



*The mission of Northwestern Connecticut Community College is to inspire learning through accessible, high quality education. Northwestern is devoted to enriching lives by meeting individual and community needs in a supportive environment.*

**NORTHWESTERN CONNECTICUT COMMUNITY COLLEGE  
STRATEGIC GOALS 2008-2011**

**Develop and maintain high quality, relevant programs, courses and workforce development opportunities for credit and noncredit students**

**Maintain commitment to student access, advising, retention and supportive services.**

**Improve all facilities to the highest level possible and provide for the most efficient use of resources.**

**Promote the future success and stability of the college via the Foundation/RAC; alumni association, grants, and employee professional development**

## KEY

Adm	Admissions Office
Advise Cmte	Advisement Committee
APAC	Academic Planning and Assessment Committee
Comp Svcs	Computer Services
CSD	Center for Student Development
D Admin	Dean of Administration
DAA	Dean of Academic and Student Affairs
DAS	Director of Academic Skills Center
DCE	Dean of Continuing Education
DDs	Division Directors
DHR	Director of Human Resources
DIR	Director of Institutional Research
Dir Fin	Director of Finance
Dir SD	Director of Student Development
DIT	Director of Information Technology
DLS	Director of Library Services
DPR	Director of Marketing and Public Relations
Ed Tech	Educational Technology Grant Director
EM Cmte	Enrollment Management Committee
Fin Aid	Financial Aid Office
Gov. Cmte	Governance Committee
Reg	Registrar

## ACADEMIC PLANNING & ASSESSMENT

Goal		Who	When	Status
<b>1.1</b>	<b>Develop and maintain high quality, relevant credit programs and courses</b>			
1.1(a)	Gen ed curriculum & learning outcomes clearly and consistently reflect NCCC's definition of an educated person	DAA, DDs, Fac	Ongoing	
1	Engage in assessment of gen ed core competencies within the major	DAA, DIR, DD	Ongoing	
2	College will maintain articulation agreements with all accredited senior institutions and high schools in service area	Trans	Ongoing	
3	Current & proposed program/course offerings balance external need, productivity and cost efficiency	DAA, CurrC, DD's	Ongoing	
4	New AS degrees and new or modified certificates will be introduced	DAA, DDs	Ongoing	
1.1(b)	Develop a schedule of classes that meet program requirements, provide a variety of options for day and evening, on-line and on-ground based on student demand.	DAA, DD's	Semester	
1	Regular semester review of data and modifications made	DAA, DD's	Semester	
1.1 (c)	Continue to develop innovative forms of educational delivery	DAA, DET, DD	Semester	
1	Increased variety of online and technologically enhanced courses offered every term	DAA, DET, DD	Semester	
<b>1.2</b>	<b>Meet the NEASC Standard for Faculty – Faculty will be productive and engaged in their work, conform to instructional goals, and incorporate innovative instructional techniques and technologies</b>	<b>DAA, DET, DD, CFT</b>	<b>Ongoing</b>	
1	Faculty participate in student and professional development activities.	DAA, DDs	Annually	
2	Increase faculty engagement with students and college life.	DAA, DD's	Ongoing	
3	Full-time and adjunct faculty engage in academic program and discipline goals.	DAA, DD's	Ongoing	
	Adjunct faculties will become more involved in college activities for building community and professional development.	DAA, DD's	Ongoing	
<b>1.3</b>	<b>Promote a culture of inquiry in which faculty and staff are committed to ongoing assessment for the purpose of improving institutional effectiveness and strategic planning</b>			
1.3(a)	Program and discipline reviews are conducted systematically	DAA, DD's, Fac	5 yr cycle, 2008-2013	
	Maintain program & discipline reviews as ongoing process that includes self-study, presentation of findings to dean & other stakeholders, budget to goals influence, and 1-year follow up.	DAA, DDs	Ongoing	
1		DAA, DDs	Ongoing	
2	Each career program with specialized accreditation will have an active advisory council	DAA, DDs	Ongoing	
3	Dean's office creates forums/encourages pedagogical conversations among faculty	DAA	Ongoing	
1.3(b)	Assessment of general education outcomes is ongoing			
1	Gather baseline information on current assessment practices	DAA & DDs	Spr 06	
2	General education core reflected in all programs	DAA	Ongoing	

Goal			Who	When	Status
1.3( c)	1	Data collected/utilized regularly for planning and evaluation purposes Relevant data are regularly collected and disseminated to support planning and evaluation efforts	DAA, DIR	Ongoing	
<b>1.4</b>		<b>Support student learning</b>			
1.4 (a)	1	Develop supportive institutional strategies to support and retain students Develop and manage and new Advising Pilot	DS, EM, Dir Adm, Dir SD Dir SD	Ongoing Ongoing	
	2	Expand developmental education success strategies such as, advising, testing, courses College 100, College 99, and tutoring	DAA, & Asst to DAA, Dir SD	Ongoing	
	3	Implement pilot programs to evaluate and build technical literacy of incoming students	DA, IT, DET	Ongoing	
	4	Determine and implement educational technology processes that will enhance faculty and student communications and interactions.	DAA, DET	Ongoing	
<b>1.5</b>		<b>Develop and maintain currency with education and information technology</b>			
1.5(a)	1	Incorporate technological resources into the general education classroom experience	DAA, DET, IT	Ongoing	
	2	Continue to investigate, maintain, and implement existing and emerging educational technologies for classrooms and the workplace	DAA, DET, IT DAA, DET,	Ongoing	
	3	All academic classes will have a technology component, whether on-ground, online or hybrid.	DD's	Ongoing	
	4	Monitor trends and implement new online library resources as they become available.	DAA, Dir Lib	Ongoing	
	5	Explore video conferencing possibilities and other multimedia distribution methods	DAA, DET, IT	Ongoing	
1.5(b)		Create an improved, vibrant, interactive, efficient, and usable website that also meets the W3C Web Content Accessibility Guidelines adopted by the State of Connecticut Web Site Accessibility Committee			
	1	Establish and support a Web Content Management Committee to facilitate this goal.			
1.5 (c)		Achieve a technologically proficient workforce and concomitant work environment			
	1	Institutional commitment to provide faculty with computer resources to meet teaching needs	Pres	Ongoing	
	2	Assess the technological instructional requirements of faculty and provide software and hardware upgrades and training as necessary.	IT and DAA	Ongoing	
	3	Maintain and upgrade Smart classrooms to ensure currency with new technologies	D Admin, DIT	Ongoing	
	4	Engage faculty to develop innovative technology applications for instruction, supported by the DET	DAA & IT	Ongoing	
1.5(d)		Commitment to state of the art technical environment for all staff			
	1	Provide technology services for faculty and staff to implement processes to enhance the use of information technology resources.	DHR	Ongoing	
	2	Continue participation in NERCOMP and other site licensing programs	DIT	Ongoing	
	3	Ensure timely replacement of technology equipment	D Adm, IT	Ongoing	

Goal	Who	When	Status
<b>1.6</b> <b>Maintain an Academic Plan incorporating academic and student divisional goals, budget and assessments</b> See attached	DAA	Ongoing	
<b>1.7</b> <b><i>Implement technology enhancements related to facilities plan</i></b>			
1 <i>Participate in renovation of Joyner Learning Center for datacomm enhancements</i>	IT	2008/9	
<b>1.8</b> <b>Enhance NCCC's education delivery systems (on ground or online) relative information technology systems.</b>			
1 Match information technology resources to demonstrated classroom needs.			
2 Create one year, three year and five year trend plans for educational needs and select/forecast technology based on those needs.			
3 Review and modify trend plans based on results.			

**CONTINUING EDUCATION**

Goal		Who	When	Status
<b>2</b>	<b>DEVELOP AND MAINTAIN HIGH QUALITY, RELEVANT PROGRAMS, COURSES, AND WORKFORCE DEVELOPMENT OPPORTUNITIES FOR NON-CREDIT STUDENTS</b>			
<b>2.1</b>	<b>Continue to identify workforce development needs in the college's service area and create training programs for non-credit students</b>			
	1 Develop one new Workforce Investment Act (WIA) training certificate program annually	ASC	ongoing	
	2 Work with Enrollment Management Committee, Institutional Research Office, Northwest Regional Workforce Investment Board, and System Office to capture enrollment data, labor statistics, and employment projections for use in program development	DCE	ongoing	
<b>2.2</b>	<b>Expand Allied Health and complementary health courses and programs</b>			
	1 Develop online survey for health care providers education/training needs	DCE	ongoing	
	2 Introduce new Allied Health certificate programs to meet identified continuing education needs a. Graduate 12 Patient Care Technicians by 2012 b. Develop and schedule an Insurance Billing and Coding certificate course	DCE	ongoing	
	3 Provide Continuing Education Units to allied health professionals eg., RN/LPNs, Nurse Aides, Dental Hygenists, Massage Therapists, and EMS Personnel	DCE	ongoing	
	4 Pursue alternative funding for course development	DCE	ongoing	
	5 Pursue alternative funding for student scholarships			
	6 Schedule Disaster Preparedness courses to meet FEMA directives for the northwest region of CT eg., Emergency Medical Services (EMS) Career Ladder, Emergency Management Certificate	DCE	ongoing	
	7 Schedule outreach programs for area high schools utilizing the NW Health Career Advisor	DCE	ongoing	
	8 Collaborate with area high schools to accept certificate programs that can result in high school credit eg., Nurse Aide, Emergency Medical Technician (EMT)	DCE	ongoing	
	9 Provide diverse Holistic Studies courses and complementary health care modalities eg., Feldenkrais classes to address ergonomic issues	DCE	ongoing	
<b>2.3</b>	<b>Increase opportunities for student movement from non-credit to credit courses</b>			
	1 Schedule new pottery/art course annually to complement credit courses	DCE	ongoing	
	2 Schedule new personal finance course to complement credit courses	DCE	ongoing	
<b>2.4</b>	<b>Expand personal enrichment and professional development courses</b>			
	1 Schedule new workforce Spanish course eg., Law Enforcement	DCE	ongoing	
	2 Schedule new workforce wellness course eg., Repetitive Motion & Lifting Injury Prevention	DCE	ongoing	
	3 Schedule new online professional development course eg., Writing Web Content	DCE	ongoing	
	4 Schedule new program in environmental studies eg., "Green" Garden Arbor	DCE	ongoing	

Goal	Who	When	Status
<b>2.5</b>	<b>Schedule courses and programs which respond to CT licensure preparation and competencies</b>		
1 Department of Environmental Protection (DEP) eg., schedule Safe Boating certificate courses summer/fall/spring semesters	DCE	ongoing	
2 Department of Consumer Protection (DCP) eg., schedule Real Estate Salesperson courses fall/spring semesters	DCE	ongoing	
3 Department of Transportation (DOT) eg., schedule Motorcycle Safety courses March - October each year	DCE	ongoing	
4 Department of Public Health (DPH) eg., schedule Nurse Aide training program each semester	DCE	ongoing	
5 Office of Emergency Medical Services (OEMS) eg., schedule EMT courses each semester	DCE	ongoing	
<b>2.6</b>	<b>Develop program review process for non-credit certificate programs</b>		
1 Motorcycle Safety Training	DCE	ongoing	
2 Nurse Aide Training	DCE	ongoing	
3 Paramedic Program	DCE	ongoing	

## ENROLLMENT MANAGEMENT AND STUDENT LIFE

### Goal

3.1	Increase retention by helping students reach their goals.	Who	When	Status	Outcomes
	1 Implement an Early Alert system to help students before they reach the point of withdrawing from a course	Retention Subcommittee	Fall 2008		
	2 Create a first-year or developmental advisor program.	EM Committee	Fall 2009		
	3 Explore use of an advisement hold in Banner to ensure students meet with their advisor prior to registering for classes.	EM Committee	Spring 2009		
	4 Send letters to students who have completed 55 or more credits to notify them of the graduation application deadline	Registrar's Office	Sp 09, 10, 11		
	5 Notify students at Orientation of the need to apply for graduation and the deadlines.	Orientation Committee	2008-11		
	6 Print the graduation application deadline on all 200-level course overviews.	Faculty	2008-11		
	7 Actively engage the faculty in the retention efforts of the college.	EM Committee	Fall 2009		
	8 Send registration email reminders to current students.	Registrar's Office	Fall 2008		
	9 Focus on retention of non-traditional students.	EM Committee	Spring 2009		
3.2	Increase recruitment to NCCC by raising awareness of the college and its programs				
	1 Continue to mail the course schedule.	DPR	2008-11		
	2 Target the 25-50 year old population.	EM Cmte, DPR	Fall 2008		
	3 Research job market and offer courses accordingly.	EM Committee	Spring 2009		
	4 Have an Adult Learner Open House.	EM Cmte, Admissions	Summer 2009		
	5 Develop a segmented marketing and recruitment plan.	EM Cmte, DPR	Spring 2009		
	6 Focus on immediate high school graduates and their preparation for college	EM Cmte, DPR, CSD	Spring 2009		

## BUDGET & FACILITIES

Goal		Who	When	Status
<b>4</b>				
<b>4.1</b>	<b>Develop long-range plan for the use and renovation of Joyner Learning Center</b>			
	1 Develop big picture concept for the future use of Joyner Learning Center	D Admin	Fall 2007	
	2 Architectural designs for renovations and upgrades to Joyner Learning Center	D Admin	2008	
	Construction begins	D Admin	2010	
<b>4.2</b>	<b>Implement Phase III of the College Master Plan</b>			
	1 Parking on Whiting Street	D Admin	TBD	
	2 Foot bridge, plaza and lighting between the LRC and Whiting Street	D Admin	TBD	
	3 Raze North Building	D Admin	Fall 2008	
	4 Renovations to White Building to accommodate Student Activities	D Admin	TBD	
	5 Student plaza	D Admin	TBD	
<b>4.3</b>	<b>Develop College 's facilities master plan</b>			
	1 Approval from Chancellor	President	2008	
	2 Select an Architectural Firm	D Admin	2009	
	3 Develop College 's facilities master plan	D Admin	2010	
<b>4.4</b>	<b>Investigate possibility of new Child Care Center</b>			
	1 Plans for new Child Care Center were eliminated from original Phase II of Master Plan. Construction of a new child care center should be addressed if the College plans to continue to provide child care.	President	Ongoing	
<b>4.5</b>	<b>Comply with Connecticut Community College Board of Trustees' fiscal policies</b>			
	1			
	Maintain current ratio established by Chancellor	D Admin	Ongoing	
	2 Maintain total unrestricted net assets at or above zero	D Admin	Ongoing	
<b>4.6</b>	<b>Improve faculty/staff understanding of budget process</b>			
	1 Provide workshops/seminars on budgeting	D Admin	Ongoing	
<b>4.7</b>	<b>Ensure a safe, secure and inclusive campus</b>			
	1 Activate Emergency Notification System	D Admin	Fall 2008	
	2 Install security cameras	D Admin	Spring 2009	
	3 Revise Emergency Response Team	D Admin	Fall 2008	

**INSTITUTIONAL ADVANCEMENT**

Goal	Who	When	Status	Outcomes
<b>5</b>	<b>Promote the future success and stability of the college via the Foundation/RAC; alumni association, grants, and employee professional development</b>			
1	Promote the future success and stability of the college via the Foundation/RAC; alumni association, grants, and employee professional development.	Management Team	Ongoing	
2	Continue pursuit of major gifts (\$10,000 +) in conjunction with the second year of the Capital Campaign (President, Campaign Committee)	President, Exec. Asst., Campaign Committee	Oct 2009	
3	Recruit members for the Foundation/RAC who are known in the professional/business community (President, Executive Assistant, Foundation officers)	President, Exec Asst, Foundation officers	Nov 2009	
4	Work with the Grants Committee and Director of the Academic Skills Center to insure growth in grant proposals and awards (President, Committee, Director)	President, Committee, Director	Ongoing	
5	Design a targeted outreach to alumni via membership mailings and awareness events (President, Executive Assistant, EA [Gail])	President, Exec Asst, EA	Ongoing	
6	Establish Labor/Management Committees for each of the collective bargaining units, comprised of volunteers from each group, and meet regularly to facilitate effective communication between management and employees on topics relevant to institutional success. (President, Deans, HRD, staff)	President, Deans, HRD, staff	Ongoing	
7	Conduct regularly scheduled in-house "Brown Bag Lunch" seminars focusing on work/life issues. (HRD, Staff, Guest Speakers)	HRD, Staff, Guest Speakers	Ongoing	
8	Develop and implement an on-going, long-term Employee Motivational Program: "It's OK to Have Fun at Work" (HRD, HR Specialist, staff volunteers)	HRD, HR Associate, staff volunteers	Ongoing	
9	Expand the New Employee Orientation program to include a "Mentor" component for the first 6 months to one year of the new employee's tenure. (HRD, Deans)	HRD, Deans	July 2009	
10	Maintain integrity of the college's governance structure through regular evaluation	SPIE	Ongoing	
11	Continue to develop, offer and promote, to all employees, personal development and enrichment programs designed to provide opportunities for professional growth and future advancement, whether at NCCC or elsewhere within the Community College System.	HRD	Ongoing	