

Goal Number	Goal Title	Goal Champions	Number of Objectives	Percent Complete*
1-7	Overall Strategic Plan	Oversight Committee	45	68%
1	Academic Excellence	Boniecki and Valente	8	49%
2	Institutional Effectiveness	Troup and Thompson	9	75%
3	Student Development	Daniels and Guerrera	7	72%
4	Community Relations	Thompson and Sanders	6	83%
5	Professional Development	O'Donnell and Pallis	7	84%
6	Diversity	Swanson and Stango	4	71%
7	Workforce Development	Ward	4	44%

*** 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				49%
	1.1.1. Evaluate placement scores - English	A-English Dept.	None	Assessment of placement scores and student success	Ongoing – System-wide initiative in progress	100%
	1.1.2. Evaluate placement scores - Reading	A-English Dept.	None	Evaluation of correlation between ASD and English 043/063	Second pre/post testing, April 2006 completed. Upcoming conference with Accuplacer rep.	75%
	1.1.3. Evaluate placement scores - Math	W-(Math Dept)	None	Statewide evaluation of appropriateness of math placement scores	Math Dept. rep is attending statewide meetings. Action has been taken to rewrite scores in a common format to aid in comparison.	25%
	1.1.4. Evaluate placement scores - ESL	W-(ESL Dept)	None	Assessment of placement scores, placement process, and student success	Starting search process to hire ESL Program Director who will spearhead this evaluation.	0%
1.2	Evaluate whether remediation affects overall success rates in college-level classes.	Simon, Boniecki				33%
	1.2.1. Evaluate success of remediation - English/Reading	A-English, ASD, OIR	None	Evaluation of developmental English/ASD student success in college level composition	Ongoing – System-wide initiative in progress. Current pilot of ENG 053 6 credit. Pilot of ASD modifications.	75%
	1.2.2. Evaluate success of	A-Math and	None	Evaluation of developmental	Starting work	0%

	remediation - Math	OIR.		math student success in college level math		
	1.2.3. Evaluate success of remediation - ESL	A-ESL and OIR	None	Evaluation of ESL student success in college level composition	Starting work	25%
1.3	Establish and evaluate educational competencies.	Bouffard, Cummings, Valente				25%
	1.3.1. Establish general education competencies	A-Faculty Senate		Faculty Senate will be making recommendations for general education competencies.	In progress	25%
	1.3.2 Evaluate general education competencies.	A-sub-committee				0%
	1.3.3 Establish discipline specific competencies	A-sub-committee				0%
	1.3.4 Evaluate discipline specific competencies.	A-sub-committee				0%
1.4	Increase number of articulation agreements by 5% each year over the next three years.	Ottman, Williams				63%
	1.4.1. 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,	75%

					duplication of courses, or loss of credit." The definition was reviewed by the SPIN articulation subcommittee and found to be appropriate.	
	1.4.2. 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%
	1.4.3. 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 updating.	75%
	1.4.4. Establish a "contact person" for all agreements college-wide	W-Holmes, Valente	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%
1.5	Expand program review model to evaluate academic disciplines.	Simon, Boniecki, Hornbecker				44%
	1.5.1a. Review several program review models	A-(Simon, Boniecki, Hornbecker)	None	Three model reviewed	Completed	100%
	1.5.2a. Develop a model for NVCC	A-(Bouffard and Goal 1 Team)	None	Draft disseminated	Completed	100%

	1.5.3a. Refine the model	A-(Bouffard and Goal 1 Team)	None	Draft #2 is approved for pilot project	Draft approved.	100%
	1.5.4a. Evaluate and refine the model	W-(Bouffard)	None	New model used in pilot study in Fall 2006	Reviews assigned and initiated	75%
	1.5.1b. Review several discipline review models	A-(Simon, Boniecki, Hornbecker)	None	At least three models reviewed	Review initiated.	25%
	1.5.2b. Develop a model for NVCC	A-(Bouffard and Goal 1 Team)	None	Draft disseminated	Meeting scheduled 1/10/07	0%
	1.5.3b. Refine the model	A-(Bouffard and Goal 1 Team)	None	Draft #2 is approved for pilot project	Yet to be started	0%
	1.5.4b. Evaluate and refine model	W-(Bouffard)	None	New model used in pilot project in Fall 2006	Yet to be started	0%
1.6	Identify the number of faculty using web-enhanced learning activities and describe how faculty members are using web-enhanced learning activities.	Valente, Williams				95%
	1.6.1. DL Director will work with System Distance Learning Council to establish usage criteria	A-DL Director, System DL Council	None	Meeting minutes are recorded, distributed, and archived	In progress	75%
	1.6.2. Request/generate end-of-semester usage stats	A-DL Director, OIR, IT	None	Usage states are generated and archived	Completed and ongoing	100%
	1.6.3. Catalog topics presented at Distance Learning forums and similar venues	A-DL Director, S. Valente, Ed. Tech. Specialist	None	Forum activities/minutes recorded, distributed, and archived	Completed and ongoing	100%

	1.6.4. Catalog topics addressed with individual faculty	A-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%
	1.6.5. Analyze data against criteria established in 1.8.1 and create/distribute outcomes report to Learning Team	A-DL Director, Ed. Tech. Specialist	None	Outcomes report is created, distributed, and archived	In progress	100%
1.7	Promote continuous improvement in delivery and content of distance learning courses through ongoing faculty participation in training on distance learning course development.	Valente, Williams				80%
	1.7.1. Based on usage stats collected for 1.8, identify faculty populations of high and low users of course web-enhancements	A-DL Director, Ed. Tech. Specialist	None	Usage stats are analyzed and archived	In progress	75%
	1.7.2. Targeting high faculty users, develop faculty-run forum in which faculty share ideas, techniques, and best practices	A-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%
	1.7.3. Targeting low faculty users, develop and administer assessment to determine training needs	A-DL Director, Faculty Mentors, Ed. Tech. Specialist	None	Responses are collected, analyzed, and archived	In progress	75%
	1.7.4. Develop and coordinate schedule of training to address outcomes of needs assessment	A-DL Director, Faculty Mentors, Ed.	Continued funding for Ed. Tech. Specialist	Training schedule developed and coordinated	Completed	100%

		Tech. Specialist	(EA) and Faculty Mentors			
	1.7.5. Provide open lab, equipment, and staff dedicated to web-enhanced, online, and hybrid course development	W-Dean of LSD, Dean of Admin A-Library Director, DL Director, Ed. Tech. Specialist	One HP LaserJet 1022, two Apple iPods (Nano 2GB), two Koss SB40 headsets, continued funding for Ed. Tech. Specialist (EA)	Maintain Course Development Lab utilization log	In progress	50%
1.8	Create advanced learning communities	Boniecki, Holmes				13%
	1.8.1 Create advanced learning communities	On hold			On hold	0%
	1.8.2. Create freshman seminar	W-Goal 1 Committee	None	Establishment of pilot freshman seminar	Committee has met. Attended national web conference.	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.	Lippincott				78%
	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	75%
	2.1.3. Survey employees on best practices	A-Action	None	Survey results obtained	Ongoing	50%
	2.1.4. Review and identify areas where expansion/reduction of programs depend on resources outside the college's direct control	A-Action	None	Areas identified	Working	50%
	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	75%
2.2	Identify appropriate benchmarks to use in administrative and academic continuous improvement.	McGowan				43%
	2.2.1. Identify peers for external benchmarking.	W- (President & Cabinet with OIR)	None	List of similar colleges that acts as a comparison group.	Completed research and revising proposal for submission and affirmation	100%
	2.2.2. Identify college offices to undergo periodic assessments, similar to those that academic programs and disciplines perform	W- (President & Cabinet with OIR)	None	A list of offices and a schedule for assessment	IR to pilot self-study in 07-08 based on AIR guidelines.	50%
	2.2.3. Identify and gather institutional measures for peer comparisons.	W- (President & Cabinet with OIR)	None	A collection of figures to allow for peer comparisons for college planning	Measures are identified. Proposal submitted.	100%
	2.2.4. Have College units complete an "Excellence in Higher Education Organizational Checklist"	W- (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.	IR pilot self-study in 07-08 will be used to create model for other administrative offices.	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.	McGowan				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	100%

					IRB is being formed to deal 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				75%
	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	IT continues to serve the campus as best as it can within its fiscal resources.	The regular department budget is slightly increased from last year in which it was flat from FY04-05 budget. There still does not exist a campus wide IT OE budget to cover all IT related expenditures. More discussion must occur.	75%
	2.4.2. Develop Smart Classroom Technology Plan.	A-Action	None	Completed Fall 2006	All of the initially proposed smart classrooms at various levels have been installed with the addition of a new one in E527 this Fall. No additional smart classrooms in existing buildings are planned. Divisions have to	100%

					pay for computer carts with projector systems since IT does not have funds for such purchases.	
	2.4.3 Network Infrastructure	A-Action	None	Completed Spring 2006	Completed	100%
	2.4.3b. IP Telephony	A-Other System Office	STI funding required	Considering combining purchase power with TxCC, MxCC and MCC for future system.	Plan is complete for NVCC, awaiting funding. Some equipment was replaced during summer when the system went down.	505%
	2.4.3c. Infrastructure VI campus hallway presentation internet television system.	A-Other System Office	STI funding required	Vendors were contacted FY 05-06, plan has been developed.	Awaiting funding.	25%
	2.4.4. Develop Capital Development Plan.	A-Admin President Sanders	human resources	A pathway to develop the priority list for capital development projects has been written by OI, approved by SPIN2 team and submitted to Oversight Committee. This was recommended to the President's Cabinet.	Awaiting news from Cabinet as to status of implementing the Pathway for a Capital Development Plan.	100%
2.5	Develop a plan to improve facility maintenance.	Vollemans				100%
	2.5.1. Analyze current staffing patterns.	W-Admin	None	New positions created	Complete	100%
	2.5.2 Research best practices to assist in the development of an on-going preventive maintenance program	W-ADMIN Dean of Admin.	None	All research is filed and available. Require funding to implement	Done and ongoing	50%
	2.5.3 Establish a method to standardize classroom attributes, such as paint color, flooring, furniture, window covering,	W-ADMIN Dean of Admin.	None	Enhance the cost effectiveness and standardization of all available spaces within the Agency. Require funding to move ahead.	Done and ongoing	75%

	whiteboards, etc					
	2.5.5 Identify general maintenance responsibilities that are in need of improvement by developing a questionnaire for College Staff and Faculty	A-Action	W-PERSON	When the physical plant has been updated and this task will most likely be performed with the assistance from a Consultant	This action is closely related to the construction of the new Technology 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.	W-PERSON Institutional Research	The result of the questionnaire would indicate where general maintenance is lacking	Questionnaire distributed by IR Dept. and tabulated. Discussions held with custodians on how to improve weak areas.	100%
	2.5.6 In an effort to provide for campus beautification, it will be necessary to improve the general attitude towards littering and would require the assistance from the SGA to provide the students with general awareness.	A-ACTION	W-PERSON	A cleaner campus	President is appointing a Campus Pride committee	25%
2.6	Improve resource conservation and establish waste reduction systems.	Vollemans				75%
	2.6.1. The Recycling Law in Connecticut was passed in 1987, and was one of the nation's first recycling laws. Recycling has the potential to save money while protecting the environment.	W-Admin (Dean of Admin & Dir. of Facilities)	W-Person	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 technologies.	TBD				88%
	2.7.1. Conduct an evaluation of	A-TBD	\$3700	Broad strategy plan will be	Web Assessment Workshop	100%

	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		MAPS monies received	available for decision-makers	was held June 6, 2006; search approved for Web Developer position.	
	2.7.2. Discuss current internal communication tools and identify activities to support enhancements	A-VOIP Committee	Bonding pending	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	75%
2.8	Establish a process to evaluate the effectiveness of all advisory groups across the College.	Lippincott				60%
	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	75%
	2.8.3. Survey other organizations for best practices and guidelines	A-Action	None	Survey results gathered	Ongoing	50%
	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	25%
2.9	Increase faculty, staff, alumni, volunteer, and corporate participation in	Thompson				100%

	fundraising, grant seeking, and acquisition of donated instructional equipment.					
	2.9.1. Identify and utilize NVCC volunteers for annual gala	A-ORD Staff	ORD staff time	Volunteers recruited, oriented, and utilized at the gala	Faculty, staff, and student volunteers helped with publicity and registration/greeting at the event	100%
	2.9.2. Identify and utilize NVCC volunteers for Hospitality Program endowment fund-raiser	A-(ORD and Business Division)	NVCC staff and student 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	100%
	2.9.3. Encourage and assist NVCC faculty and staff with seeking employer and alumni donations	A-(ORD and various faculty/staff)	Staff time	Employer and alumni donations received	Ongoing activity. NVCC faculty/staff collaborated on numerous gifts that 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 BSS retention program model across all divisions.	Bouffard, Guerrero				88%
	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	W-	None	Committee chosen	Recommendation that a	100%

	Steering Committee	Administration			Retention Committee be established including the representatives that should sit on said committee.	
	3.1.3. Goal 3 Committee will be kept apprised of the progress of the Enrollment and Retention task force.	A-Action	None	Report on the progress of E & R task force at Goal 3 meetings.	Request sent to E & R task force team leaders for feedback regarding progress.	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				54%
	3.2.1. Design follow-up survey	A-Other (subcommittee)	None	Return of survey	In progress; data to be collated	25%
	3.2.2. Assessment of survey results	A-Other (subcommittee)	None	Data analysis of results	To be conducted in Fall 2006	0%
	3.2.3. Refinement of orientation	A-Other	None	Orientation revision	To be done Fall 2006	100%
	3.2.4. Investigate alternative ways of delivering orientation	A-Other (subcommittee)	None	Analysis of different vendors (e.g., Monster)	Monster added to orientation	100%
	3.2.5. Evaluate refined orientation	A-Other	None	Data analysis of results	Awaiting results of survey from Monster	0%
	3.2.6. Adding a Saturday orientation	A-Action		Schedule Saturday orientation	Orientation scheduled for Spring 07	100%
3.3	Provide effective academic advisement and career counseling services to increase the number of students completing their degree program or meeting transfer eligibility.	Bouffard				88%

	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 Academic Affairs, 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 most degree programs have been converted to date	75%
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 a change in objective 3.4; current objective is too broad to manage and is affected by many factors, i.e. articulation agreements; 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	100%
	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%

	3.5.2. Continue to evaluate progress.	A-Action	None	Evaluate timeliness	Financial aid office reports positive outcome; they are using mailings and posted material to remind students of deadlines.	100%
3.6	Increase number of students who participate in extracurricular programs, clubs, and activities.	Bouffard				69%
	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	100%
	3.6.3. Evaluate effectiveness of Open Time Block	A-Other (subcommittee)	None	Analyze data with tool developed	Tool developed	50%
	3.6.4. Committee recommends that we keep the open time block and continue to evaluate.	A-Other (subcommittee)	None	Increased use of open time block for campus activities.	Publicize the availability of the open time block throughout the campus and encourage its use.	25%
3.7	Explore feasibility of providing effective personal counseling and impact on student retention.	Daniels				25%
	3.7.1. Work has been initiated on this objective. Data will be gathered regarding counselors' time spent in the areas of personal and career counseling and academic advising.	A-Action	Unknown	Unknown	A plan is being developed to track data.	25%

Goal 4: Community Relations

Objectives & Actions	Objective	Additional	Measurable Outcomes	Progress Report	Percent
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		Initiators & Action Points	Resources Needed for Action			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 events	100%
	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 programs.	Wang, Sveda				75%
	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, TBD				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	Measurable Outcomes	Progress Report	Percent Complete
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			Action			
5.1	Develop a mandatory comprehensive orientation for all new employees, including information about general college services, resources, and department-specific information.	DuBois				100%
	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	Complete	100%
	5.1.2. Determine necessary funding for orientation	W-Admin	TBD	Funds requested and in place.	Complete	100%
5.2	Increase faculty and staff participation in non-mandatory professional development activities.	Brown, Altman				83%
	5.2.1. Determine baseline of professional activities on campus	A-Action	None	Report will be retained and filed	Ongoing	100%
	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	75%
	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).	Completed	100%

				Guidance related to developing funding sources for PD.		
	5.2.4. Committee will compose an Objective focusing on increasing PD opportunities	W-Action	None	New Objective approved	Completed	100%
	5.2.5. Create a "Standard of Excellence" for PD	W-Admin	None	Teaching and non-teaching staff will achieve "Standard of Excellence" and be recognized by the President	Ongoing	25%
	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				88%
	5.3.1. Determine how much money is spent on PD	A-Action	None	Report on how much money spent	Ongoing	100%
	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	75%
	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	75%
5.4	Explore alternative funding sources for professional	Fichtel				100%

	development.					
	5.4.1. Determine how much spend on PD	See 5.3.1	None	See 5.3.1	Ongoing	100%
	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-Action	None	Proposal is written and sent to administration	Completed	100%
	5.4.3. Committee proposal to create a special grant fund for PD activities	A-Action	Funding for special grants (\$5,000)	Money will be available to approved applicants	Ongoing	100%
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	Completed	100%
	5.5.2 Completion of evaluation of effectiveness at all CFT events	A-Action	None	Evaluations completed after all CFT activities and annual report written.	Ongoing	100%
	5.5.3 Completion of evaluation of effectiveness at all College sponsored Professional Development activities.	A-Other	None	Evaluations completed after all events and annual report is written.	Committee discussion	0%
	5.5.4 Activity evaluations sent to all staff who attend outside Professional Development activities using college and/or union funds.	A-Other	None	Evaluations distributed, collected and evaluated for the majority of individuals using funds.	Committee discussion	0%
5.6	Increase PD opportunities and accessibility	TBD				94%
	5.6.1. Creation of PD Web site	See 5.2.2	See 5.2.2	See 5.2.2	Ongoing	75%
	5.6.2. Increase funding through special grant program	See 5.4.3	See 5.4.3	See 5.4.3	Ongoing	100%

	5.6.3 Re-establish centralized funding for DAS In-service training to supplement departmental funding	A-Action	\$1,700 from Strategic Planning fund	Increased funds available and centralized in Human Resources	Completed	100%
	5.6.4 Formalize funding for professional development at Professional Staff meetings	A-Action	\$1,500 for Spring 2007 from Strategic Planning fund	Increased funds available to use for presenter and/or workshop facilitator.	Completed	100%
5.7	Promote continuous improvement in pedagogy through participation in CFT and other professional activities	TBD				75%
	5.7.1 Increase number of teaching focused PD opportunities on campus	A-Center for Teaching; WebCT Mentors; IT; Admin	TBD	Increased number of activities offered relative to past three years.	Ongoing with continuous evaluation	100%
	5.7.2 Increase participation in teaching focused PD activities	A-Other; Admin		Number of faculty who participate in activities increases from last academic year.	Ongoing	100%
	5.7.3 Formalized evaluation process for on-campus PD opportunities related to teaching	A-Other; Admin	None	Completion of evaluations for all teaching focused PD; analysis of evaluations.	Ongoing	25%

Goal 6: Diversity

Objectives & Actions	Objective Initiators & Action Points	Additional Resources Needed for	Measurable Outcomes	Progress Report	Percent Complete
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			Action			
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, course syllabi, and faculty and student orientations as appropriate.	Majeski				55%
	6.2.1. Two members to attend NCORE in 2007	A-Admin	\$5000	Attending members will share findings for purpose of improving our initiatives	\$4,000 in funds have been approved.	100%
	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 were 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 have been approved.	100%
	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	75%
	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	A number of texts have been purchased. A review of texts and videos is	75%

				students	progressing	
	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	75%
	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 recruitment, retention, and graduation rates	Completed	100%
	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 "Tools for implementing diversity in the classroom".	100%
	6.3.2. Hold diversity trainings for classified staff members	A-Other	\$3000 (funded)	Diversity training to be held for classified staff members	Vernon Wall to present "One New World" training session to classified staff on 2/15/07.	75%
6.4	Student Life	Swanson,				%

		Stango				
	6.4.1. Provide annual diversity training to SGA members.	A-Other. Taking action through SGA and Student Activities Director's Council.	SGA fund approx. \$140 per student	05-06 56 students attended; evaluations were favorable. 06-07 74 students attended; evaluations were favorable. Training to be repeated next year.	Training provided 05-06 and 06-07.	100%
	6.4.2. Increase multicultural images on campus to create a more welcoming and accepting environment at the college.	A-Seeking SGA partnership	\$1200	Items to be displayed in Café West.	Requested funds from GAGE. Prepared a proposal for SGA funding/partnership.	50%
	6.4.3. Develop a Student Survival Guide	A-Other will pursue departments to partner on this project.	None	Guide created		0%
	6.4.4. Provide Diversity Programming for students.	A-partnering with ConnCAS Yvette Tucker, Elma Solomon, BSU and SGA	SGA and ConnCAS funds	Evaluations for events will be completed and income from fundraisers will be tallied.	Plans in place for four Spring events, multicultural food sale, fundraiser, play and campus wide theme.	25%

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 to include current and projected	Ward, Mattheis				100%

	labor and job shortages as they relate to our mission					
	7.1.1. Review program development process	A-Action SPIN 7 2004-05	None	2005 year-end report	Complete	100%
	7.1.2. Formulate "Core Plan" matrix	A-Action SPIN 7	None	Matrix completed	Complete	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	Complete	100%
	7.1.4. Collect resource input from program faculty	A-Action MAPS 7	None	Questionnaire/matrix data	Ongoing	100%
	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	Complete	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	Complete	100%
7.2	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.	Goal 7 Team				25%
7.3	Expand and improve partnerships with school districts in our service region establishing NVCC as an	TBD			Foundation work conducted	25%

	available resource and incentive for providing students with college courses.					
7.4	Define/evaluate 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			Foundation work conducted	25%