and nationality groups in their chosen pursuits. In a response to the changing demographics of the Greater Nashua region, the College will take affirmative steps to create an institution of higher learning that reflects the community served by the College.

Objectives:

1. Diversity will be enhanced through targeted recruitment of faculty and other employees.
2. Additional outreach efforts will be developed to target the recruitment and support of under-represented groups of students.
3. Training programs will be developed for faculty and staff members to increase their competence working with diverse individuals and groups.
4. An increased focus on diversity will be evident in marketing pieces produced by the College.
5. An effort will be made to increase the number and types of educational experiences that incorporate multicultural perspectives.
6. An effort will be made to focus on the retention and education experience of minority students with the goal of increasing the graduation rate of these students.

