

Academic Planning & Assessment 2006-2007

GOAL		DESCRIPTION	ASSESSMENT	TIMELINE	BUDGET
1. Programs and Instruction					
Meet the NEASC Standards for accreditation for <i>Planning and Evaluation, and Programs and instruction.</i>					
a.	Goals for the College Curriculum General Education	The College's general education curriculum and student learning outcomes will reflect the College's definition of an educated person.	Definition published. Curriculum revised to fit definition and student learning outcomes addressed on syllabus	complete	
2. Syllabi/Overview					
a.		All full time and part time faculties will use the "master syllabus" and course overview template	All faculty submit syllabus using master	completed	
b.		All syllabi will include learning objectives.	Printed syllabi contain learning objectives	completed	
c.		All syllabi materials will be on-line and on the academic division's web site.	They are present on the college website	completed	
3. New Classes and Programs					
a.		Continue to expand off site, weekend, on-line programming, and accelerated learning, as well as other forms of educational delivery.	Partially complete – a variety of online programming added and off-site options offered. Six new courses brought online	ongoing	
b.		Pilot a learning community.	A learning community was offered Spring 2006 and will be again Spring 2007	completed	
c.		Develop two new associate degree and two new or modified certificate programs of study tied to community needs with appropriate staffing Additional faculty added to implement above programs.	Veterinary Assistant certificate developed Education Para-Professional Degree being developed New Veterinary Technology Faculty added	Ongoing 2007/08	\$8,000 \$60,000

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d.		Freshman year experience course(s) will be established and required of all first year students	College 100 offered		
4. Program Coordinator Support					
a.		New programs need PC oversight.	N/A New Program Coor. Will not be added		
5. Articulation					
a.		NCCC will maintain appropriate articulation agreements with 100 percent of all accredited senior institutions in the college's service area.	Articulation agreements with UConn Torrington complete	complete	\$20,00 Tom Donahue \$30,000 Ruth Gonzalez
b.		Bring to date 50% of Tech Prep articulation agreements			
6. Schedule of Classes					
a.		The College's schedule of class offering times and/or days will be reviewed regularly.	Div. Directors review every semester	ongoing	
b.		The College's class offering times and/or days of under enrolled sections will be modified to measure enrollment changes.	Registrar emails class enrollments. Div. Dir review	ongoing	
c.		Open on-line registration earlier and longer than Spring 2005.	Keep on-line registration open until first day of classes	2006-07	
d.		Mail schedule to all service region households.	Schedules are mailed	Complete/ongoing	\$15,000
e.		Assure the schedule is available halfway through the semester.	Online schedule is available earlier. Printed schedule needs to be published earlier	Ongoing 2007/08	

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7. Assessment and Evaluation Processes				
a.	Meet the NEASC Standard for accreditation for planning and evaluation.			
b.	Ensure productivity and relevance within the entire academic program	<p>The productivity and cost efficiency of College academic programs will be researched to determine the appropriateness of the distribution of college resources</p> <p>Create criteria for determining productivity and relevance of academic programs. Review each program using these criteria</p> <p>Create criteria for determining productivity and relevance of academic course. Review each course using these criteria</p>	Conduct a cost-benefit analysis	2007/08
c.	Maintain program and discipline reviews as a systematic, ongoing process that includes the inquiry of the self-study, presentation of findings to dean and other stakeholders, budget to goals influence, and follow up one year later.	<p>Program and discipline review schedule has been established and reviews are being conducted. Findings are presented to the Dean. Emphasis needs to made on including stakeholders and one year reviews</p> <p>Each program will establish specific program success goals (such as student employment data, costs, enrollment, graduates, etc.) and will meet or exceed 75 percent of those goals.</p>	<p>Some rough data is available. It will need to be refined</p>	<p>Ongoing</p> <p>2007/08</p>

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d.		Outcomes assessment will inform strategic planning and will drive action planning. To facilitate the success of this most necessary process, the academic dean will give faculty who are involved in self-study the opportunity to exercise real control over the review process. The dean will then function as guide or coach and take the lead on procuring resources.	Faculty conducted their self-studies independently of the direct control from the Dean. Dean guided the process and procured funds when needed	completed	
e.		General Education Assessment will be ongoing. First steps will be to gather baseline information of current assessment practices by course and discipline. All programs will reflect the College's general education core. The next steps will involve defining general education core competencies in majors/programs and developing evaluation strategies that measure learning outcomes	Baseline information has been gathered. All programs include general education core.	First steps completed Goal is ongoing	
f.		Each program will have and active advisory council.	Many do have active advisory councils. Some remain to be formed	2006/07	
g.		The Dean's Office will create forums and encourage conversations among faculty members that surface important philosophical questions and lead to deeper understandings of program intentions and goals in the context of institutional and departmental missions.	FT Faculty meetings, professional workshops, Center for Teaching	ongoing	\$1,000

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8. Faculty					
<i>Meet the NEASC Standard for accreditation faculty.</i>					
a.	The faculty is productive and engaged in their work.	Faculty participate in student and professional development activities. Faculty will demonstrate a systematic understanding of the effective teaching/learning processes and outcomes in their courses and programs Faculty will be involved in student advisement, academic planning and will participate in policy-making, course and curricular development, and institutional governance Faculty assignments and workloads are consistent with the college mission and purpose.	Reflected in College curricular changes and feedback loops to the dean.	Ongoing	
b.	Full-time and adjunct faculty conform to program, academic discipline and divisional instructional goals.	Workshops, mentoring, training and other methods will be developed. Goals need to be clearly stated, widely distributed and both full-time and adjunct faculty accept the responsibility of ensuring that the content and method of instruction meets these goals as well as accepted academic and professional standards and expectations Consideration of instructional goals and improvements are informed by a shared understanding of what and how students are learning (NEASC5.11)		Ongoing	\$3,000
d.	Innovative instructional techniques and technologies will be implemented	Experimentation with various methods to improve instruction will be encouraged. New technologies will be employed both In the classroom and on-line The college needs to provide adequate support to implement new methods and technologies	Online video tutorials, RSS News Feeds, audio, and ePortfolios are being used in several courses.	Ongoing	

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e	Adjunct faculties will be involved in College activities	Ways to involve adjuncts in the College will be addressed.	Adjunct faculty are invited and attend Center for Teaching activities, All-College meetings, and social functions	Ongoing	
f.	Community Connections	<p>Eighty percent of community leaders report that NWCC is a positive influence on the quality of life in the community.</p> <p>Faculty activities should include relevant community activities for the College and our students.</p> <p>The Academic Skills Center's community centered programs will continue to be developed and integrated into tutoring services at the college.</p>	<p>More than 50 percent of the college's faculty and academic division staff will serve the community through professional, civic, and educational services.</p> <p>The Academic Skills Center offers ESL, GED, basic skills and lifeskills classes, as well as tutoring for the College's students and the community</p>	<p>2007/08 to meet the percentages otherwise ongoing</p> <p>Ongoing</p>	
9. Academic Support Services					
The majority of continuing and non-returning students surveyed will indicate satisfaction with college academic services.					
a.	Academic Services will have the human resources & operational dollars to maintain current levels of service.	Creating permanent positions where there are temporary contracts in place.			\$170,000
b.		Provide dollars to departments that need expanded budgets to accommodate the growth and support of technology in education			\$20,000

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10. Educational Technology				
a.	<p>Create an academic atmosphere that encourages use of WebCT Vista as an intrinsic component of all courses at Northwestern.</p>	<p>Students and faculty who use web-enhanced learning report increased communication, organization and opportunities for creative learning.</p> <p>Intensive training of full and part-time faculty in the use web-enhanced technology in the classroom (Vista).</p> <p>Workshops on pedagogical theories of online learning</p> <p>Opportunities for faculty sharing/collaboration of Vista applications</p> <p>Advocacy of faculty experimentation and innovation of web-based learning strategies</p>	<p>Number of courses increased by 25% from Fall 2005 to Fall 2006.</p> <p>55 faculty (83% increase) and 93 course sections (55% increase) are using WebCT Vista.</p> <p>Several Educational Technology workshops and training sessions have been held for faculty.</p> <p>Online adjunct faculty forum created to encourage collaboration and sharing of best practices.</p> <p>RSS Feeds and Audio Files are now available</p>	<p>\$6,000</p>
b.	<p>Increase the number of online/hybrid and web/enhanced course offerings</p>	<p>The geographic position of the College in rural Northwest Connecticut makes distance learning attractive and viable for current and potential students.</p> <p>Academic disciplines and programs should have offerings available online.</p>	<p>Measure through monitoring schedule of each discipline and reviewing system reports comparing colleges in Conn.</p> <p>25% increase in enrollment in online courses from Spring 06 to Spring 07</p>	<p>2007/08</p>

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c.	Include technologies that demonstrate and record academic achievement and progress as an integral part of the academic program.	Students begin e-portfolio in introductory course Develop a inclusive portfolio over academic career Continue to investigate, maintain and add the latest technologies to the classrooms and the workplace.	Smart Classrooms were added in FH, GW and Joyner. New technology will be added to Arts/Science building.	Ongoing	\$2,400 \$500,000
d.	College will devote adequate resources to maintain a technological presence at appropriate levels	Operational dollars to maintain current levels of service. Expanded budgets to accommodate the growth and support of technology in education. Creating permanent positions where there are temporary contracts in place.	Budget Increase DL Coordinator in place Is Bev King f/t permanent?		\$25,000 \$50,000
e.	Students indicate satisfaction with technological and web services with academic area	The majority of on-line students will rate course content and instructional quality of on-line courses as satisfactory or better on student evaluations.	Students fill out online course evaluations. Need to be given to Institutional Research for analysis	Ongoing 2006/07	
12. Library					
a.	Budget increase by 10% annual increase	Expand the budget by % to update the video and other outdated collections, as well as broaden the array of electronic data bases. Ensure that additional funding is made available to support new courses and/or programs. Secure funding for the latest technology in order to take full advantage of electronic sources and consortium services.	Library budget was increased for FY2006/07	ongoing	\$10,000 \$10,000

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b.	Ensure that all community college students are information literate.	<p>Provide library instruction on both the group and individual level to give students the skills they need to locate and evaluate sources not only in college but also throughout their lives.</p> <p>Work with faculty to insure that all English 101 classes receive library instruction and to increase the number of specialized subject classes taught by the librarians.</p> <p>Provide a mechanism or process, such as online tutorials, to teach library instruction to all learners, particularly those enrolled in distance education courses.</p> <p>Integration of information research skills into curriculum. 20% of courses beginning with Gen. Ed.</p> <p>Information research skills to integrate information curriculum – 20% - general education to start.</p>	<p>All on ground English 101 faculty do schedule library instruction. Library instruction statistics have increased slightly</p> <p>Online Information Literacy tutorials have been created</p> <p>These goals have not been measured nor worked toward.</p>	<p>Ongoing</p> <p>2006/07</p>	
c.	Develop staffing patterns and public service hours that meet the needs of the diverse groups of patrons.	<p>Seek college funding for part/time support staff and adjunct librarians.</p> <p>Add a third professional librarian (MLS) to the staff to insure the availability a higher level of professional service. This is beyond our control and will not happen</p>	<p>Part-time library assistants added to the library staff.</p>	<p>Completed</p>	<p>\$50,000</p>
d.	Monitor and implement new technological resources that will improve and enhance library services.	<p>Continually upgrade and acquire new technologies and equipment which promote efficient access to electronic as well as traditional resources.</p> <p>Provide continuous off-campus access to the library's databases in order to accommodate commuting students and distance learners.</p>	<p>Have maintained age of computers, and added new types of resources.</p> <p>System-wide proxy server is working and all new electronic resources are added</p>	<p>ongoing</p>	

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13. Registrar The mission statement of the Registration & Records Office is "To provide friendly, customer-service oriented services to aid students in their educational processes such as registering, adding or withdrawing from class and accessing academic information (grades, transcripts, etc.)"				
a.	To decrease production time for official transcripts.	<u>Action Steps</u> To investigate the possibility of web transfer requests.	Outcome Web transcript request process available and working	
b.	To come into NEASC compliance with approximately 10,000 student records that currently only exist in one place.	<u>Action Steps</u> Complete photocopying of original student transcripts and send them to offsite storage. Investigate storage and other associated costs, and secure a vendor. Investigate needs of campus offices to help share costs.	Original records are copied and stored off site in case of a natural disaster.	<u>Resources Needed</u> Ongoing Approximately \$500 per year for offsite storage fees
c.	To develop and implement a records retention plan.	<u>Action Steps</u> Develop a records retention plan in accordance with industry standards and submit it for approval to the Connecticut State Library Public Records Administration. Once approved, begin to destroy records we are not required to keep	Plan is written and approved. Destruction of files has begun	September, 2007 January, 2008 Student worker to pull files and shred them

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d.	To enter archived graduates' academic records into banner.	<u>Action Steps</u> Enter the academic history into banner.	All grades for all graduated are entered into banner.	Completed by January 2009.	
e.	To assess the effectiveness of the Registrar's office.	<u>Action Steps</u> Survey visitors to the Registrar's office on their level of satisfaction with the services provided.	Develop survey cards for visitors to fill out. Analyze the survey cards to assess the effectiveness of the Registrar's office.	Ongoing	
f.	To implement college-wide training in FERPA.	<u>Action Steps</u> Train all employees of the college in FERPA. Develop and distribute information brochures to students and staff on FERPA.	Train all employees at an All College meeting. Distribute brochures	September or October, 2007 Ongoing	
14. Academic Skills Center					
a.	Expanded staffing to maintain current levels of operation.	Provide more permanent support for the Center. Contracts are still grant-based and the positions are not permanent.	Number of contracts written will be increased	Fall 2007	

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b.	Continue integration of technology into the services of the Academic Skills Center	Maintain web-based and software programs and hardware used in various elements of the Skills Center. Maintain technological training of staff of Academic Skills Center.	Extensive use of technology in the Academic Skills Center Biweekly meetings of Academic Skills Center staff with the Computer Department Frequent meetings and training sessions with the staff of the Academic Skills Center	Ongoing Ongoing Ongoing	
c.	More spacious working conditions for students and staff	Larger quarters to reasonably accommodate tutors and multiple programs run in the Skills Center is necessary	Completed move to new location	Fall 2007	
15. Tech Prep					
a.	Revise the articulation agreements with high schools.	Frequent collection and reporting of TP student and school data for program efficiency, oversight and success.		ongoing	

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b.	Expand high school participation in Tech Prep.		Increased numbers of courses and schools participating	ongoing	
16. Information and Communication Pathways					
a.	Expand awareness & outreach to internal and external community.	Increase exposure to the academic programs and courses, particularly the new programs of study by working with the Marketing Director and Graphic Designer.			
b.	Web Linkages	Expand student access and ease of registration by encouraging student's use of web registration. Improve the Academic Affairs web site and better utilize our significant electronic capacity for communication and information.			
c.	Internal Communication	Generate greater College awareness of the activities of the faculty and Academic Affairs Division through the creation an Academic Division Newsletter.			
d.	Planning	Maintain progress with our institutional effectiveness initiative to plan and implement outreach strategies to meet the economic and workforce development needs of the region through relevant educational offerings.			