

GOAL 1: ACADEMIC EXCELLENCE

6/02/04

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: Dean of Learning and Student Development, Dean of Continuing Education, Community and Economic Development (2004-05)

OBJECTIVE	DATE*	OBJECTIVE INITIATOR*
<p>OBJECTIVE 1.1 Evaluate placement-testing scores and make recommendations for change.</p>	To be determined	To be determined
<p>OBJECTIVE 1.2 Evaluate incoming students to establish a minimal entry level for remediation.</p>		
<p>OBJECTIVE 1.3 Evaluate whether remediation affects overall success rates in college level courses.</p>		
<p>OBJECTIVE 1.4 Promote continuous improvement in pedagogy through participation in CFT and/or other professional development activities.</p>		
<p>OBJECTIVE 1.5 Establish a set of core competencies.</p>		
<p>OBJECTIVE 1.6 Increase number of articulation agreements by 5% each year over the next three years.</p>		
<p>OBJECTIVE 1.7 Expand the program review model to evaluate academic disciplines.</p>		
<p>OBJECTIVE 1.8 Increase the number of faculty using web-enhanced courses by 10% each year over the next three years.</p>		
<p>OBJECTIVE 1.9 Promote the continuous improvement in delivery and content of distance learning courses through ongoing faculty participation in Distance Learning Course Development Training, which will be developed by the end of the semester.</p>		
<p>OBJECTIVE 1.10 Determine the feasibility of establishing discipline-specific or college-wide Honors programs by identifying potential members interested in working on this task and developing a plan of action.</p>		

Objective Initiators & dates will be determined as Goal Teams are established

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: Dean of Administration and Assoc. Dean of Resource Development (2004-05)

OBJECTIVES	DATE*	OBJECTIVE INITIATOR*
<p>OBJECTIVE 2.1 Develop guidelines to inform resource allocation for program expansion and program elimination.</p> <p>OBJECTIVE 2.2 Establish benchmarks for continuous and cohesive administrative and academic planning, budgeting, implementation, and evaluation, based on regional and national best practices.</p> <p>OBJECTIVE 2.3 Design and implement systems of data collection and analysis integral to college decision making.</p> <p>OBJECTIVE 2.4 Promote budget and bonding systems which support state-of-the-art facilities by providing up-to-date technology, equipment, and infrastructure as well as creating a separate IT fund.</p> <p>OBJECTIVE 2.5 Prioritize and resolve maintenance needs and enhance resource conservation and waste reduction programs based on available funding.</p> <p>OBJECTIVE 2.6 Improve and strengthen communications throughout the college with timely dissemination of department newsletters, regular updating of websites, continual recognition of achievements, and optimal use of communication systems.</p> <p>OBJECTIVE 2.7 Evaluate the effectiveness of all advisory groups across the College on a biannual basis.</p> <p>OBJECTIVE 2.8 Increase faculty, staff, alumni, volunteer and corporate participation in fundraising, grant seeking, and acquisition of donated instructional equipment by 5% each year.</p>	To be determined	To be determined

Objective Initiators & dates will be determined as Goal Teams are established

GOAL 3: STUDENT DEVELOPMENT

6/02/04

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: Dir. of Student Dev./Services, Dean of Learning and Student Development (2004-05)

OBJECTIVE	DATE*	OBJECTIVE INITIATOR*
<p>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.</p> <p>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.</p> <p>OBJECTIVE 3.3 Provide effective academic advisement and career counseling services to increase the number of students completing Associate degree programs or meeting transfer eligibility.</p> <p>OBJECTIVE 3.4 Review 75% of transferable college course over the next three years to incorporate cultural and career related experiences</p> <p>OBJECTIVE 3.5. Increase awareness of financial aid deadlines, practices, and timely dissemination of award letters.</p> <p>OBJECTIVE 3.6 Increase number of students who participate in extra curricular programs, clubs, and activities by 10% over the next three years.</p> <p>OBJECTIVE 3.7 Explore feasibility of providing effective personal counseling and impact on student retention.</p>	To be determined	To be determined

Objective Initiators & dates will be determined as Goal Teams are established

GOAL 4: COMMUNITY RELATIONS

6/02/04

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: Associate Dean of Resource Development and College President

OBJECTIVES	DATE*	OBJECTIVE INITIATOR*
<p>OBJECTIVE 4.1 Improve interpersonal relationships with constituencies by providing all personnel with tri-annual training designed to increase effectiveness of service provided by the institution.</p> <p>OBJECTIVE 4.2 Increase the visibility and improve the image of the College.</p> <p>OBJECTIVE 4.3 Allocate marketing resources, based on college priorities, promoting credit and non-credit programs.</p> <p>OBJECTIVE 4.4 Improve the quality and quantity of internal and external communications by developing a coordinated college-wide reporting system.</p>	To be determined	To be determined

Objective Initiators & dates will be determined as Goal Teams are established

GOAL 5: PROFESSIONAL DEVELOPMENT

6/02/04

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: Director of Human Resources and Dean of Administration (2004-05)

OBJECTIVE	DATE*	OBJECTIVE INITIATOR*
<p>OBJECTIVE 5.1 Develop a mandatory comprehensive orientation for all new employees, including information about general college services and resources and department specific information (i.e., student services, faculty practices/evaluation, professional development opportunities).</p> <p>OBJECTIVE 5.2 Increase faculty and staff participation in non-mandatory professional development activities by 5% each year over three years.</p> <p>OBJECTIVE 5.3 Increase knowledge of and ability to access and obtain professional development funding through a yearly publication that will describe the different funds available, the steps needed to access these funds, and the training to complete reimbursement forms.</p> <p>OBJECTIVE 5.4 Explore alternative funding sources for professional development.</p>	To be determined	To be determined

Objective Initiators & dates will be determined as Goal Teams are established

GOAL 6: DIVERSITY

6/02/04

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: Asst. Director of Human Resources and Director of Student Activities (2004-05)

Objective	DATE*	OBJECTIVE INITIATOR*
<p>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.</p> <p>OBJECTIVE 6.2 Research best practices in order to infuse diversity initiatives into credit and non-credit departmental planning, programming, course syllabi, and faculty and student orientations as appropriate.</p> <p>OBJECTIVE 6.3 Require participation in diversity training from all college faculty and staff every three years.</p>	To be determined	To be determined

Objective Initiators & dates will be determined as Goal Teams are established

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: Dean of Continuing Education, Community and Economic Development, Dean of Learning and Student Development (2004-05)

OBJECTIVE	DATE*	OBJECTIVE INITIATOR*
<p>OBJECTIVE 7.1 Monitor the labor needs of the state and region and respond with short and long term credit and non-credit programs addressing labor trends such as current shortages in nursing, allied health, engineering technology, and teacher education as they relate to our mission.</p> <p>OBJECTIVE 7.2 Develop articulation agreements establishing NVCC as a <i>Pathways to Teaching Careers</i> institution.</p> <p>OBJECTIVE 7.3 Increase the number of Business, Criminal Justice, and Nursing Associate degree graduates continuing on to four-year Bachelor of Science programs available through our campus partners (WCSU and CCSU) at the higher education center.</p> <p>OBJECTIVE 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.</p>	To be determined	To be determined