NASHUA
COMMUNITY COLLEGE

Strategic Plan
2019-2023

Nashua Community College   - Strategic Plan

(September 2019 - September 2023)

Nashua Community recognizes the value of the self-assessment process and the need to continually improve programming, services, and instruction. The NCC Strategic Plan (2019-2023) was developed with input from faculty, staff, administration, and members of the college community. The process involved a critical analysis of the college's current status, consideration of future challenges, and a thorough evaluation of the services which we provide. Upon completion of this review, the Strategic Plan was constructed with four overarching goals that identify the primary areas of institutional focus in the coming years: *Engagement and Success*, *Enrollment and Sustainability*, *Diversity and Inclusion*, and *Efficiency and Effectiveness*.

The Strategic Plan was developed to align with the college mission and to best meet the needs of the students whom we serve. Many of the initiatives outlined in this document are based on current *Best Practices* that have proven to be effective in academic institutions across the nation. In addition, external factors such as state financial funding, future employment projections, and changing population demographics were carefully considered in its development.

We regard the NCC Strategic Plan as a living document. Wherever possible, specific data was collected to establish meaningful baselines that can be used to measure the effectiveness of the changes outlined in the plan. This document will be reviewed on a biannual basis and will be updated to assure that resources are allocated towards initiatives that have shown to be effective. The institution recognizes the opinions of faculty, staff, students, and members of the community as a vital part of the self-improvement process and welcomes feedback from all college constituents. This document will be used to guide the college through the coming years, and we fully embrace the opportunity to evolve and to optimize our effectiveness as an institution.

Nashua Community College   - Strategic Plan

(September 2019 - September 2023)

1. ## Engagement and Success

    1. Open Resources – Increase the use of Open Resource materials.
    2. Library Redesign – Library will be redesigned to be more aligned with the needs of 21st-century learners.
    3. Formal "Meet and Greets" – All academic programs will have at least one "Meet and Greet" session during each academic semester.
    4. Increase student participation in college activities and clubs – Develop and implement a plan for increasing the number of students in clubs and activities.
    5. Co-Req Workshop and Academic Success Center Collaboration - An arrangement will be made to increase communication and collaboration between Co-Requisite Workshop instructors and the Academic Success Center.
    6. Establish a C.A.R.E. (Concern, Assessment, Response, and Evaluation) Team on the NCC Campus - The purpose of the team will be to receive and review reports of concern for student safety, behavior, or need for referral.
    7. Training in Pedagogy – Faculty will receive increased training in the delivery of instruction based on current educational best practices.
    8. Faculty and Staff Engagement Events – Expand the number of social events available to faculty and staff.

2. ## Enrollment and Sustainability

    1. Promote pathways for high school students and improve communication between Admissions Office, area high schools, and NCC Program Coordinators – Create an arrangement in which Program Coordinators and the Admissions Office maintain regular communication regarding student recruitment efforts. Revise Running Start procedures to encourage students to continue their education at NCC.
    2. Create/revise additional course options for students – Review the effectiveness of current course offerings and consider alternative semester offerings. These offerings could include 2-week courses, 8-week courses, Saturday courses, Winter session courses, etc.
    3. Review and revise (if necessary) the effectiveness of Early Intervention procedures
    4. Formalize the connection between NCC and Industry Partners – Connections with industry partners should be documented and communicated throughout campus.

Nashua Community College - Strategic Plan

(September 2019 - September 2023)

3. ## Diversity and Inclusion

   1. Develop and enact a specific plan for the promotion/recruitment and success of students from diverse backgrounds
   2. Develop and enact a specific plan for the promotion/recruitment of female or male students in non-traditional fields
   3. Improve Faculty and Staff Awareness on Matters of Diversity

4. ## Efficiency and Effectiveness

   1. All programs will have assessment data recorded into *Improve (Tracdat*) each semester - Program Coordinators will meet with AVPAA (or designee) to determine appropriate data collection and assessment activities.
   2. Program Advisory Boards will be created for additional Academic Programs
   3. A thorough assessment of General Education outcomes will be performed - Assessment will be performed at the conclusion of the 2019-2020 Academic Year, and instructional changes will be considered thereafter.
   4. Institutional Learning Outcomes will be developed – ILO's will be developed and included in the college catalog.
   5. An outline will be created detailing a timeline and procedure for all regularly occurring college processes – This outline will include college procedures such as registration, open-house events, creation of college catalog, student handbook, etc.
   6. Staff Departments will develop department plans and collect meaningful assessment data
   7. Create a Master Plan – A detailed plan will be developed to outline the remodeling of building areas in need of repair or updating.
   8. Increase data availability - Data will be made more readily available to faculty and staff for use in department and program planning. Training will be provided for effective data utilization and understanding of *Improvement Science*.
   9. Document program changes made as a result of the Academic Program Review process – The results of the Academic Program Review will be fully documented.
   10. Revise the Faculty Handbook

Engagement and Success

Goal 1.1

Open Resources – Increase the use of Open Resource materials.

Action
Promote the use of Open Resource materials in NCC courses. Communicate with partners in higher education familiar with Open Resource best practices.

Current Status (include relevant data)
Open resource materials are used for all College Composition courses beginning in Fall 2019

Outcome (measure of success)
20% of classes will be using open resource materials by 2022. The average student cost for course materials will decrease

Required Funding

Individual Responsible
Chair of the *Open Resource* work team

Target Date
2022

Progress Report
May 2020

Engagement and Success

Goal 1.2

Library Redesign – Library will be redesigned to be more aligned with the needs of 21st century learners.

Action:
Research best practices from higher education. Meet with library personnel, maintenance, and IT departments to develop and implement a plan for library redesign.

Current Status (include relevant data):
Library student usage data from 2018-19 does not exist.

Outcome (measure of success):
Student use of the library will increase by 20% (based on anecdotal evidence).

Required Funding:

Individual Responsible:
Director of Library Services / Co-Curricular *Student Engagement* Work Team

Target Date:
May 2020

Progress Report:
December 2019

Engagement and Success

Goal 1.3

Formal "Meet and Greets" – All academic programs will have at least one "Meet and Greet" session during each academic semester.

Action
Develop and implement a process for each academic program to conduct "Meet and Greet" gatherings with students each semester. This process should include proper ways of conducting, funding, and promoting these events.

Current Status (include relevant data)
There are no formal "Meet and Greet" sessions on campus.

Outcome (measure of success)
The "Meet and Greet" gatherings will take place. Measures of student engagement with campus will increase – via before and after surveys.

Required Funding
$150 X 34 programs = $5100

Individual Responsible
 AVPAA

Target Date
May 2020

Progress Report
December 2019

Engagement and Success

Goal 1.4

Increase student participation in college activities and clubs.

Action

Develop and implement a plan for increasing the number of students in clubs and activities. The plan should include specific details regarding the promotion, recruitment, and retaining students in clubs and activities.

Current Status (include relevant data)

2018-19 Academic Year:
- Wellness Center Registration: 176
- Intramural estimate: ~30-40 different students
- Gainz Club: 8-10 active members
- 212 students from club fair days
- 146 estimated end-of-the-year club attendance

Outcome (measure of success)

The number of students participating in college clubs will increase by 10%. The number of students participating in college activities will increase by 10%.

Required Funding:

Individual Responsible:
Chair of *Co-Curricular Student Engagement* Work Team

Target Date:

May 2020

Progress Report:

December 2019

Engagement and Success

Goal 1.5

Co-Requisite Workshop and Academic Success Center Collaboration - An arrangement will be made to increase communication and collaboration between Co-Requisite Workshop instructors and the Academic Success Center.

Action

There are certain students who are enrolled in co-requisite workshops but still have difficulty fully understanding course material. A plan will be developed in which a formal procedure will be in place to refer these students to the Academic Success Center and monitor their progress.

Current Status (include relevant data)

No arrangement currently exists. The current success rate for co-requisite students:

Fall 2018:
- Mathematics co-requisite students: 79.3% passing rate. 56.6% "C or better" rate
- English co-requisite students: 83.9% passing rate. 80.4% "C or better" rate

Spring 2019:
- Mathematics co-requisite students: 72.4% passing rate. 55.3 "C or better" rate
- English co-requisite students: 85.7% passing rate. 71.4% "C or better" rate

Outcome (measure of success)

Appropriate students will be referred to the ASC. Success rates of students in co-requisite workshops will increase.

Required Funding:

Individual Responsible

AVPAA – *Onboarding, Registration, Retention and Completion* Team

Target Date

May 2020

Progress Report

December 2019

Engagement and Success

Goal 1.6

Establish a C.A.R.E. (Concern, Assessment, Response, and Evaluation) Team on the NCC Campus. The purpose of the team will be to receive and review reports of concern for student safety, behavior, or need for referral.

Action
The C.A.R.E. (Concern, Assessment, Response, and Evaluation) Team will be established. This team will receive and review reports of concern for student safety, behavior, or need for referral. The CARE Team is a multidisciplinary group committed to the following:

- Identifying students of concern who are in need of personal support and/or whose behavior suggests a potential threat to the safety of self or others
- Assessing the most appropriate way to intervene, support and notify the student and other resources
- Identifying on campus resources and community referrals
- Coordinating follow up
- Communicating appropriate procedures to faculty and staff

Current Status (include relevant data)
No specific data exists at this point.

Outcome (measure of success)
The team will be established. A survey of faculty and staff will indicate an increased understanding of procedures regarding matters of student safety, behavior and mental health. A written procedure will be developed and distributed to all faculty and staff.

Required Funding

Individual Responsible
VPSCA

Target Date
May 2020

Progress Report
December 2019

Engagement and Success

Goal 1.7

Training in Pedagogy – Faculty will receive increased training in the delivery of instruction based on current educational best practices.

Action
Faculty will undergo training to assure that delivery methods are current and in line with best practices in higher education.

Current Status (include relevant data)
No specific data exists at this point.

Outcome (measure of success)
A before-and-after survey will be performed to measure the success of faculty and staff understanding of matters pertaining to faculty awareness of instructional best practices.

Required Funding

Individual Responsible
Chair of CTLE

Target Date
May 2020

Progress Report
December 2019

Engagement and Success

Goal 1.8

Faculty and Staff Engagement Events – Expand the number of social events available to faculty and staff to improve interdepartmental communication.

Action
The number of faculty and staff engagement events will be increased

Current Status (include relevant data)
During the 2018-19 Academic Year there were:
- 21 "Friendly Fridays"
- One social event outside of the college – "Paint Night"

Outcome (measure of success)
The number of these events will be increased. Faculty and staff survey results will indicate improvement.

Required Funding

Individual Responsible
 Chair of *Faculty and Staff Engagement* Team

Target Date
May 2020

Progress Report
December 2019

Enrollment and Sustainability

Goal 2.1

Promote pathways for high school students and improve communication between Admissions Office, area high schools, and NCC Program Coordinators.

Action
Create and document a procedure in which Program Coordinators and the Admissions Office maintain regular communication regarding student recruitment efforts. Revise Running Start visitation procedures to encourage high school students to pursue academic pathways.

Current Status (include relevant data)
No formal arrangement currently exists for the communication of high school recruitment opportunities. There is currently no formal procedure for encouraging Running Start students to pursue academic pathways. Currently, 20% of Running Start students go on to matriculate at NCC.

Outcome (measure of success)
- A survey of Program Coordinators will indicate satisfactory communication with the admissions office.
- The number of running start students enrolling in future courses at NCC will increase to 25%.

Required Funding

Individual Responsible
Chair of *Onboarding, Registration, Retention and Completion* Team

Target Date:
May 2020

Progress Report
December 2019

Enrollment and Sustainability

Goal 2.2

Create/revise additional course options for students.

Action
Review the effectiveness of current course offerings and consider alternative semester offerings. These offerings could include 2-week courses, 8-week courses, Saturday courses, Winter session courses, etc.

Current Status (include relevant data)
Accelerated summer term (summer 2019) – 5 courses with 48 total students. Additional data forthcoming.

Outcome (measure of success)
Enrollment in non-traditional course offerings will increase.

Required Funding

Individual Responsible
VPAA – *Academic Leadership* Team

Target Date
May 2020

Progress Report
December 2019

Enrollment and Sustainability

Goal 2.3

Review and revise (if necessary) the effectiveness of Early Intervention procedures.

Action
The effectiveness of Early Intervention will be evaluated, and a greater emphasis will be made to increase faculty engagement in the process.

Current Status (include relevant data)
Currently, 60% of faculty respond to progress reports sent out by the Advising Center.

Outcome (measure of success)
The number of faculty responding to progress reports will increase. Success rates of "at-risk" students will improve.

Required Funding

Individual Responsible
Chair of *Onboarding, Registration, Retention and Completion* Team

Target Date
May 2020

Progress Report
December 2019

Enrollment and Sustainability

Goal 2.4

Formalize the connection between NCC and Industry Partners.

Action
Connections with industry partners will be documented and shared with appropriate members of faculty and staff.

Current Status (include relevant data)
No formal procedure for communicating these relationships exists.

Outcome (measure of success)
When surveyed, faculty and staff will indicate an improved understanding of the current relationships between NCC and industry partners.

Required Funding

Individual Responsible
Chair of *Business, Industry and Adult Learner*s Team

Target Date
May 2021

Progress Report
December 2020

Diversity and Inclusion

Goal 3.1

Develop and enact a specific plan for the promotion/recruitment and success of students from diverse backgrounds.

Action
A team will be formed to develop a plan to recruit students from diverse backgrounds and improve the success rates of these students

Current Status (include relevant data)
- Fall 2018 – 5.9% of NCC students identified as "Hispanic-other", 3.0% of students identified as African American.
- Spring 2019 – 6.6% of NCC students identified as "Hispanic-other",2.9% of students identified as African American
- The achievement gap for Hispanic students is 6% lower than their white counterparts (based on fall-fall retention rates)

* It is suspected that the actual percentage of Latino students attending NCC is higher than what is recorded. This is likely due to the fact that many students do not acknowledge their ancestry because of fear of government actions.

Outcome (measure of success)
The number of Latino students at NCC will increase. The success rates of these students will improve.

Required Funding

Individual Responsible
Chair of *Diversity and Inclusion* work team

Target Date
May 2020

Progress Report
December 2020

Diversity and Inclusion

Goal 3.2

Develop and enact a specific plan for the promotion/recruitment of female or male students to non-traditional fields.

Action
A team will be formed to develop a plan to recruit female/male students into non-traditional fields

Current Status (include relevant data)
Fall 2018 – Percentage of female students enrolled in non-traditional majors is as follows:
- Automotive: 2/23 = 9%
- Aviation: 2/19 = 11%
- Collision Repair: 0/14 = 0%
- Cybersecurity: 3/24 = 13%
- Electronic Engineering Technology: 10/44 = 23%
- Honda: 1/17 = 6%
- Mechanical Design: 2/29 = 7%
- Mathematics: 2/8 = 25%
- Precision Manufacturing 4/35 = 11%

Fall 2018 – Percentage of male students enrolled in non-traditional majors is as follows:
- Nursing: 4/28 = 14%
- Early Childhood Education: 3/53 = 6%

Outcome (measure of success)
The number of female (or male) students enrolled in non-traditional fields at NCC will increase.

Required Funding:

Individual Responsible
Chair of *Diversity and Inclusion* work team

Target Date
May 2020

Progress Report
December 2020

Diversity and Inclusion

Goal 3.3

Improve Faculty and Staff Awareness on Matters of Diversity.

Action
Training for faculty and staff will be provided

Current Status (include relevant data)
No current data exists

Outcome (measure of success)
A before-and-after survey will be performed to measure the success of faculty and staff understanding of matters pertaining to diversity.

Required Funding

Individual Responsible
Chair of *Diversity and Inclusion* work team

Target Date
May 2020

Progress Report
December 2019

Efficiency and Effectiveness

Goal 4.1

All programs will have assessment data recorded into Improve (Tracdat) each semester.

Action: Program Coordinators will meet with VPAA (or designee) to determine appropriate data collection and assessment activities.

Current Status (include relevant data): Eight programs were actively using Improve (Tracdat) during the 2018-19 academic year.

Outcome (measure of success):

- The number of programs actively using Improve for Assessment will increase to 15 programs.
- Programs already utilizing the tool will increase the number of competencies and outcomes assessed.

Required Funding:

Individual Responsible: Chair of *Assessment* Team

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.2

Program Advisory Boards will be created for additional Academic Programs.

Action: – College administration will work with Department Chairs and Program coordinators to recruit qualified individuals to serve on Program Advisory Boards.

Current Status (include relevant data): Currently 18 programs have advisory boards

Outcome (measure of success): All NCC programs will have advisory boards

Required Funding:

Individual Responsible: Chair of *Assessment* Team

Target Date: May 2023

Progress Report: December 2021

Efficiency and Effectiveness

Goal 4.3

A thorough assessment of General Education outcomes will be performed.

Action: – Assessment will be performed at the conclusion of the 2019-2020 Academic Year, and instructional changes will be considered thereafter.

Current Status (include relevant data): General Education have never been formally evaluated

Outcome (measure of success): The General Education outcomes will be formally evaluated, and the data will be stored in *Improve* (formally *Tracdat*).

Required Funding:

Individual Responsible: A Chair of *General Education Assessment* Team

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.4

Institutional Learning Outcomes will be developed.

Action: – ILO's will be developed and included in the college catalog for the 2020-2021 academic year

Current Status (include relevant data): The college currently uses the "5 C's" as an instructional framework, but no formal Institutional Learning Outcomes have been developed

Outcome (measure of success): ILO's will be developed and included in the college catalog for the 2020-2021 academic year

Required Funding: $0

Individual Responsible: AVPAA – Leadership Team

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.5

An outline will be created detailing a timeline and procedure for all regularly occurring college processes.

Action: – Create a procedure outlining college processes such as registration, open-house events, creation of college catalog, student handbook, etc.

Current Status (include relevant data): Procedures are in place for certain regularly occurring college practices, but documented processes for all college events are not available.

Outcome (measure of success): Procedures will be created, documented, and made available to all college faculty and staff.

Required Funding:

Individual Responsible: Chair of the *Procedure Documentation* Team

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.6

Staff Departments will develop department plans and collect meaningful data assessment data.

Action: – All Staff Departments such as: Advising, Financial Aid, Admissions, etc. will create yearly departmental plans. These plans will be recorded in *Improve* (formerly *Tracdat*, and data regarding the success of departmental initiatives will be recorded.

Current Status (include relevant data): Staff Departments began creating plans in the summer of 2019.

Outcome (measure of success): All Staff areas will have plans that have been:

- Completed
- Entered into *Improve*
- Assessed to determine the success of departmental initiatives

Required Funding:

Individual Responsible: Chair of *Assessment* Team

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.7

Create a Master Plan.

Action: – A detailed plan will be developed to outline the remodeling of building areas in need of repair or updating.

Current Status (include relevant data): There is no current Master Plan governing the construction processes at the institution.

Outcome (measure of success): The Master plan will be developed

Required Funding:

Individual Responsible: Chair of *Master Plan* Team

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.8

Increase data availability.

Action: – Work with system office, NCC Institutional Researcher, and representatives from *Rapid Insight* to increase data availability for faculty and staff. Provide training for effective data utilization and understanding of Improvement Science.

Current Status (include relevant data): At this point, Department Chairs and Program Coordinators do not have access to success rates of students in various modalities.

Outcome (measure of success):

- Faculty will report increased access to data
- Faculty use of Veera Bridge will increase

Required Funding:

Individual Responsible: AVPAA

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.9

Document program changes made as a result of the Academic Program Review process.

Action: – Fully document the results of Academic Program Review. Create a procedure in which the follow-up meetings are scheduled to measure program improvement

Current Status (include relevant data): No historical record of changes made as a result of Academic Program Review exists.

Outcome (measure of success): Changes made as a result of the Academic Program Review process will be fully documented.

Required Funding:

Individual Responsible: Chair of the *Program Review* Committee

Target Date: May 2020

Progress Report: December 2019

Efficiency and Effectiveness

Goal 4.10

Revise the Faculty Handbook

Action: – The faculty handbook will be revised and updated.

Current Status (include relevant data): The *Faculty and Staff Handbook* and the Adjunct Faculty Handbook were both last revised during the 2017-18 academic year.

Outcome (measure of success):   The handbook will be updated.

Required Funding:

Individual Responsible: Chair of the *Faculty Handbook* Committee

Target Date: May 2020

Progress Report: December 2019