

Goal Number	Goal Title	Goal Champions	Number of Objectives	Percent Complete*
1-7	Overall Strategic Plan	Oversight Committee	46	55%
1	Academic Excellence	Bouffard and Smotroff	10	50%
2	Institutional Effectiveness	Troup and Thompson	9	59%
3	Student Development	Bouffard	7	52%
4	Community Relations	Thompson and Sanders	6	77%
5	Professional Development	O'Donnell and Pallis	6	64%
6	Diversity	Swanson and Stango	4	45%
7	Workforce Development	Smotroff and Bouffard	4	39%

*** Overall completion is the average of the seven Goal scores, and Goal completion is the average of the Goal Objective scores.**

Completion Levels for Goal Objectives and Action Points

- W-CEAC – Written recommendation being advanced to the Curriculum and Education Affairs Committee of CAS
- W-ASC – Written recommendation being advanced to the Academic Standards Committee of CAS
- W-SAC – Written recommendation being advanced to the Student Affairs Committee of CAS
- W-WB – Written recommendation being advanced to the President for entry into the Weekly Bulletin process
- W-ADMIN – Written recommendation being advanced to the administrative body with authority to take action (LIST ADMIN)
- W-PERSON – Written recommendation being advanced to another appropriate person (LIST PERSON)
- A-ACTION – Initiative being implemented and no further approvals are required (LIST ACTION TAKER)

- A-OTHER– Other action being taken (BRIEFLY EXPLAIN)

Goal 1: Academic Excellence

Objectives & Actions		Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
1.1	Evaluate placement testing scores and make recommendations for change.	Simon, Boniecki				50%
	1.1.1. Evaluate placement scores - English	A-Action English Dept.	None	Assessment of placement scores and student success	Ongoing.	100%
	1.1.2. Evaluate placement scores - Reading	A-Action English Dept.	None	Evaluation of correlation between ASD and English 043/063	Second pre/post testing, April 2006	75%
	1.1.3. Evaluate placement scores - Math	W-Person (Math Dept)	None	Statewide evaluation of appropriateness of math placement scores	Starting work - statewide initiative	25%
	1.1.4. Evaluate placement scores - ESL	W-Person (ESL Dept)	None	Assessment of placement scores, placement process, and student success	Starting work	0%
1.2	Evaluate incoming students to establish minimal entry level for remediation.	Bouffard, Smotroff				56%
	1.2.1. Establish minimum entry levels - English	A-Action English Dept.	None	Established entry levels Fall 2002	Ongoing	100%
	1.2.2. Establish minimum entry levels - Reading	A-Action English Dept.	None	Established entry levels Fall 2002	Ongoing	100%

	1.2.3. Establish minimum entry levels - Math	W-Person (Math Dept)	None	Statewide initiative for appropriateness of math placement scores	Starting work	25%
	1.2.4. Establish minimum entry levels - ESL	W-Person (ESL Dept)	None	Need to review ESL entry level	Starting work	0%
1.3	Evaluate whether remediation affects overall success rates in college-level classes.	Simon, Boniecki				17%
	1.3.1. Evaluate success of remediation - English/Reading	A-Action English, ASD, OIR	None	Evaluation of developmental English/ASD student success in college level composition	Second pre/post test, April 2006	50%
	1.3.2. Evaluate success of remediation - Math	A-Action Math and OIR.	None	Evaluation of developmental math student success in college level math	Starting work	0%
	1.3.3. Evaluate success of remediation - ESL	A-Action ESL and OIR	None	Evaluation of ESL student success in college level composition	Starting work	0%
1.4	Promote continuous improvement in pedagogy through participation in CFT and other professional development activities.	Bouffard, Smotroff				100%
	1.4.1. Offer variety of PD activities through the Center for Teaching	A-Other Center for Teaching	None	Number of faculty who participate in activities	Ongoing with continuous evaluation	100%
1.5	Establish a set of core competencies.	Bouffard, Smotroff				0%
	1.5.1. Establish competencies	On hold			On hold	0%

1.6	Increase number of articulation agreements by 5% each year over the next three years.	Ottman, Williams				63%
	1.6.1. Define "articulation"	W-Admin	None	A common, widely understood definition	After reviewing several definitions, the following, based on one used by the Kentucky DOE, was developed: "An Articulation Agreement is a process for linking two or more educational systems or programs to help students make a smooth transition from one post-secondary institution to another without experiencing delays, duplication of courses, or loss of credit." The definition was reviewed by the SPIN articulation subcommittee and found to be appropriate.	75%
	1.6.2. Explore best practices in designing articulation agreements	W-Admin	None	"Best practices" document available for college use	New England Transfer Association's (NETA) "Best Practices for Articulation Agreements" was developed by colleges and universities in New England. This document used research literature and input from NETA colleges to identify procedures to prepare, implement, store, update, and track articulation agreements.	100%
	1.6.3. Obtain a baseline of what articulations exist	A-Other (subcommittee)	None	Count of the number and types	A compilation of existing agreements was done. The list will be sent out to the college units for review, editing, and	75%

					updating.	
	1.6.4. Establish a "contact person" for all agreements college-wide	W-Person	Personnel for tracking and updating agreements	An office assigned for holding formal agreements. A person assigned to track agreements and keep information up-to-date.	TBD	0%
1.7	Expand program review model to evaluate academic disciplines.	Simon, Boniecki, Hornbecker				38%
	1.7.1a. Review several program review models	A-Action (Simon, Boniecki, Hornbecker)	None	Three model reviewed	Completed	100%
	1.7.2a. Develop a model for NVCC	A-Action (Bouffard and Goal 1 Team)	None	Draft disseminated	Completed	100%
	1.7.3a. Refine the model	A-Person (Bouffard and Goal 1 Team)	None	Draft #2 is approved for pilot project	Ongoing	75%
	1.7.4a. Evaluate and refine the model	W-Admin (Bouffard)	None	New model used in pilot study in Fall 2006	Ongoing	25%
	1.7.1b. Review several discipline review models	A-Action (Simon, Boniecki, Hornbecker)	None	At least three models reviewed	Beginning	0%
	1.7.2b. Develop a model for NVCC	A-Action (Bouffard and Goal 1 Team)	None	Draft disseminated	Yet to be started	0%
	1.7.3b. Refine the model	A-Person (Bouffard and Goal 1 Team)	None	Draft #2 is approved for pilot project	Yet to be started	0%
	1.7.4b. Evaluate and refine model	W-Admin (Bouffard)	None	New model used in pilot project in Fall 2006	Yet to be started	0%

1.8	Identify the number of faculty using web-enhanced learning activities and describe how faculty members are using web-enhanced learning activities.	Valente, Williams				85%
	1.8.1. DL Director will work with System Distance Learning Council to establish usage criteria	A-Action DL Director, System DL Council	None	Meeting minutes are recorded, distributed, and archived	In progress	75%
	1.8.2. Request/generate end-of-semester usage stats	A-Action DL Director, OIR, IT	None	Usage states are generated and archived	Completed and ongoing	100%
	1.8.3. Catalog topics presented at Distance Learning forums and similar venues	A-Action DL Director, S. Valente, Ed. Tech. Specialist	None	Forum activities/minutes recorded, distributed, and archived	Completed and ongoing	100%
	1.8.4. Catalog topics addressed with individual faculty	A-Action DL Director, S. Valente, Ed. Tech. Specialist	None	Course Development Lab utilization log and notes from individual training sessions are recorded and archived	Completed and ongoing	100%
	1.8.5. Analyze data against criteria established in 1.8.1 and create/distribute outcomes report to Learning Team	A-Action DL Director, Ed. Tech. Specialist	None	Outcomes report is created, distributed, and archived	In progress	50%
1.9	Promote continuous improvement in delivery and content of distance learning courses through ongoing faculty	Valente, Williams				75%

	participation in training on distance learning course development.					
	1.9.1. Based on usage stats collected for 1.8, identify faculty populations of high and low users of course web-enhancements	A-Action DL Director, Ed. Tech. Specialist	None	Usage stats are analyzed and archived	In progress	75%
	1.9.2. Targeting high faculty users, develop faculty-run forum in which faculty share ideas, techniques, and best practices	A-Action Faculty Mentors, DL Director, Ed. Tech. Specialist	Approx. \$500	Monthly Distance Learning Forums are coordinated and delivered; activities/minutes are recorded and archived	Completed and ongoing	100%
	1.9.3. Targeting low faculty users, develop and administer assessment to determine training needs	A-Action DL Director, Faculty Mentors, Ed. Tech. Specialist	None	Responses are collected, analyzed, and archived	In progress	75%
	1.9.4. Develop and coordinate schedule of training to address outcomes of needs assessment	A-Action DL Director, Faculty Mentors, Ed. Tech. Specialist	Continued funding for Ed. Tech. Specialist (EA) and Faculty Mentors	Training schedule developed and coordinated	In progress	75%
	1.9.5. Provide open lab, equipment, and staff dedicated to web-enhanced, online, and hybrid course development	W-Admin Dean of LSD, Dean of Admin A-Action Library Director, DL Director, Ed. Tech. Specialist	One HP LaserJet 1022, two Apple iPods (Nano 2GB), two Koss SB40 headsets,	Maintain Course Development Lab utilization log	In progress	50%

			continued funding for Ed. Tech. Specialist (EA)			
1.10	Create advanced learning communities	Boniecki, Holmes, Okwu				13%
	1.10.1 Create advanced learning communities	On hold			On hold	0%
	1.10.2. Create freshman seminar	W-Person Goal 1 Committee	None	Establishment of pilot freshman seminar	Just starting	25%

Goal 2: Institutional Effectiveness

Objectives & Actions		Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
2.1	Develop criteria for program expansion, reduction, and elimination.	Lacouture				25%
	2.1.1. Determine budget process for programs	A-Action	None	Processes learned	Done	100%
	2.1.2. Determine frequency of review of programs	A-Action	None	Frequencies learned	Researching	25%
	2.1.3. Survey employees on best practices	A-Action	None	Survey results obtained	Ongoing	0%
	2.1.4. Review and identify areas where expansion/reduction of programs depend on	A-Action	None	Areas identified	Working	0%

	resources outside the college's direct control					
	2.1.5. Perform research on other colleges' processes for best practices and guidelines for informed resource allocation decision-making	A-Action	None	Information acquired	Working	0%
2.2	Identify appropriate benchmarks to use in administrative and academic continuous improvement.	Broderick				39%
	2.2.1. Identify peers for external benchmarking.	W-Admin (President & Cabinet with OIR)	None	List of similar colleges that acts as a comparison group.	Completed research and revising proposal for submission and affirmation	75%
	2.2.2. Identify college offices to undergo periodic assessments, similar to those that academic programs and disciplines perform	W-Admin (President & Cabinet with OIR)	None	A list of offices and a schedule for assessment	Working on a list	50%
	2.2.3. Identify and gather institutional measures for peer comparisons.	W-Admin (President & Cabinet with OIR)	None	A collection of figures to allow for peer comparisons for college planning	Measures are identified. Revising proposal for submission and affirmation	75%
	2.2.4. Have College units complete an "Excellence in Higher Education Organizational Checklist"	W-Admin (President & Cabinet with OIR)	None	A snapshot of institutional effectiveness to help build a more comprehensive assessment program	Checklist acquired. Drafting a proposed assessment plan	25%
	2.2.5. Have College offices identify assessment measures and instruments	W-Admin (President & Cabinet with OIR)	None	Measures on which to assess office functioning, customer satisfaction, etc.	Acquired book on professional standards in higher education. Working on a proposed assessment plan.	25%

	2.2.6. Implement assessment plan	W-Admin (President and Cabinet with OIR)	None	A plan in which the College offices study themselves periodically to determine where things are going well and where things could be improved	Working on a proposed assessment plan	25%
	2.2.7. Produce periodic assessment reports to inform the College community about the performance of offices on campus	W-Admin (President and Cabinet with OIR)	None	A culture of evidence-based assessment and data on which to improve college services	None	0%
2.3	Identify, structure, and communicate data systems and analysis for College decision-making.	Broderick				90%
	2.3.1. Document all mandated reporting and other research activities in OIR.	A-Action	None	Copies of reports are retained and filed for easy access.	Done, ongoing	100%
	2.3.2. Implement reporting systems and acquire the data necessary to fulfill all mandated reporting requirements.	A-Action	None	Reports are completed and submitted on time.	Done, ongoing	100%
	2.3.3. Establish ways to disseminate information generated by OIR.	A-Action	None	Increase communication about research activities and a central location for College info	Done and ongoing. OIR Web site and newsletter are the primary ways to get info from OIR	100%
	2.3.4. Develop procedures for accepting and vetting requests for data or research	A-Action	None	A set of procedures for accepting and vetting data and research requests	Done and ongoing. OIR Web site has data request form. IRIS, the President, and others consult when there are concerns with requests. An IRB is being formed to deal	100%

					with human subjects issues	
	2.3.5. Create a document summarizing types and sources of data available at the College and what types of reporting can be done with them.	A-Action (OIR and a data committee)	None	A document that will help faculty and staff know what kind of data are available and where they are located	In progress. Brainstorming list and organizing committee to locate and systematize data sources	50%
2.4	Establish a planning and funding system to ensure state-of-the-art facilities, including technology, equipment, and infrastructure.	Faryniarz, Troup				59%
	2.4.1. Establish campus-wide IT OE Budget. IT budget remains flat from FY04-05, which means the budget allocation is regressive. IT still pays for projector lamps, additional network drops, and some user printers not funded by divisions The computer standards are somewhat dictated by the SO, resulting in mandatory upgrades of infrastructure and PCs. Ideally a 3-4 year user life needs to be maintained to keep up with the enhancements of software and hardware.	A-Action	More money	A reliable funding stream IT can use for planning and maintenance	IT budget will have an OE budget for repair and purchase of small items outside of the STI funding and Capital Bonding funds that are not predictable. The cost center for projector lamp replacement will be transferred to the Media Dept. There remains no separate campuswide IT budget to purchase equipment as needed.	75%
	2.4.2a. Develop Smart Classroom Technology Plan. As of 12/2/05, Stage I has been completed. Mid-level Smart Classrooms have been installed in K618, K619; a high-level classroom was	A-Action	None	A plan on which to base smart classrooms on campus	Completed. K618 and K619 have mid-level smart classrooms. K715 has a high-level smart classroom.	100%

	installed in K715					
	2.4.2b. Install minimal smart classrooms in F309, E633, E429, and E438 and mid-level smart classrooms in F222A and E529	W-Admin	Hopefully none	Installation of classrooms by Jan 2006	Quotes are currently being prepared by Neph for Dean of Admin and President to approve	100%
	2.4.2c. Add future smart classrooms	On hold	Capital bonding for STI funds	On hold	On hold	0%
	2.4.3a. Install Cat 6 network wiring, upgrade network closets in Kinney, ASL buildings, and Ekstrom	A-Action	STI funding	Installation and upgrades completed	Completed	100%
	2.4.3b. Upgrade phone system with VoIP technology	A-Action	Hopefully none beyond STI funding	Upgrade complete	Vendors being contacted; site visits being made; final spec being written; awaiting STI funding for 2006-07	25%
	2.4.3c. Roll out Internet television system on campus	A-Action	Future STI funding	System implemented	Vendors being contacted; still planning; waiting for STI funding for 2007-08	0%
	2.4.4. Develop a capital improvement plan	W-Admin	Research and planning time	A plan approved by the President and Dean of Admin	Library/Internet research completed; proposal completed; rough draft of potential plan completed	75%
2.5	Develop a plan to improve facility maintenance.	Vollemans				54%
	2.5.1. Analyze current staffing patterns and responsibilities to determine the need for additional resources	W-Admin (Dean of Admin)	None	Vacant staff positions will be filled	Ongoing	75%
	2.5.2. Research best practices to assist in the development of an ongoing preventive maintenance plan	W-Admin (Dean of Admin)	Money	All research is filed and available. Require funding to implement.	Ongoing	50%

	2.5.3. Establish a method to standardize classroom attributes, such as paint color, flooring, furniture, etc.	W-Admin (Dean of Admin)	Money	Lower costs and increased standardization in spaces on campus.	Ongoing	75%
	2.5.4. Identify and implement a plan for updating and maintaining the infrastructure of the physical plan and to provide for redundancy to enhance reliability and maintenance capability	A-Action	A consultant	An updated physical plant	This action is closely related to the construction of the new building	0%
	2.5.5. Identify general maintenance responsibilities that are in need of improvement by developing a questionnaire for college staff and faculty	W-Admin (Dean of Admin)	Assistance from OIR	Survey results indicating where maintenance is lacking	Done	100%
	2.5.6. Educate employees and students about how they can help to keep the campus clean	W-Admin	None	A cleaner campus	Appointing a Campus Pride committee	25%
2.6	Improve resource conservation and establish waste reduction systems.	Vollemans, Troup				75%
	2.6.1. Implement a recycling program on campus	W-Admin (Dean of Admin & Dir. of Facilities)	Minor expenditures	Compliance with state law, cost saving, and environmental protection	Strategic Waste Solutions, LLC, requires no significant expenditures, and they will split the savings 50/50 with NVCC	75%
2.7	Improve and strengthen communications throughout the College by utilizing existing systems more effectively and exploring new	Luria				63%

	technologies.					
	2.7.1. Conduct an evaluation of the current college Web site; identify strategies to enhance the site and better plan for budgetary needs in the coming year and into the future	A-Action	\$3700 received	Broad strategy plan will be available for decision-makers	Web Assessment Workshop scheduled for June 6, 2006	75%
	2.7.2. Discuss current internal communication tools and identify activities to support enhancements	A-Action VOIP Committee	Bond money	RFP/BID specs established	As a result of discussion in sub-committee, the voicemail system was considered a communication tool that needs enhancement. Therefore, as the OI and member of the VOIP committee, I list the initiative here	50%
2.8	Establish a process to evaluate the effectiveness of all advisory groups across the College.	Rotella				40%
	2.8.1. Determine current NVCC advisory board processes	A-Action	None	Processes learned	Done	100%
	2.8.2. Contact applicable college players for input on advisory process and best practices for evaluation	A-Action	None	Input gathered	Ongoing	50%
	2.8.3. Survey other organizations for best practices and guidelines	A-Action	None	Survey results gathered	Ongoing	0%
	2.8.4. Review and identify the timing and evaluation processes of college advisory boards	A-Action	None	Understand processes	Ongoing	50%

	2.8.5. Determine processes and timetables for evaluation	A-Action	None	Timeline established	Ongoing	0%
2.9	Increase faculty, staff, alumni, volunteer, and corporate participation in fundraising, grant seeking, and acquisition of donated instructional equipment.	Thompson				83%
	2.9.1. Identify and utilize NVCC volunteers for annual gala	A-Action	ORD staff time	Volunteers recruited, oriented, and used at the gala	Faculty, staff, and student volunteers helped with publicity and registration at the event	100%
	2.9.2. Identify and utilize NVCC volunteers for Hospitality Program endowment fund-raiser	A-Action (ORD and Business Division)	Staff time	Volunteers recruited, oriented, and used at the fundraiser	Students are recruited to register attendees, serve, and prepare food. Hospitality staff are volunteering prior to and during event	50%
	2.9.3. Encourage and assist NVCC faculty and staff with seeking employer and alumni donations	A-Action (ORD and various faculty/staff)	Staff time	Donations received	Ongoing. Numerous gifts were received	100%

Goal 3: Student Development

	Objectives & Actions	Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
3.1	Establish a Retention Committee that will investigate measures to improve student retention, including implementation of the	Bouffard, Guerrera				88%

	BSS retention program model across all divisions.					
	3.1.1. Survey campus offices that might impact student retention	A-Other (MAPS 3)	None	Surveys and interview completed	Completed	100%
	3.1.2. Designate a Retention Steering Committee	W-Administration	None	Committee chosen	Recommendation that a Retention Committee be established including the reps that should sit on it	75%
3.2	Provide effective student orientations focusing on the diverse needs of students and increase student participation by 5% per year over the next three years.	Bouffard				30%
	3.2.1. Design follow-up survey	A-Other (subcommittee)	None	Survey designed and data collected	In progress	25%
	3.2.2. Assess survey results	A-Other (subcommittee)	None	Results analyzed and report written	To be conducted in Fall 2006	0%
	3.2.3. Refinement of orientation	A-Other	None	Orientation improved based on refinements	To be done Fall 2006	25%
	3.2.4. Investigate alternative orientation formats	A-Other (subcommittee)	None	Analysis of different formats and vendors (e.g., Monster)	Monster added to orientation	100%
	3.2.5. Evaluate refined orientation	A-Other	None	Data analysis of results	To be done in Fall 2006	0%
3.3	Provide effective academic advisement and career counseling services to increase the number of students completing their degree program or meeting	Bouffard				63%

	transfer eligibility.					
	3.3.1. Academic advisement (BOT 3.8/Articulations) a. For transfer b. Degree completion c. Satisfactory academic progress (GPA) d. Satisfactory progress e. Satisfactory GPA & progress	A-Other Dean of LSD, Registrar's Office, Counseling Office	None	All reports generated via Banner; holds placed; students tracked; letters sent; advising sessions held	Ongoing and continuous every semester	100%
	3.3.2. Catalog conversion to CAPP	A-Action	None	Conversion completed	All certificate programs and 20 degree programs have been converted to date	25%
3.4	Review 75% of transferable courses over the next three years to incorporate cultural and career-related experience.	Guerrera				50%
	3.4.1. Propose change in 3.4; current Objective is too broad to manage and is affected by many factors; goal as currently written relates more closely to Goal 1, academic excellence, and core assessment	W-Admin (President)	None	Objective changed	Recommendation forwarded to President for consideration	50%
	3.4.2. Evaluate ease of course transfer for students going on to four-year colleges or universities	A-Other (subcommittee)	OIR support	Student satisfaction with transfer of credits to other schools	Committee in process of developing survey	50%
3.5	Increase awareness of financial aid deadlines, practices, and timely dissemination of award letters.	Bouffard				100%

	3.5.1. Run financial aid workshops for college divisions and offices	A-Action	None	Sessions held in Summer 2005	Ongoing. Should run every academic year.	100%
3.6	Increase number of students who participate in extracurricular programs, clubs, and activities.	Bouffard				33%
	3.6.1. Set a benchmark	A-Other (subcommittee)	None	Activities counted	Completed for 2004-05	100%
	3.6.2. Collect numbers in subsequent semesters	A-Other (subcommittee)	None	Activities counted	2005-06 data to be collected and analyzed	0%
	3.6.3. Evaluate effectiveness of Open Time Block	A-Other (subcommittee)	None	Analyze data with tool developed	Tool developed	0%
3.7	Explore feasibility of providing effective personal counseling and impact on student retention.	Bouffard				0%
	3.7.1. Explore feasibility	On hold			On hold	0%

Goal 4: Community Relations

	Objectives & Actions	Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
4.1	Improve and expand positive relationships among NVCC students, staff, and community.	Rusnak				100%
	4.1.1. Put together a community events calendar	A-Action	None	Calendar available in NVCC publication (weekly bulletin)	<i>The Happening</i> also includes information on NVCC and community	100%

					events	
	4.1.2. List community events at NVCC	A-Action	Facilities and staff time	List of community events at NVCC; events are listed in facilities schedule	Done, ongoing	100%
4.2	Provide high quality services to students and the community.	Thompson, Muca				75%
	4.2.1. Improve signage for events on campus	A-Action	Staff time and signs	Attractive signs providing event info; maintenance posts event info; need to monitor inappropriate signage and remove signs after events; elimination of unprofessional appearance and litter	Maintenance ordered attractive signs on which they post events; unsightly signs continue to be posted on inappropriate sites	75%
4.3	Increase the visibility of the College in the community.	Sanders, Labet				100%
	4.3.1. President coordinates representation at community events	A-Action (President and Deans)	Staff time	NVCC is represented at major local events	Done, ongoing	100%
4.4	Improve the image of the College in the community.	Klemeshefsky, Thompson				88%
	4.4.1. Compile staff and student service activities	A-Action (Student Services)	Staff time	Student service to community is published in <i>The Happening</i>	Ongoing; updates on student service needed	75%
	4.4.2. Offer work-study students to community agencies	A-Action (Financial Aid)	Staff time and work-study funds	1-2 students placed/semester	Done, ongoing; students are placed each semester	100%
4.5	Use marketing and other resources to promote the College as a whole, in addition to credit and non-credit	Wang, Sveda				75%

	programs.					
	4.5.1. Form Web Think Tank to assess strengths, weaknesses, and community communication uses of NVCC Web site	A-Action (Ad hoc committee)	Staff time	Completed report with data and recommendations for Goal Team review	Done	100%
	4.5.2. Begin implementing Web site improvements as identified by Think Tank	A-Action (College Marketing and other contributors)	Staff time, consultant, Assoc. Dean of IT	Visible improvements made to look of Web site and use for communication; Team 2 is hiring a consultant	Team 2 is hiring a consultant; Team 4 will be involved in planning next generation Web site; improvements continue to be made	50%
4.6	Develop a coordinated college-wide communication system that improves our electronic, media, and written outreach to the community.	Boniecki, Luria				25%
	4.6.1. Produce a plan to produce a bi-annual "Report to the Community"	A-Action (College Marketing, ORD, President)	Considerable staff time and substantial printing/ mailing costs	High quality report published	Funding being sought by ORD and College Marketing	25%

Goal 5: Professional Development

	Objectives & Actions	Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
5.1	Develop a mandatory comprehensive orientation for all new employees, including information about general college	DuBois				88%

	services, resources, and department-specific information.					
	5.1.1. Develop a comprehensive new employee orientation	A-Other (Faculty orientation plans are complete; orientation for other staff in progress)	None	When plans are completed, the college will be able to implement them	In progress	75%
	5.1.2. Determine necessary funding for orientation	W-Admin	TBD	Funds requested	Complete	100%
5.2	Increase faculty and staff participation in non-mandatory professional development activities.	Brown, Altman				71%
	5.2.1. Determine baseline of professional activities on campus	A-Other (Committee to survey staff to determine what PD activities are offered)	None	Report will be retained and filed	Ongoing	50%
	5.2.2. Create PD Web site for teaching and non-teaching staff	W-Other	Reassigned time to work on site	Web site will be available to all faculty and staff	Ongoing	50%
	5.2.3. Bring in PD consultant to work with committee members and other staff	A-Action	\$1500 plus travel expenses	Analysis of the current state of PD and climate and culture affecting PD participation. Identification of current needs and outcomes. Development of PD plan (orientation). Guidance related to developing funding sources for PD.	Completed	100%
	5.2.4. Committee will compose an Objective focusing on increasing PD opportunities	W-Admin (President Sanders)	None	New Objective approved	Completed	100%
	5.2.5. Create a "Standard of	W-Admin	None	Teaching and non-teaching staff	Ongoing	25%

	Excellence" for PD			will achieve "Standard of Excellence" and be recognized by the President		
	5.2.6. Committee will compose a new Objective on measuring the effectiveness of PD activities	A-Action	None	New Objective approved	Completed	100%
5.3	Increase knowledge of and ability to access professional development funds through a yearly publication that will describe the different funds, the steps needed to access them, and how to complete reimbursement forms.	Troup				56%
	5.3.1. Determine how much money is spent on PD	A-Other	None	Report on how much money spent	Ongoing	25%
	5.3.2. Review current travel authorization forms and procedures	A-Action	None	Report written and retained	Completed	100%
	5.3.3. Create more user-friendly travel forms	A-Action	None	New forms developed	Ongoing	50%
	5.3.4. Create a PD Web site, including calendars of PD opportunities and travel authorization forms	W-Other	See 5.2.2	See 5.2.2	Ongoing	50%
5.4	Explore alternative funding sources for professional development.	Fichtel				67%
	5.4.1. Determine how much spend on PD	See 5.3.1	None	See 5.3.1	Ongoing	25%
	5.4.2. Committee endorsed the system-wide proposal (brought through Bill Searle and system CFT) to increase PD funds for teaching and non-teaching staff	A-Admin (Sanders and Bouffard)	None	Proposal is written and sent to administration	Completed	100%
	5.4.3. Committee proposal to create a	A-Admin (Sanders	Funding for	Money will be available to	Ongoing	75%

	special grant fund for PD activities	and Bouffard)	special grants TBD	approved applicants		
5.5	Measure the effectiveness of current PD	TBD				50%
	5.5.1. Identify current professional development activities offered	A-Action	None	Report will be completed	Committee gathering data	50%
5.6	Increase PD opportunities and accessibility	TBD				50%
	5.6.1. Creation of PD Web site	See 5.2.2	See 5.2.2	See 5.2.2	Ongoing	50%
	5.6.2. Increase funding through special grant program	See 5.4.3	See 5.4.3	See 5.4.3	Ongoing	50%

Goal 6: Diversity

	Objectives & Actions	Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
6.1	Establish a Multicultural Council consisting of faculty, staff, and students to work towards establishing understanding, acceptance, and solidarity in the college community.	TBD				0%
	6.1.1. Establish Multicultural Council	On hold			On hold	0%
6.2	Research best practices for infusing diversity initiatives into credit and non-credit departmental planning, programming,	Majeski				55%

	course syllabi, and faculty and student orientations as appropriate.					
	6.2.1. Two members to attend NCORE in 2007	A-Admin	\$5000	Attending members will share findings for purpose of improving our initiatives	Funds being requested	0%
	6.2.2. Three members to attend NCORE Conference in Chicago 2006	W-Admin	\$4000	Attending members will share knowledge and findings	Funds for one person have been provided	100%
	6.2.3. Institutional membership in CTNAME	A-Action	\$350	Committee members will remain current on issues related to diversity, inclusion, and social justice	Funds being requested	0%
	6.2.4. Research into diversity plans developed by other community colleges and Internet sites relevant to diversity at CCs	A-Action	None	A list of Internet sites will be developed for use by the committee	This is being folded into the larger best practices report	50%
	6.2.5. Investigate texts and videos available for inclusion in a diversity section of the LRC	W-Admin	\$1200	A diversity section of texts and video will be available to faculty, staff, and students	A number of texts have been purchased. A review of texts and videos is progressing	50%
	6.2.6. Produce a report of best practices in higher education, specifically in CCs	A-Action	None	A report will be written	Preliminary presentations have been made to the committee. The completed work is in progress	50%
	6.2.7. Purchase the text <i>Tools for Teaching</i> , by Barbara Gross Davis.	A-Admin	\$350	Copies will be distributed to teaching committee members, academic divisions, and LRC	Funds being requested	0%
	6.2.8. Meet with ConnCAS Grant Director	A-Action	None	Collaborate on developing initiatives to enhance minority	Completed	100%

				recruitment, retention, and graduation rates		
	6.2.9. Include members of committee on management search committees	A-Action	None	Ensure attention to alternate modes of assessing candidates	Completed	100%
	6.2.10. Meet with Marketing Director	A-Action	None	Establish a protocol for including a variety of visual images that promote our inclusiveness	Completed	100%
6.3	Require participation in diversity training from all college faculty and staff every three years.	Swanson				75%
	6.3.1. Hold diversity trainings for professional staff members	A-Action	None	Diversity training held for professional staff members	Dr. Jane Fried spoke on 1/17/06 on the topic of implementing diversity in the classroom	100%
	6.3.2. Hold diversity trainings for classified staff members	A-Other	\$3000	Diversity training to be held for classified staff members	In the process of writing up a recommendation for college-wide training to be submitted to President. A presenter has been selected. Dates, times, and logistics to be determined.	50%
6.4	Student Life	Swanson, Stango				50%
	6.4.1. Establish 6.4 Objective	W-Admin Oversight Committee	None	New Objective added	Need for Objective established based on activities and recommended by Oversight Committee	50%
	6.4.2. Educate students about diversity issues	SGA Approval	SGA Funding	Fifty-six students attended and provided favorable evaluations	Held a student leadership training conference	100%
	6.4.3. Increase multicultural images to improve welcoming	W-Admin Oversight	\$1200	Images and artwork displaying diversity at	Conducted an environmental scan for images of inclusion	50%

	environment of the college	Committee		NVCC	and diversity. Identified appropriate artwork. Funds requested from Oversight Committee and SGA.	
	6.4.4. Develop a student survival guide	A-Other (Will pursue partners for this project)	Possible need	Guide created	Not yet started	0%

Goal 7: Workforce Development

Objectives & Actions		Objective Initiators & Action Points	Additional Resources Needed for Action	Measurable Outcomes	Progress Report	Percent Complete
7.1	Monitor labor needs of state and region, and respond with credit and non-credit programs addressing labor trends, such as shortages in nursing, allied health, engineering, and teacher education.	Ward, Matteis				79%
	7.1.1. Review program development process	A-Action SPIN 7 2004-05	None	2005 year-end report	Completed	100%
	7.1.2. Formulate "Core Plan" matrix	A-Action SPIN 7	None	Matrix completed	Completed	100%
	7.1.3. Devise five-resource test of "Core Plan" using Auto Tech Program as sample case	A-Action MAPS 7 2005-06	None	Data collection format developed	Completed	100%
	7.1.4. Collect resource input from program faculty	A-Action MAPS 7	None	Questionnaire/matrix data	Ongoing	50%
	7.1.5. Collect resource input from Program and CED Coordinators, Division Directors, OIR, ORD, Dean of Administration, Dean of LSD, Dean of CED, and President	A-Action MAPS 7	None	Interview summaries/matrix data	Completed	100%

	7.1.6. Off-site visit to Mass. Bay Community College for comparative data	A-Action MAPS 7	\$1200 allocated should be sufficient	Trip report	Have agreement on visit and concurrence from MBCC. Need to set a date and go	25%
7.2	Develop articulation agreements establishing NVCC as a "Pathways to Teaching Careers" institution.	Goal 7 Team				75%
		A-Action (Oversight Committee)	None	Objective change	Recommendation for Objective to be removed and worked into 7.3	75%
7.3	Increase the number of students with an associate's degree continuing to bachelor's degree programs.	TBD				0%
		On hold			On hold	0%
7.4	Expand and improve partnerships with school districts within our service region establishing NVCC as an available resource and incentive for students to take college courses.	TBD				0%
		On hold			On hold	0%