

## GOAL 1: ACADEMIC EXCELLENCE

**Goal One:** NVCC will strive for academic excellence.

**Goal Window:** NVCC will provide academic standards and best practices that foster student achievement by identifying the individual learning needs and goals of our regional community. Our educators will continue to use a variety of pedagogies. Our commitment to academic excellence is measured in student successes both within and beyond our institution and is the hallmark of our identity.

**Goal Champions:** TBD

| OBJECTIVES   | DATE | OBJECTIVE INITIATOR            |
|--|------|--------------------------------|
| OBJECTIVE 1.1 Evaluate placement-testing scores and make recommendations for change.   |      | Simon, Boniecki                |
| OBJECTIVE 1.2 Evaluate whether remediation affects overall success rates in college-level classes.   |      | Simon, Boniecki                |
| OBJECTIVE 1.3 Establish and evaluate educational competencies.   |      | Bouffard, Cummings,<br>Valente |
| OBJECTIVE 1.4 Increase number of articulation agreements by 5% each year over the next three years.  |      | Ottman, Williams               |
| OBJECTIVE 1.5 Expand program review model to evaluate academic disciplines.  |      | Simon, Boniecki,<br>Hornbecker |
| OBJECTIVE 1.6 Promote continuous improvement in delivery and content of distance learning courses through ongoing faculty participation in training on distance learning course development. |      | Valente,<br>S. Williams        |
| OBJECTIVE 1.7 Create advanced learning communities.  |      | Boniecki, Holmes,<br>Valente   |

## GOAL 2: INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS

**Goal:** NVCC will develop and maintain a state of the art facility.

**Goal Window:** NVCC will establish and integrate effective planning, implementation, and evaluative procedures linked to resource allocation. These procedures will include establishing benchmarks, increasing resource development, making data based decisions, developing state-of-the-art facilities, improving communications, and strengthening ties within the legislature.

**Goal Champions:** James Troup, Dean of Administration

| OBJECTIVES   | DATE | OBJECTIVE INITIATOR  |
|--|------|----------------------|
| OBJECTIVE 2.1 Develop criteria for program expansion, reduction, and elimination.  |      | Lippincott           |
| OBJECTIVE 2.2 Identify appropriate benchmarks to use in administrative and academic continuous improvement.  |      | McGowan              |
| OBJECTIVE 2.3 Identify, structure, and communicate data systems and analysis for College decision-making.  |      | McGowan, Anderson    |
| OBJECTIVE 2.4 Establish a planning and funding system to ensure state-of-the-art facilities, including technology, equipment, and infrastructure.                              |      | Valente              |
| OBJECTIVE 2.5 Develop a plan to improve facility maintenance.  |      | Divjak               |
| OBJECTIVE 2.6 Improve resource conservation and establish waste reduction systems.   |      | Divjak, Troup        |
| OBJECTIVE 2.7 Improve and strengthen communications throughout the College by utilizing existing systems more effectively and exploring new technologies.                      |      | TBD                  |
| OBJECTIVE 2.8 Establish a process to evaluate the effectiveness of all advisory groups across the College.   |      | Lippincott, Anderson |
| OBJECTIVE 2.10 Redesign and implement revised strategic planning oversight and reporting process for more effective information sharing, coordination, and progress reporting. |      | McGowan, Valente     |

### **GOAL 3: STUDENT DEVELOPMENT**

**Goal:** NVCC will encourage the intellectual and personal development of our students.

**Goal Window:** NVCC will encourage the intellectual and personal development of our students through opportunities for student leadership and participation in campus-wide and community-based activities. The college will provide career development and a variety of extra-curricular activities as well as counseling resources and financial services to support student development which could result in job placement, advancement, and/or college transfer.

**Goal Champions:** James Daniels, Dean of Student Services, Margaret Guerrero, Assistant Professor/Director of Respiratory Care Program

| <b>OBJECTIVE</b>   | <b>DATE</b> | <b>OBJECTIVE INITIATOR</b> |
|--|-------------|----------------------------|
| OBJECTIVE 3.1 Establish a retention committee that will investigate measures to improve student retention, including implementation of the BSS retention program model across all divisions. |             | Bouffard, Guerrero         |
| OBJECTIVE 3.2 Provide effective student orientations focusing on the diverse needs of students. Increase student participation by 5% per year over the next three years.                     |             | Daniels                    |
| OBJECTIVE 3.3 Evaluate ease of course transfer for students going on to four-year colleges or universities.  |             | Guerrero                   |
| OBJECTIVE 3.4 Increase number of students who participate in extracurricular programs, clubs, and activities.  |             | Daniels, Stango            |
| OBJECTIVE 3.5. Explore feasibility of providing effective personal counseling and impact on student retention.   |             | Daniels                    |

## GOAL 4: COMMUNITY RELATIONS

**Goal:** NVCC will improve community relationships and college visibility.

**Goal Window:** NVCC will strengthen relationships with community agencies and other constituencies to increase opportunities for collaboration expand college visibility, and position students to fulfill their roles as citizens, volunteers, and leaders in the region. The College will advance its reputation, promote college programs, and connect with the community.

**Goal Champions:** Audrey Thompson, Associate Dean of Resource Development

| OBJECTIVES  | DATE | OBJECTIVE INITIATOR      |
|---|------|--------------------------|
| OBJECTIVE 4.1 Improve and expand positive relationships among NVCC students, staff, and community.  |      | Rusnak                   |
| OBJECTIVE 4.2 Provide high quality services to students and the community.  |      | Thompson                 |
| OBJECTIVE 4.3 Increase the visibility of the College in the community.  |      | Labet                    |
| OBJECTIVE 4.4 Improve the image of the College in the community.  |      | Klemeshefsky<br>Thompson |
| OBJECTIVE 4.5 Market and promote the College as a whole, in addition to credit and non-credit programs  |      | Wang, Sveda              |
| OBJECTIVE 4.6 Develop a coordinated college-wide communication system that improves our electronic, media, and written outreach to the community. |      | Boniecki                 |

## GOAL 5: PROFESSIONAL DEVELOPMENT

**Goal:** NVCC will promote employee excellence through access to professional development opportunities.

**Goal Window:** NVCC will provide access to professional development opportunities that enhance and promote employee excellence. The college will provide fair and equitable benefits to support a work environment that encourages innovation, productivity, accountability, and personal commitment.

**Goal Champions:** Kim O'Donnell, Associate Professor of Psychology, Patricia Pallis, Associate Professor of English

| OBJECTIVE   | DATE | OBJECTIVE INITIATOR   |
|---|------|-----------------------|
| OBJECTIVE 5.1 Increase faculty and staff participation in non-mandatory professional development activities.            |      | Brown, Altman, Milnor |
| OBJECTIVE 5.2 Explore alternative funding sources for professional development.   |      | TBD                   |
| OBJECTIVE 5.3 Measure the effectiveness of current PD   |      | Warriner              |
| OBJECTIVE 5.4 Increase PD opportunities and accessibility   |      | TBD                   |
| OBJECTIVE 5.5 Promote continuous improvement in pedagogy through participation in CFT and other professional activities |      | TBD                   |

## GOAL 6: DIVERSITY

**Goal Six:** NVCC will foster cultural diversity.

**Goal Window:** NVCC will be more representative of our region's demographics. We will foster a climate of mutual respect, supporting the value of diversity in all aspects of College life. The College respects responsible citizenship, sensitivity towards others, historical and cultural diversity, and an awareness of the global community.

**Goal Champions:** Jacquie Swanson, Director of Human Resources, Linda Stango, Director of Student Activities

| <b>Objective</b>  | <b>DATE</b> | <b>OBJECTIVE INITIATOR</b> |
|---|-------------|----------------------------|
| OBJECTIVE 6.1 Establish a Multicultural Council consisting of faculty, staff, and students who will work towards establishing understanding, acceptance, and solidarity among the college community.                                |             | TBD                        |
| OBJECTIVE 6.2 Research best practices for infusing diversity initiatives into college planning, programming, curriculum and syllabi, and faculty and student orientations as appropriate  |             | Picard                     |
| OBJECTIVE 6.3 Require participation in diversity training from all college faculty and staff every three years.   |             | Swanson                    |
| OBJECTIVE 6.4 Create a welcoming environment where we can actively engage students to increase their awareness, understanding, respect, and acceptance of other cultures and encourage them to celebrate and embrace our diversity. |             | Stango                     |

## GOAL 7: CAREER AND WORKFORCE DEVELOPMENT

**Goal Statement:** NVCC will lead the region in workforce training and career development.

**Goal Window:** NVCC will enhance employability of all learners by becoming the regional leader in career development and workforce training. The college will establish new partnerships and collaborations with employers and businesses, key economic development organizations, higher education institutions, and K-12 districts, and existing relationships will be improved. NVCC recognizes the importance of a highly effective workforce and will provide focused education and training solutions responsive to current and emerging community needs.

**Goal Champions:** Joseph Ward, Associate Professor of Criminal Justice

| OBJECTIVE  | DATE | OBJECTIVE INITIATOR |
|--|------|---------------------|
| <b>OBJECTIVE 7.1</b> Strengthen and expand articulation agreements with our campus partners (WCSU & CCSU), service area universities (UConn - Waterbury and Post University) and others to support increasing numbers of NVCC Associate Degree graduates continuing on to baccalaureate degree programs needed to meet projected regional/statewide workforce demands. |      | Goal Team 7         |
| <b>OBJECTIVE 7.2</b> Expand and improve partnerships throughout our service region, establishing NVCC as a premier resource for career pathways and work-related learning opportunities.   |      | TBD                 |
| <b>OBJECTIVE 7.3</b> Recommend supplemental measures of student success outside the traditional earning of a credit level certificate or degree as related to workforce development. Recommend methods to expeditiously respond to this need and capitalize on student and/or employer interest.   |      | TBD                 |