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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



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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.

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 1.3

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. Th

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)

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

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 by 40%.

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) –

Enrollment and Sustainability

Goal 2.3

Review and revise (if necessary) the effectiveness of Early Intervention
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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 Learners 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 th

Diversity and Inclusion

Goal 3.2

Develop and enact a specific plan for the promotion of diversity and inclusion.

Diversity and Inclusion

Goal 3.3

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):

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:

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: –

Efficiency and Effectiveness

Goal 4.5

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

Action: –

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):