

Toward a Splendid College:

Naugatuck Valley
Community College
Strategic Plan
2010 - 2013

5 Goals
15 Initiatives
10 Outcomes
Spring 2010



 Naugatuck
Valley
Community
College

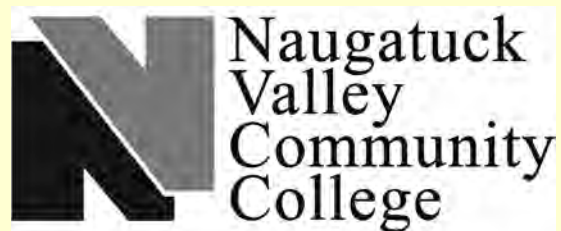
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Toward a Splendid College:

Naugatuck Valley Community College (NVCC)
Strategic Plan 2010-2013

5 Goals, 15 Initiatives, 10 Outcomes

March 31, 2010



Letter from the President

Strategic plans are a window to the heart of an institution and a road map to its highest aspirations. The poem selected as an essential ingredient of these remarks expresses in a generous but clear manner how our journey toward a splendid college starts with each and every one of us. It begins with each individual “I” embracing challenges without excuses and with an understanding that solutions are at times much more accessible than we anticipate they would be.

Strategic plans are frameworks to delineate the commitment and the intention to engage the mind and the heart in the work to be undertaken. To that end, they trace a movement from the “I” to the “we,” to the strength and wisdom to be found in collective efforts and noble intentions yet grounded in the reality provided by data and the need to provide opportunities and positive outcomes in the lives of so many who aspire to social mobility.

The *Naugatuck Valley Community College Strategic Plan for 2010-2013* is defined by practicality and high ideals, organized and aligned by stakeholders to produce positive transformations in the lives of our students and in the socio-economic resurgence of the communities we serve.

Vaclav Havel, a poet and a leader, understood the need to define and to journey to the splendid city, the city of sister and brotherhood and of coming together to bring about much-needed social changes. The goals delineated and the work proposed in this strategic plan speaks of our determination to transform lives as we strive to become the most splendid college in our nation.

Daisy Cocco De Filippis, Ph.D.
President
Naugatuck Valley Community College

It Is I Who Must Begin

It is I who must begin.
Once I begin, once I try-
here and now,
right where I am,
not excusing myself
by saying that things
would be easier elsewhere,
without grand speeches and
ostentatious gestures,
but all the more persistently
-to live in harmony
with the “voice of Being,” as I
understand within myself.
-as soon as I begin that,

I suddenly discover,
to my surprise, that
I am neither the only one,
nor the first,
nor the most important one,
to have set out
upon that road.

Whether all is really lost
or not depends entirely on
whether or not I am lost.

- **Vaclav Havel** in *Teaching with Fire, Poetry that Sustains the Courage To Teach*, edited by Sam M. Intrator and Megan Scribner. San Francisco: Jossey-Bass, 2003.

Executive Snapshot

Since the creation of the first two-year institution in 1901, community colleges have served as frontline providers of accessible, quality postsecondary education. They are trusted occupational training grounds and gateways to higher education for many historically underrepresented groups and economically disadvantaged individuals. Indeed, “...no other segment of postsecondary education has been more responsive to its community workforce needs” (Henry Kasper 2002).

Now more than ever our nation is recognizing their value and upgrading their responsibilities. The Obama Administration’s American Graduation Initiative, if implemented, will invest \$12 billion over 10 years in community colleges to revitalize our ailing economy and train the next generation of job-seekers (Dan Lothian, 2009). In recent years, the state’s General Assembly passed legislation that establishes Connecticut’s Community Colleges as critical workforce development providers and respondents to the demand for workers in health care, manufacturing, technology, and early childhood education, among other sectors. Chancellor Marc Herzog and the presidents of the state’s 12 community colleges have adopted a system strategic priority of “...making sure that we are organized to maximize student success.”

This heightened call for community college leadership and action has coincided with and emboldened Naugatuck Valley Community College’s (NVCC) strategic planning process. In September 2009 we embarked on a journey to develop a new strategic plan that best positions our talented and experienced faculty and staff to respond to the needs of our students and service region. This has been no easy task, as the times are difficult and the needs are great. We’ve spent a lot of time meeting and listening and reflecting to offer a plan that engages our entire campus-wide community and represents something we can all stand behind.

We believe this plan represents that collective vision. More than one thousand people – students, faculty and staff, members of our regional advisory council and foundation, and community leaders – contributed their time and insights to its development.

NVCC is ready to take on the mantle of leadership and serve as an agent of change for its students and the community. The following pages narrate our planning journey – from where we started to what we’re going to do differently, what we expect to change, and how we will know if we’ve achieved success.

“I simply want to celebrate the fact that right near your home, year in and year out, a community college is quietly—and with very little financial encouragement—saving lives and minds. I can’t think of a more efficient, hopeful or egalitarian machine, with the possible exception of the bicycle.”
-- Kay Ryan, U.S. Poet Laureate

5 Goals (What we will aspire for)

1. At NVCC, students achieve their goals
2. NVCC faculty and staff make a difference—at the college, in the community, in their fields of study, and in the lives of students
3. NVCC programs meet and beat industry standards
4. NVCC is an engine of change within Waterbury and the broader community
5. NVCC is an effective, performance-based institution

15 Strategic Initiatives (What we will do)

1. Create a Successful College-wide Advising Program
2. Improve Student Outcomes via Learning Communities
3. Build Pathways to 4-Year Colleges and Careers
4. Build the Internal Campus Community
5. Increase Volunteerism, Mentoring and Service Learning
6. Strengthen Grants Management
7. Expand Workforce and Economic Development
8. Develop Seamless Non-credit to Credit Programs
9. Build Partnerships and Community Presence
10. Create a Middle College for the Naugatuck Valley
11. Expand Transportation for Student and Community Access to NVCC Campus
12. Build Campus Infrastructure
13. Modeling Green
14. Link Data to Decision Making
15. Expand Public Reporting

10 Anticipated Outcomes (What will be different by 2013)

1. FTE enrollment will increase by 30%
2. Retention rate will increase by 20%
3. Graduation rate will increase by 100%
4. Certificate completion rate will increase by 100%
5. Job placement rate for NVCC's graduating class will increase by at least 25% each year.
6. 25% more in annual grant funding
7. The number of employers visiting NVCC's campus will increase by 25% each year
8. The number of community residents retrained for jobs via our programs will increase by 25%
9. Transfer rate will increase by 15%
10. The average annual earnings of associate degree completers will increase by at least 25% within a year of graduation.

WHERE WE'VE BEEN

At Naugatuck Valley Community College (NVCC), student success is our expectation. But what's our role and responsibility in making that even more of a reality for each and every existing and prospective student?

That question drove our strategic planning process. Since September 2009, our talented and generous faculty and staff came together with energy and determination to map out our plan to deliver on this promise. We engaged student leadership on campus so they would understand that students have a voice in decision-making on campus, and that students are invited to come to the table and participate in multiple ways. We invited multiple off-campus constituencies to join our discussions about how to provide better teaching and learning, design new workforce opportunities, and contribute to the betterment of the communities we serve. We brainstormed, debated and fine-tuned until we crafted common goals, strategies, and anticipated outcomes for the next three years.

The *Naugatuck Valley Community College Strategic Plan for 2010-2013* delineates the work that must be done to contribute to a brighter future for the communities we serve, Connecticut, the nation and the world. As we look to the future and the challenges facing us, including the tight budget environment, we remain optimistic and confident in our ability to advocate for our students and our academic programs, to collaborate with stakeholders and embrace multiple constituencies in our society, and to plan and manage with care and engagement.

NVCC PLAN - SUMMARY

Connecticut Community College System Strategic Priority

Making sure that we are organized to maximize student success

Connecticut Community College System Strategic Goals

1. Create an environment in which student success is an expectation
2. Balance enrollment demands and services with existing resources while maintaining flexibility to manage and improve efficiency
3. Diversify and strengthen resource development and external funding

NVCC Vision

At NVCC, the word "community" is central and our students are considered our most sacred trust and our finest asset. Collaboration within and outside the confines of our immediate surroundings defines our actions and is the base for the rich intellectual, educational, cultural and civic-minded experiences we provide our students.

NVCC Mission

Naugatuck Valley Community College offers quality, affordable education and training in response to evolving community needs by providing opportunities to individuals and organizations to develop their potential.

WHERE WE ARE NOW

NVCC Background and History

Institutional Profile

Naugatuck Valley Community College resulted from the merger in 1992 of Mattatuck Community College and Waterbury State Technical College through legislation enacted by the Connecticut General Assembly. Conveniently located at the crossroads of State Highway 8 and Interstate 84, the college is accessible by public transportation and serves over 22 towns and cities in the west central part of the State of Connecticut.

NVCC's FTE enrollment grew by 14.1% in Spring 2010 and the college continues in the #2 position in FTE enrollment in the System. NVCC is comprehensive in its offerings of over 100 associate degree and credit certificate programs. In addition, the college offers hundreds of non-credit learning activities, often customized to fulfill industry specific training, job skills upgrading, and personal enrichment interests.

NVCC prepares students for transfer to other institutions and the world of work. A strong core of general education gives students a broad background to change or modify career direction or to transfer to other institutions. For those who come to the college unprepared for its rigors, a developmental skills program helps them succeed. The college involves them in mathematics, reading, and writing and provides students with supportive services in counseling, tutoring, testing, and individualized assistance in the newly created Academic Center for Excellence. Additional services include advising, financial aid, disabilities services, peer tutoring, services for veterans and a Veterans Oasis room, minority student services, a bookstore, student government, and student other organizations.

Student Profile

According to the most recent enrollment data, the Spring 2010 unduplicated headcount at NVCC was 6,661 with 3,955 FTE, representing 58.4% female and 41.6% male enrollments. The average age was 26 years with about 45% of students between 18 and 21 years of age. They attended full-time (38.4%) and part-time (61.6%). White (62.6%), Black (8.3%), Hispanic (17.0%), Asian (2.2%), American Indian or Native Alaskan (0.2%), and Unknown or Alien Resident (6.1%) comprised the college's ethnic distribution.

Among the top programs, students enrolled in general studies, liberal arts, and business management. They came primarily from Waterbury, Naugatuck, Danbury, Watertown, and Wolcott. Many NVCC students need financial support to attend. During Spring 2010, 4183 students received financial aid totaling about \$8 million dollars (subsidized and unsubsidized). Entering and returning students who lack college-level skills must enroll in developmental classes in math, writing, and reading to prepare them for their courses.

The non-credit unduplicated headcount was 4,177 for the 2008-09 year. Continuing education students enrolled in workforce development programs predominantly in the areas of business, manufacturing and health.

Faculty/Staff Profile

NVCC has 105 full-time credit and over 300 part-time credit faculty positions, 35 part time clinical faculty, and 185 full time staff members. Fourteen tenure track full time credit faculty will be appointed in Spring 2010 with a start date of August 2010. Of these, three are newly created faculty lines. Current faculty include 76 masters-prepared and 23 doctorate-level professors.

Service Region Profile

The college's primary service region includes 22 towns. Waterbury, with a population of over 110,000, and Danbury with a population of over 65,500 are considered the anchor cities in the region flanked by small rural and suburban communities. Once a thriving manufacturing area, the greater Waterbury labor market was once home to brass, tire, spring, metalworking, and defense-related industries. Waterbury was known then as the "Brass City of the World," but over time, foreign competition, low market demand and other factors affected area jobs and the economy.

Today's Waterbury adapted to an economy supported by technology related ventures, health care occupations largely sustained by two hospitals, numerous retail employers, and smaller manufacturing firms characterized by their use of modern technologies. Though such adaptation is promising, Waterbury still faces the challenges of many other urban centers: high poverty levels, low academic achievement, and unemployment.

Job creation, worker retention, company survival and business growth are critical factors in the economic and social future of Waterbury and its surrounding towns. Clearly, education and job training are essential ingredients for a recovering economy and successful future. This strategic plan addresses NVCC's partnering roles in that recovery and future.

Note: Data used in these profiles and this plan are always the most current available and, therefore, do not always reflect the same time period.

Goal Area #1: SUCCESS

Goal: *At NVCC, students achieve their goals.*

Value: Every student comes to NVCC with some goal in mind. Or maybe he or she has a dream. Whether it's to get a credential that increases his or her chances for a raise at work, or to learn how to take over the family business, or to be the first in her family to attend college, we want him or her to be successful. That's our expectation.

Opportunity: We've identified five key student performance outcome areas to focus upon for the next three years: 1) student skills and competencies, 2) retention rates, 3) graduation rates, 4) transfer rates, and 5) career placement.

Three Strategic Initiatives:

1. Create a Successful College-wide Advising Program

Academic advising is the only structured activity on the campus in which all students have the opportunity for one-to-one interaction with a concerned representative of the institution (W.R.Habley, 1994). We know strong academic advisement systems contribute to improved retention and graduation at two-year public colleges (ACT What Works in Student Retention, 2004). But even more pragmatically, students need assistance navigating the system and monitoring their own progress. It's an important investment to help them achieve their goals and access opportunity. This initiative will restructure advisement on campus to increase overall coordination as well as faculty and staff engagement in the process.

2. Improve Student Outcomes via Learning Communities

Comprehensive learning supports can dramatically improve student outcomes, especially for those not quite ready for college. Research shows that students in learning communities spent more time actively involved in learning activities and more time interacting with students and faculty about educational matters than did similar students in the traditional classrooms of the college (Vincent Tinto, 1998). This initiative will build 10 learning communities on campus focused on students with high potential but low preparedness.

3. Build Pathways to 4-Year Colleges and Careers

According to a recent survey, one in five Americans who earned doctorates in 2008 attended a community college at some point (Survey of Earned Doctorates). Articulations, general education preparedness, and career services are all key to helping students successfully transfer for advanced degrees or enter directly into careers. Through this initiative, NVCC will conduct professional development for faculty and staff concerning articulation pathways, ensure rigor and relevance in courses that lead to transfer through the development of common assessment tools (with a focus on Science, Technology, Engineering, and Math STEM courses), and develop interactive online career services supports.

Goal Area #2: CONTRIBUTION

Goal: *NVCC faculty and staff make a difference – at the college, in the community, in their fields of study, and in the lives of students.*

Value: We spend a lot of time in academia focusing on things like curriculum development, academic support services, and student performance, but often forget to cultivate the talent and invest in the experience of the people behind everything that we do – the faculty and staff.

Opportunity: Developing the full potential of our frontline human capital is our priority. Ultimately, it is their contributions that make a difference.

Three Strategic Initiatives:

1. Build the Internal Campus Community

As outlined in the opportunities and challenges section, NVCC needs to find ways to better engage its faculty and staff. This initiative will create a series of faculty and professional development activities all geared toward the common goals of making a difference in the college community and in students' lives. It will also address impediments to staff-faculty communications and streamline management structures so that everyone is more engaged in making the college better.

2. Increase Volunteerism, Mentoring and Service Learning

Research shows that service learning translates the theoretical into the practical in students' minds. Service learning prepares people for the responsibility of living in a democratic society, allows students to explore career possibilities, exposes students to different cultures, and encourages critical thinking and problem-solving skills (Gray, Ondaatje, Fricker, and Geschwind, 2000; and Robinsons, 1999/2000). And, offering students service learning, mentoring and volunteer opportunities – on and off campus – prepares them to enter their post-undergraduate years with a stronger sense of social responsibility. This initiative will increase the engagement of students, faculty and staff to address community and campus interests.

3. Strengthen Grants Management

As all community colleges must, NVCC complements its budget with funds from local, state, federal, and private sources. These dollars turn a good idea into a new program, expand services to needy students, and equip labs with the latest tools of technology. Successful colleges organize themselves to match their needs to the funding priorities of potential grant makers. Building on a record of awards, this initiative will convene a leadership council to plan and coordinate grants activity. When internally structured and externally recognized as a valued partner, NVCC will improve its positioning to receive grant funding.

Goal Area #3: EMPLOYMENT

Goal: NVCC programs meet and beat industry standards in education

Value: In light of today's business challenges, it's not surprising that employers expect colleges to offer occupational programs that ensure our students and their potential workers are trained for today's jobs and educated for tomorrow's career opportunities. It's a shared expectation.

Opportunity: Students deserve to enroll in credit and non-credit programs that prepare or upgrade them to meet or exceed industry standards. Community colleges are an important pathway to upward mobility for millions of Americans, including students with a range of academic backgrounds as well as those who are low-income (Strengthening Community Colleges' Influence on Economic Mobility, 2009). Their career futures and our reputation depend on our commitment to this requirement.

Two Strategic Initiatives:

1. Expand Workforce and Economic Development

The federal government has earmarked \$12 billion dollars to revitalize America's community colleges. Additional monies will be available to address a national priority to grow businesses and put people back to work. Such funding and imperatives mean that community colleges must have state-of-the-art programs to meet employer demands. This workforce and economic development initiative will evaluate NVCC programs to strengthen connections to employer standards. It will integrate certification benchmarks, increase partnerships with business groups, and design a recruitment plan for high school students.

2. Develop Seamless Non-credit to Credit Programs

Non-credit courses often are the first entry points for students who seek credentialing programs for new jobs or advanced skills in their current positions. Community colleges are expert providers of such programs. Yet, though the programs may be related to degree courses, colleges typically fail to bridge the gap between these non-credit and credit programs. This initiative to offer seamless transition from non-credit to credit programs will expand access to higher education, save students' time and money, and benefit employers of workers with multiple credentials.

Goal Area #4: COMMUNITY

Goal: *NVCC is an engine of change within Waterbury and the broader community.*

Value: Communities served by NVCC must benefit from the comprehensive mission of the college to respond to the area's educational, social, economic, healthcare, and cultural needs.

Opportunity: The collegiate resources of NVCC can help communities in its service region, particularly those with greatest need -- like Waterbury.

Five Strategic Initiatives:

1. Build Partnerships and Community Presence

NVCC is already in the community. Students, faculty, and staff have brought their time and talents to a variety of community efforts including a soup kitchen, museum, and youth activity agency. Surveys of leaders from the college's Regional Advisory Council and the NVCC Foundation show there's more to be done, particularly in Waterbury and Danbury. Education, healthcare, jobs, and social services are among the top items on the action agenda. A plan to help revitalize towns and cities will be guided by a community and college asset inventory that will show how NVCC and community resources can be blended to improve the quality of life in the college's service region.

2. Create a Middle College for the Naugatuck Valley

Recent data show that 60 percent of students enrolling in the nation's community colleges must take remedial classes to build their basic academic skills (Jobs for the Future, 2009). Though readily provided, remedial services are time-consuming for the student and costly for the college. NVCC will continue to work with the state community college system to explore the creation of a middle college high school and bridge program for Naugatuck Valley.

3. Expand Transportation for Student and Community Access to NVCC Campus

Students continue to rate bus service and parking as major issues to make the campus more accessible. Whether it's bringing the community to the campus or taking the campus to the community, a transportation effort will create partnerships with area transportation centers and agencies, increase student awareness and advocacy about transportation, and develop policies for safety and coordination of transportation services.

4. Build Campus Infrastructure

A campus must be responsible to its students and responsive to the community. Quality programs require modern, functional facilities that support teaching and learning. There must be enough space for individual and group activity. Attractive grounds, clean classrooms, and ample parking are mainstays of today's community college. Above all, the campus needs to be welcoming and safe. It must say to students that we want you here...you belong here. It must invite the community to its own valued public resource.

Gardens, personal and group study areas, and state-of-the art science, engineering and computer laboratories extend that invitation to students and the community. NVCC leadership is also committed to maintaining its infrastructure and ensuring its campus security protects students from potential harm. This initiative will include three major focus areas: 1) providing academic laboratories that are environmentally safe, educationally up-to-date and well-maintained; 2) developing a Facilities Master Plan that examines the entire campus; and formulating an Educational Master Plan that investigates emerging and ongoing instructional priorities including human, intellectual, and physical resources.

5. Modeling Green

The trend across the country is to go green – to be more conscious of our impact on the environment. Our community is no exception. Local employers and the community at-large are concerned about green as a business requirement and as a worthy environmental goal. This initiative will make NVCC an institutional role model of green thinking, from green building to green water use, transportation, waste disposal, recycling, weatherization, air quality improvements (particularly in the science laboratories), and green jobs training.

Technology – A Crosscutting Priority

Technology is infused in virtually every aspect of today's community college. Just look at its definitions. As a tool, it brings the latest computers and other equipment into classrooms, science labs, and computer labs. As a medium, it connects teaching and learning over the Internet. As a responsibility, it ensures students have the latest, the fastest, and the best innovations to apply to their studies. Clearly, NVCC's strategic goals and initiatives depend on technology for their implementation and success. Though funding technology--in all of its definitions--has become more challenging, the college will always honor its commitment to obtain, maintain, and upgrade its equipment. Quality programs and student success depend upon that commitment.

Goal Area #5: RESULTS

Goal: *NVCC is an effective, performance-based institution.*

Value: Among other factors, strategic planning and successful execution rely upon data-informed decisions that set the direction toward achieving college and student goals.

Opportunity: NVCC can strengthen understanding of its students, programs, and services as they collectively relate to meeting the needs of its communities and area employers.

Two Strategic Initiatives:

1. Link Data to Decision Making

National interests for higher education institutions to adopt performance-based management and to be more accountable in these tough financial times have been addressed by community colleges across the United States. As Chancellor Marc Herzog has stated, “When the President of the United States and Congress are talking about the importance of community colleges, and faculty and administrators are reading about this in the newspaper, that conversation leads to a new way of thinking about how we are accountable for what we are doing (Achieving Success, 2010).” As community colleges continue to gain more recognition for their job training programs and have access to added funds for that role, it’s natural to expect such management and accountability. NVCC will continue to be data-informed as it manages its funding and other resources. The college will further link its data to decision making through a plan for data collection, entry, analysis, and reporting. An outcomes assessment campaign will integrate data management into reporting requirements and the NEASC self-study, for example. A focus upon drop/fail rates among general education and “gateway-level” courses will help address retention and graduation goals.

2. Expand Public Reporting

In today’s public marketplace, transparency in conducting college affairs is both an obligation and a benefit. Clear reporting shows how the college uses its public and private investment dollars. It also demonstrates to students, funders, and other stakeholders its trustworthiness to rely upon facts to plan and allocate its resources to fulfill its mission. In reporting to the public, NVCC will be guided by a self-assessment of college responsiveness and from periodic updates that track progress on strategic initiatives.

10 Anticipated Outcomes – What will be Different by 2013

1. By 2013, NVCC's FTE enrollment will increase by 30%. The silver lining in our national economy is that increased funding for community colleges will make it possible for more people to begin or return to college. Institutions like NVCC need to be ready for this influx, to serve our share of new students.

2. By 2013, NVCC's retention rate will increase by 20%. Retention is the biggest challenge most community colleges face. Once we invite more students, we are responsible to help them stay. Retention is also inextricably tied to graduation rates and is a reliable indicator of our capacity to help students become more productive workers and citizens.

3. By 2013, NVCC's graduation rate will increase by 100%. Setting goals to increase our graduation rate is an obvious outcome. Graduation is the platform from which students launch into careers, transfer programs, or other goals. It is truly the "commencement" point – the place where students begin again as a result of their college experience.

4. By 2013, NVCC's certificate completion rate will increase by 100%. Not all jobs – particularly those noted by the U.S. Department of Labor as in high demand – require two- or four-year degrees. Many require certificates ranging from a few weeks to a year. As a result, certificates become entry tickets to move into jobs and careers. Because they cost less and take less time, certificates are more appealing to some students. Especially in this market, they offer a fast-track training alternative for marketplace skills.

5. By 2013, NVCC's job placement rate for its graduating class will increase by at least 25% over 3 years. Who's not worried about jobs? Understandably, job placement is tied to virtually every initiative in this plan. It's become one of the most important measures of our success.

6. By 2013, NVCC will secure 25% more in annual grant funding. With individuals strapped for cash in the current economy, unavoidable tuition increases can't be the only solutions to funding higher education. The difference must come from state and federal grants and private support. The Obama Administration's American Graduation Initiative, if implemented, will make available billions of dollars for community colleges. New investments in the Department of Education may result in additional grant making programs for postsecondary education. NVCC will take action to secure an even larger portion of public monies, should they become available, as well as private funds from foundations and individuals.

7. By 2013, the number of employers visiting the NVCC campus will increase by 25% each year. An employer search for skilled workers is a constant in both good and bad economic times. Job fairs, recruitment sessions, career exploration workshops, and other visits by employers are valuable ways to connect students to jobs.

8. By 2013, the number of community residents retrained for jobs via NVCC programs will increase by 25%. “For every credit completed, NVCC students earn, on average, \$237 more per year each year they are in the workforce (The Economic Contribution of Naugatuck Valley Community College, 2008). Retraining is critical, particularly for the volume of people who need new or upgraded skills for emerging jobs. More skills simply mean more money for most workers.

9. By 2013, NVCC’s transfer rate will increase by 15%. College transfer programs enable students to plan for a broader future. Pragmatically, transfer agreements benefit everyone. They save students time and money, reduce transportation, save on textbooks, and reduce the need for childcare. They also increase enrollments at the receiving institutions while providing employers with even more educated and trained workers.

10. By 2013, the average annual earnings of NVCC associate degree completers will increase by at least 25% within a year of graduation. Research increasingly shows the economic benefits of a community college education. According to recent Connecticut State Department of Labor data, associate degree completers students earn \$16,000 more within six months and \$605,100 more over the course of their working lifetime than do high school graduates (The Economic Contribution of NVCC, 2008). This outcome is admittedly lofty and important. It’s not only about making an immediate difference for students and their families, but also over time, it can raise the income level and tax base to make our community a better place for all to live.

HOW WE’LL GET THERE – PLAN IMPLEMENTATION

Operational Plan

Each year NVCC will develop an operational plan that outlines the specific activities the college will undertake within each initiative area. The President’s Cabinet will complete a draft in July, present it to the Institutional Planning Committee in early September, and disseminate it across campus no later than October.

Plan Management Framework

In 2008, NVCC’s President created an Institutional Planning Committee (IPC) to connect all college-wide planning processes – including those required by the New England Association of Schools and Colleges and the Connecticut Community College System to outcomes assessment, program review and the college’s own plan. This committee, composed of 17 representatives from the faculty, staff, students and administration will also support the transition from NVCC’s current plan to the new one. The seven committees that guided the last plan will be replaced with five to correspond with the new goal areas. The four subcommittees of the IPC will be integrated into that structure, as well. Members of the President’s management team will lead these committees. The committees will oversee implementation of goal area activities and assess progress toward achieving success.

Planning Calendar

The Institutional Planning Committee will oversee the three-year planning process outlined on the next page.

Evaluation Next Steps

NVCC will assess progress on two fronts – the strategic initiative success points and the overarching institutional outcomes.

The *strategic initiative success points* represent three -year intermediate indicators of success for the plan at the strategic initiative level. They answer the question: What’s different after three years as a specific result of each initiative? They are results that can be *attributed* directly to the scope of work outlined for each strategic initiative.

The *institutional outcomes* represent overarching indicators of success for NVCC. All of the work in this plan will *contribute* to these outcomes by 2013.

As part of the development of the 2010-11 operational plan, NVCC’s management team will define the baseline and the methodology for analysis for each success point and institutional outcome. They will also outline who is responsible for tracking and analyzing the data over the three-year period. Every summer, as the operational plan is prepared, NVCC’s management team will put together a calendar for campus-wide updates and reporting out.

Conclusion

We end where we began – with the knowledge that to be splendid we must journey together and strive for something greater, beyond our individual capacities, hopes, and dreams.

Pablo Neruda, like his fellow Nobel laureate Havel, captured what is required for those with aspirations of splendor.

“All paths lead to the same goal; to convey to others what we are ...but in this dance or in this song, there are fulfilled the most ancient rites of our conscience in the awareness of being human and of believing in a common destiny.”

- **Pablo Neruda, Nobel Laureate Speech**

This Strategic Plan affirms our approach to education as one where the mind and the heart engage with hope and optimism. It speaks of our sense of responsibility and our higher ideals. As we come to work every day, we embrace the belief that each and every one of our students has the right to expect quality education delivered with passion and intelligence. This, our Strategic Plan for 2010-2013, the product of the collective wisdom and contribution of many stakeholders, reflects our sense of purpose and our commitment to a better tomorrow.

The NVCC Mission

Naugatuck Valley Community College offers quality, affordable education and training in response to evolving community needs by providing opportunities to individuals and organizations to develop their potential.

The NVCC Vision

At NVCC, the word "community" is central and our students are considered our most sacred trust and our finest asset. Collaboration within and outside the confines of our immediate surroundings defines our actions and is the base for the rich intellectual, educational, cultural and civic-minded experiences we provide our students.



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