

MEMORANDUM

To: Members of the Institutional Planning Committee

From: Daisy Cocco De Filippis

Re: Institutional Planning Process at Naugatuck Valley Community College

Date: July 12, 2011

As we begin to plan for academic year 2011-2012, it is good to review the planning process on campus.

Institutional planning at Naugatuck Valley Community College is informed by the following elements: 1. Strategic priorities set by the Connecticut Community College system approved by the Board of Trustees in 2010; and 2. the College's Strategic Plan, *Toward a Splendid College, Naugatuck Valley Community College 2010-2012*. Planning is supported by the work of the Management Team (the President's Cabinet) leading campus colleagues in collaborative work dedicated to creating an environment supportive of student success. Annual goals are delineated in performance management documents agreed upon between the Chancellor (CEO) and the President of the College, and between the President of the College and the Management Team:

- A. Community College system strategic priorities were recommended by the Chancellor to the Board of Trustees, after a deliberative and collaborative process of consultation with College presidents and the Chancellor's Management Team (**Wildly Important Goals**). As we move forward, these goals should be affirmed and integrated into our work. The WIGs become our operational plan.
- B. Naugatuck Valley Community College agreed upon a Strategic Plan (2010-2013) after a deliberative and collaborative process that included alignment with system priorities.
- C. Presidential Goals for Academic Year 2011-2012

The scope of the above three items becomes the college's Operational Plan (WIGs) for academic year 2011-12.

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. The four committees of the IPC and responsibilities for the five strategic plan goals are assigned to members of the President's Management Team who lead these committees. The committees oversee implementation of goal area activities and assess progress by respective college units toward achieving success.

Core Values:

The Core Values upon which the work of the NVCC Institutional Planning Committee is based are: Academic rigor; respect and trust; accountability; effective communications; human diversity; community outreach; civic engagement; beautiful ideas and positive ideas.

Statement of Purpose:

The mission of the NVCC Institutional Planning Committee is to create and normalize the ongoing planning process to ensure quality of programs, effective use of resources and student success. Chaired by the President of the College, there shall be a steering committee and four working committees. The steering committee shall convene three times per semester to receive reports and to discuss recommendations regarding the outcomes of the current strategic plan, and the creation of the next strategic plan. The four working committees are designed to ensure campus-wide consultation and accountability in the following areas: Committee on Responsive Academic Leadership and Programs, Committee on Student Success, Committee on Institutional Effectiveness and Committee on Environmental Scanning.

Summary of Goals in the 2010-2013 NVCC Strategic Plan:

Goal One: At NVCC students achieve their goals

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

Goal Three: NVCC programs meet and beat industry standards

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

Goal Five: NVCC is an effective, performance-based institution

Implementation of Integration Process:

At a June 2011 Cabinet meeting preceding the beginning of the new academic year, the President renewed her charge to members of her Cabinet to lead the efforts of the Institutional Planning Committee and to work to provide and create mechanisms to fold strategic goals into the NVCC Strategic Plan (2010-2013).

Responsive Academic Leadership and Programs:

Goal Two

Goal Three

Chair: Academic Dean

Student Success:

Goal One

Co-Chairs: Dean of Student Services and Associate Dean of Academic Affairs

Institutional Effectiveness:

Goal Four

Goal Five

Chair: Dean of Administration

Environmental Scanning

Goals 1-5

Co-Chairs: Associate Dean of IT and Dean of Community Engagement

Planning Calendar for Academic Year 2011-2012

July 2011: *Toward a Splendid College: Naugatuck Valley Community College Strategic Plan 2010-2013*—second year begins

Summer 2011

- System-wide Strategic Priority and Wildly Important Goals affirmed
- NEASC Self-Study Task Force -continues
- Cabinet reviews 2010-2011 WIGs and drafts WIGs/Operational Plan for 2011-2012.
- Academic Affairs leads the effort in the implementation of proposal to support developmental education at the College
- Institutional Planning Committee 2010-2012 appointed last year continues its work. Committee meets prior to September All-College meeting to have input before the drafting and to discuss proposed WIGs-Operational Plan for 2010-2011

Academic Year 2011-2012

September and October:

- Management Annual Retreat
- Draft of WIGs-Operational Plan, 2010-2011 distributed widely
- All-College Meeting
- Pro-staff meeting in support of NEASC self-study
- Pro-staff meeting on Academic Priorities Plan
- Pro-staff meeting in support of development of an Enrollment Management Plan to include retention and recruitment
- Pro-staff meeting on Institutional Effectiveness
- Pro-staff meeting on Community Engagement and Fundraising

Other Ongoing Planning Activities:

- NEASC Task Force
- Institutional Planning Committee and subcommittees
- Strategic Planning Activities
- Campus updates on operational plan/WIGs-December 2011; March 2012; May 2012

- May 2012-President receives final reports on activities designed to support developmental education, proposed Academic Plan for 2012-2017, proposed Enrollment Management Plan and proposed Institutional Effectiveness Plan
- June 2012-Community Event to present Success Points on Partnership Offers and to create new collaborations for 2012-2013

Presidential Goals for Academic Year 2011-2012:

- Successful implementation of the second year of the new strategic plan for the College
- Completion of the work by a Task Force and committees and preparation of self-study for NEASC 2012 site visit
- Successful implementation of a new Freshman Year seminar, full development of a developmental summer bridge program and self-paced and other initiatives to support developmental education; establishment of a solid service learning initiative; development and implementation of assessment models that deepen our understanding of the progress we are making or need to make
- Expanded services at the Academic Center for Excellence, and the creation of innovative programs to support students' successful navigation of developmental course and our general education offerings
- Aligning the work of Student Services and Academic Affairs to strengthen the continued implementation of a comprehensive Academic Advisement program for the college
- Creation and implementation of services of a Job Placement Center designed to redeploy staff, consolidate efforts and maximize impact of services in this area
- Successful implementation of an Honors Program
- Full implementation of the proposed plan to expand services in the Danbury area and acquire additional space in an appropriate location
- Continued strengthening of cultural life on campus in particular in our Arts and Humanities area
- Full implementation of the Mentoring program and successful launching and implementation of a General Education initiative, Year 3
- Continued efforts to expand workforce development programs both on the main campus and at our Danbury site
- Full implementation of cyclical assessment and program reviews for all departments
- Creation and full implementation of an active Alumni Association
- Continue exploration of planning for the construction of a Middle College on campus
- Development of a fundraising campaign and expansion of grant applications to support campus initiatives