



Progress made on our journey

Toward a Splendid College

MIDPOINT on

Naugatuck Valley Community College's

Strategic Plan 2010 - 2013

May 2012

CELEBRATING ACHIEVEMENTS AND ADDRESSING CHALLENGES AHEAD

N *VCC 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.

N *VCC 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.



I never teach my pupils; I only attempt to provide the condition in which they can learn.

Albert Einstein

Three years ago Naugatuck Valley Community College set out to create a plan driven by one overarching purpose: to cultivate the condition in which our students can learn.

During the course of our year-long planning process we engaged more than a thousand people--students, faculty, staff, and community leaders. Together we recognized that we needed to bring new meaning to words like "community" so that collaborative ingenuity could improve the processes we create and the work we do each and every day. As a community we then crafted a plan that fundamentally shifts the way in which we view and relate to students, so that we truly embrace them as our most valuable asset and sacred trust, and we become champions of their success.

In our plan, which officially commenced in fall 2010, we established five profoundly optimistic and aspirational goals, predicated on the belief that upward trends need to be stimulated, encouraged, and achieved. The report you are about to read will illustrate progress toward reaching these goals detailed as results we can claim so far, activities that got us there, and stories of success. As you will see, there are areas where we exceeded our highest aspirations and others where foundational work needed to be put in place to make progress.

We celebrate many achievements since the start of our strategic plan. Enrollment has risen steadily, upward of 20%. Certificates and degrees awarded have increased by 300% and 25% respectively. Evening bus service in the City of Waterbury, a life-transforming initiative for about 20% of its residents and about 600 of our students, became a reality as of October 24, 2011. That is community action! Enrollment in credit-bearing courses at our Danbury Center has grown this spring to 800 students. Our nursing program's 95.6% pass rate is, for its cohort size, the state's highest. The college was selected to house one of three new Advanced Manufacturing Technology Centers in the state of Connecticut, at the same time that it was recognized with the award of a Fulbright Scholar-in-Residence. And as I write these words, the Governor's Office is announcing that the City of Waterbury, in collaboration with NVCC as fiduciary,

has been awarded an \$11.2 million, seven-year U.S. Department of Education GEAR UP grant to help middle school students prepare for college. Truly significant achievements!

What are some of the challenges ahead? We have outgrown our Danbury Center and need to find larger quarters and secure our own lease. Experimental work at the developmental level is entering a creative and thoughtful, student-paced phase, and will need to be scaled up and at the same time synchronized with a system-wide initiative to revitalize developmental course offerings by 2014. Our overhaul of advising on campus, creation of learning community pilots and multiple mentoring efforts will prove long-term to be effective retention tools. But these intensive endeavors require significant faculty and staff time and financial resources to manage effectively. Innovations like the Advanced Manufacturing Technology Center and our new Job Placement Center show great promise as tools to help students get jobs. But without a more robust economic turnaround we can do only so much. And despite judicious fiscal management, with shrinking budgets and a growing number of students, we have exhausted our reserves.

Even while addressing these challenges we remain strong because our students, faculty, staff, and community partners understand that new challenges bring about creative solutions. The bold resolve of our stakeholders makes my job so rewarding.

Please join us as we continue our steady and satisfying journey toward making this the most splendid college in the nation. Thank you for your engagement and support. I invite you to invest in our collective future.

Warmest regards,

Daisy Cocco De Filippis, Ph.D.
President, NVCC
May 2012

SUCCESS

GOAL 1: AT NVCC, STUDENTS ACHIEVE THEIR GOALS.

O UR RESULTS SO FAR...

- The number of degrees awarded has increased more than 25%.
- The number of certificates awarded has risen 300%.
- The first-year student transfer rate from NVCC to a four-year college has risen by 6%.
- 100% of NVCC students have been assigned advisers and more than 90% have met with their advisers.
- 100% of our academic departments have implemented full-year course schedules.

W E GOT THERE BY...

Strengthening our college-wide advising program.

NVCC restructured advisement on campus to provide better customer service to students. Initial efforts focused on orienting first-time students to all facets of the college, from registration to financial aid. As of this academic year, all students (full-time, part-time, matriculated, non-matriculated) have been assigned advisors to help them get oriented, advised, and prepared to register. Recognizing that students have different advising needs based on where they are in their college experience, we created targeted advising interventions such as a Graduation Clinic, where all students with 45 or more credits can receive an early transcript review and guidance about how to apply for graduation.

Piloting learning communities. Learning communities show promise as educational approaches that help students gain the academic, work, and life skills to be college-ready so they can advance toward graduation and then onto careers of choice. At NVCC, we have seen firsthand how a learning community can make the difference to a cohort of students. The three-year graduation rate for the 80 low-income high school students accepted into NVCC's Workforce Achievers Value Education (WAVE) program in the last seven years is 82%. Taking lessons from this successful program, NVCC has designed two new learning communities focused on first-year student success. This summer we are piloting the Express Start bridge program which will help recent high school graduates take the English, math developmental and first-year experience courses they need to become college-ready by fall. The second pilot program, to commence this fall 2012, will help first-time, full-time freshmen successfully navigate first-year course requirements as well as complete developmental and college-level coursework as needed.

Providing more and more gateway and developmental course supports.

Another subject of national debate in higher education is how to address the needs of the growing numbers of students who come to college requiring developmental education. Since most students want to complete developmental requirements quickly, many colleges, including NVCC, are now experimenting with modular approaches that get students through the requirements faster than the more traditional 15-week, course-based approaches. In addition to Express Start and the creation of the Academic Center for Excellence (ACE), where students access developmental course-based tutorial supports, NVCC has created other modular options. These include self-paced math courses for NVCC matriculated students, the College Access Challenge that teaches developmental math and English to area high school students, and Statway, an alternative developmental math pathway that pairs math and statistics with discovery based lessons that walk students through real-world problem solving.



NVCC's Statway program has been particularly successful. A new program this academic year, 60% of Statway students completed their first-year sequence successfully, outperforming the national average for the 19 Statway programs across the country, which have about a 50% completion rate for first-year students. All NVCC efforts will be aligned with the system-wide initiative to revitalize developmental course offerings by 2014.

Restructuring course schedules so that students can complete programs faster. At times, scheduling stands in the way of student progress. This year, NVCC rolled out a one-year academic schedule, so students can better map out their time at the college, knowing which courses are available when. Next year, NVCC will post a two-year schedule, making it possible for students potentially to complete programs faster. Longer-term schedules also benefit NVCC, helping us to logistically prepare on many fronts, from registration to parking.

Building pathways to four-year colleges and careers. The recent consolidation of the public higher education system in Connecticut led to the Articulation Transferability Pact which will strengthen pathways between two-year and four-year colleges across the state starting fall 2013. This pact benefits students by increasing transferability of credits across colleges in the system. It has triggered university level attention to improving general education through the creation of a 30-credit common core. Simultaneously, NVCC's General Education Committee has worked with academic departments to create program-specific general education competencies that students must master by graduation. These competencies have been integrated into the curriculum.

OUR SUCCESS STORIES...

NVCC advising helps students complete courses and transfer.

"My advisers and the ESL advisers at the Academic Center for Excellence helped me pick a course sequence that was best for me."

Tingting Zhou, NVCC graduate

Tingting was always ambitious in her career aspirations, but she wasn't quite sure how to focus to get there. An ESL student from China, she came to NVCC to help her reach her dreams. Advisers helped her finish her associate's degree one semester earlier and guided her to determine which four-year college best matched her interests. Tingting will transfer to Central Connecticut State University in fall 2012 to study finance.

NVCC offers pathways to careers choices and success.

"With all the help NVCC advisers give, it's almost impossible not to succeed."

Pablo Paschoal De Oliveira, NVCC graduate

Pablo came to NVCC with some ideas about what career he wanted to pursue, but he wasn't sure how to execute a plan to get there. He says advisers helped him grow from being a lost young man to now having confidence, direction, motivation, and a concrete path to follow. An excellent student, Pablo is graduating with a Liberal Arts and Sciences degree. He plans to return to pursue a degree in nursing and wants to become a physician.

CONTRIBUTION

GOAL 2: NVCC FACULTY AND STAFF MAKE A DIFFERENCE.

O UR RESULTS SO FAR...

- Annual grant revenues have risen from \$2 million to \$2.3 million, a 15% increase.
- 70% of full-time faculty have participated in one or more professional development activities on campus.
- 60% of full-time teaching faculty are actively involved with professional organizations related to their field of expertise.
- 35 computer lab sessions were offered by eight NVCC volunteer instructors to young students and residents at a neighborhood school in collaboration with the Police Activity League of Waterbury.

W E GOT THERE BY...

Building the internal campus community. The numbers of professional development offerings on a range of topics, including assessment, grantwriting, and managing disruptive behavior in the classroom, have increased dramatically. We have introduced new professional development formats, including Brown Bag Colloquia where faculty and staff participate in informal exchanges on research and topics of interest to the NVCC community. We have created offerings targeted to specific cohorts, including a new faculty orientation that commenced in fall 2010 to assist faculty in their adjustment to a new environment. The result? More and more faculty are engaging in professional development each year. Faculty and staff have also benefited from

unprecedented levels of partnership between Academic Affairs and Student Services, which are described in an article written by the Dean of Academic Affairs and published in the March 2012 edition of *Dean and Provost*.

Increasing volunteerism, mentoring, and service learning. A broad range of activities is underway to engage students, faculty, and staff experiential learning opportunities.

- NVCC's Behavioral and Social Sciences Division has pioneered theme-based service learning, in which students work on community service opportunities that they self-identify and design. Since fall 2010, forty-five students have participated in service learning projects in partnership with 16 community agencies. Projects have ranged from creating oral histories with elders to volunteering in community based organizations.
- Sixty NVCC students participated in Waterbury AmeriCorps, a program run by NVCC's Bridge to College program where NVCC students mentored 125 Waterbury middle schoolers. In addition to providing in-school and after-school college awareness, life skills coaching, and academic assistance, Waterbury AmeriCorps volunteers participated in annual community service projects (e.g., Martin Luther King Day and Earth Day) that engaged NVCC students and middle schoolers more deeply in Waterbury community events.
- For nearly four years and more than 180 Sundays, NVCC students have volunteered to cook and serve meals for the homeless on Sundays at the St. Vincent DePaul Soup Kitchen. Each week a different NVCC club sends seven to 12 members to the soup kitchen to help out. On a typical day they feed from 100 to 200 people.
- In January 2010, the Women's Business Development Center (WBDC) officially opened its permanent office at NVCC to help women achieve economic self-reliance by educating and counseling them to start and grow businesses. WBDC's first undertaking was to draw



community members and students to Fast Track, a 12-week foundational program of workshops that helps aspiring entrepreneurs develop business plans and gain a network of entrepreneurial peers and mentors to support their success. More than 125 women have benefitted from WBDC's programs. These represent just a flavor of the experiential learning opportunities that have proliferated on campus.

Strengthening grants management. NVCC plans to establish a faculty grants advisory group to cultivate grants that support faculty scholarship, research, creative pursuits, and professional development. Hiring a grant writer to help conduct prospect research and manage grants is in process.

OUR SUCCESS STORIES...

NVCC volunteerism strengthens skills to improve career success.

"I got over my trepidation of public speaking and gained valuable experience I need to succeed on the job and survive in daily life."

Justyna Sadlowski, NVCC graduate

Justyna volunteered in a soup kitchen and tutored other students in the Academic Center for Excellence. She had confidence in her academic abilities but worried about how to gain the communications and leadership skills that would help her excel in a career. Justyna came to NVCC as a new ESL student from Poland. She plans to continue her studies to become a dental hygienist.

Service projects change lives for community residents.

"The work of these students will give some very needy households an advantage they could only have dreamed of."

Susan Pronovost, Executive Director, Brass City Harvest

Susan says NVCC's AmeriCorps students work on real projects that make a difference. They constructed raised garden beds that will give 12 low-income families of the South End Neighborhood Association the opportunity to grow a supplemental food supply at the new greenhouse complex. These residents don't have access to a yard so they can't grow their own food, Susan says.

"Never doubt that a small group of committed people can change the world. Indeed, it is the only thing that ever has."

Margaret Mead, Cultural Anthropologist

EMPLOYMENT

GOAL 3: NVCC PROGRAMS MEET AND BEAT INDUSTRY STANDARDS.

O UR RESULTS SO FAR...

- The number of employers visiting the NVCC campus has increased by 44%.
- NVCC is one of three Connecticut community colleges to receive bonding dollars for the creation of a state-of-the-art precision manufacturing center.
- Pass rates on certification and licensure exams for five of NVCC's career programs are at or near 100%.

W E GOT THERE BY...

Expanding workforce and economic development opportunities. In January 2012, NVCC was selected as one of three Connecticut community colleges to receive bonding dollars for the creation of a state-of-the-art precision manufacturing center on campus. The college has already established a Manufacturing Advisory Council to ensure that the center's training prepares students for the skills that precision manufacturing jobs of today require. Built on the region's manufacturing roots and enhanced with modern advancement in technology and innovation, the Advanced Manufacturing Technology Center will feature manufacturing and technical education with subjects ranging from Computer Numeric Controls (CNC) technology to blueprint reading and lean manufacturing. The center will become operational in fall 2012, offering a 34-hour manufacturing certificate program. NVCC plans to enroll 50 or more students in each of the first two years, and then ramp up to approximately 90 enrollees in the third year to approximately 180 by the sixth year.

Developing seamless non-credit to credit programs.

The Advanced Manufacturing Technology Center will create non-credit to credit offerings based on the highly successful Asnuntuck Community College Manufacturing Technology Center model, which has achieved extremely high job placement rates and retention for its more than 1,000 graduates. The model allows students to pursue shorter, non-credit certificates to help them achieve the training they need to get out into the workforce quickly, or enroll in longer credit programs.

Expanding and strengthening accredited programs in high-demand careers.

NVCC continues to expand and create new academic program offerings. In spring 2012, NVCC received national accreditation from the National Association for the Education of Young Children (NAEYC) for a new early childhood education program. Five of NVCC's career programs, including Drug and Alcohol Counselor, Physical Therapy, Radiologic Technology, Respiratory Care, and Nursing have achieved at or near 100% pass rates on certification and licensure exams. This is another notable feat from the Nursing Program which has undertaken major curricular revisions in response to their latest accreditation visit three semesters ago. During spring 2012, the nursing licensure pass rate (95.6%) is the highest in Connecticut for a cohort of its size (85 students). Our results even surpassed those at Yale!

Providing more job placement support. In October 2011, NVCC created a Job Placement Center to strengthen employment supports on campus that help students pursue career areas of their choice. The center's services include career counseling, cooperative education internships for 50-plus students in Criminal Justice and Human Services programs, job interview preparation and resume writing. Each NVCC student can also access an online, interactive career services management system to keep track of their career development and job-seeking pursuits. In its first six months of operation, the center served 338 students.



OUR SUCCESS STORIES...

NVCC will play a lead role in helping to advance manufacturing in the region.

"The NVCC Foundation is delighted to be a funding partner for the Advanced Manufacturing Technology Center. And we are proud to say we are well on our way to delivering our Year 1 commitment."

Dan Sherr, Chairman
Naugatuck Valley Community College Foundation

The award of state funds for the college's manufacturing center required additional support from private sources. The NVCC Foundation has committed to raise \$65,000 during each of the next two years to support the students, programs and services of the new center.

NVCC connects students to career options and new opportunities.

"I feel like I found this awesome, undiscovered opportunity at NVCC."

Jenny Newcomb, NVCC student

Jenny reeled at the tuition at four-year engineering schools, but still wondered if she'd regret attending a community college. Just a year after enrolling at NVCC, she received a full scholarship from the Northeast Utilities Foundation to study electronic engineering technology. It included a paid internship at Connecticut Light & Power (CL&P). Because of her internship success, academic achievement, and overall performance, Jenny will start a full-time position at Northeast Utilities the week after graduation.

Top ten enrolled programs (2011)

	<i>Enrollments</i>
General Studies	2,447
Liberal Arts and Sciences	582
Criminal Justice - Law Enforcement	448
Business Management	300
Human Services / Pre-Social Work	274
Engineering	283
Early Childhood Education	220
Nursing/CT Comm. Colleges Nursing Program	219
Accounting	183
Computer Information Systems Technology	191

COMMUNITY

GOAL 4: NVCC IS AN ENGINE OF CHANGE WITHIN WATERBURY AND THE BROADER COMMUNITY.

O UR RESULTS SO FAR...

- Credit course offerings in Danbury increased by 72% and Danbury full-time equivalency (FTE) enrollment increased by 156%.
- An \$11.2 million, seven-year GEAR UP grant was awarded to the City of Waterbury and NVCC.
- Since UPasses were offered and evening bus service was created in fall 2011, students have ridden Waterbury buses 80,000 times (7,400 times in the evening). City residents have ridden the evening buses 100,000 times.
- Major “green” efficiencies were achieved. They will translate into a 25% reduction in solid waste disposal, a reduction in air pollution and energy consumption in Founders Hall, and a 50% cut in paper consumption.

W E GOT THERE BY...

Building partnerships and community presence.

The breadth and depth of partnerships with local government and nonprofit agencies continue to grow. Many of these are described in other sections of this report. One previously unmentioned partnership is with the City of Waterbury through NVCC’s Bridge to College programs. The success of NVCC’s Connecticut Collegiate Awareness and Preparation (ConnCAP) program—which since 1987 has helped Waterbury first-generation, low-income high school students achieve a 99% high school graduation rate and a 90% college matriculation

rate—led to the City of Waterbury’s and NVCC’s recent \$11.2 million, seven-year GEAR UP grant award. GEAR UP will be modeled after ConnCAP but target Waterbury middle school students. These and other NVCC Bridge to College programs benefit thousands of middle and high school students in the Naugatuck Valley Region, helping them gain the skills required to be successful college students.

Expanding transportation for student and community access to the NVCC campus.

NVCC’s activism on bus service issues, in collaboration with North East Transportation, and ConnDOT, also led to the October 2011 establishment of evening bus service for Waterbury residents. As a result of advocacy efforts from students, faculty, and staff, all enrolled NVCC students now get a UPass which allows them unlimited use of public transportation in Waterbury, 18 hours a day, 7 days a week. Since these UPasses were issued, 600 or more NVCC students per semester have ridden the Waterbury buses 80,000 times. In its 2011 annual report, the Connecticut Public Transportation Commission highlighted this expansion of bus hours as a “life changing service” for Waterbury residents. Now, on average, between 450-500 Waterbury residents ride the bus each evening, with at times as many as 1,300 rides a day. This has translated into 100,000 evening rides by community residents (7,400 NVCC students) since the evening service was first offered.

Building campus infrastructure. In the last eighteen months, NVCC has been fortunate to receive about \$2.7 million in equipment funds, \$780,000 in IT software/equipment funds, and \$700,000 in energy/life safety funds. As a result, important investments have been made to repair buildings and IT infrastructure, improve maintenance on our nine gardens (they’re now flourishing), maintain facilities staffing even with budget reductions to ensure even higher standards of cleanliness, upgrade academic equipment, furnish general classrooms with smart classroom technology, replace hundreds of obsolete computers with state-of-the-art models, and create spaces for students to study



together and socialize. Two other significant projects of note: NVCC received approval from the State of Connecticut for a campus-wide improvement project that will address a range of infrastructure issues, from repaving roads, to repairing lights and adding parking and sidewalks. The college also received bonding dollars for the planning, design, and complete renovation of Founders Hall, which will become NVCC's new Center for Allied Health.

Modeling "green." While we still have work to do before we can declare NVCC a green campus, we have made some significant progress in this area. We now use single-stream recycling and this has resulted in a 25% reduction in solid waste disposal. We have installed daylight and motion sensors on room lights, and replaced parking garage lighting systems with more energy efficient fixtures to help the State of Connecticut reach its goal of a 10% reduction in energy consumption for public buildings. We converted burners in Founders Hall so that we can burn natural gas instead of oil, which will result in the reduction of air pollution and a cost savings of 50% annually. And the Information Technology Department converted all printers on campus to duplex printing, which has the potential to cut paper consumption by 20%.

OUR SUCCESS STORIES...

The evening bus helps Waterbury residents get work and stay in jobs.

"I couldn't find a job because I didn't have a car."
Jessica Velez, NVCC student

Jessica had few job choices. With no car, she couldn't find work that required evening hours. City buses stopped running at 6:00 p.m., but that changed in October 2011 after NVCC administrative, faculty, and student advocates helped convince state leaders to

fund bus service until 12:30 a.m. Students voted to use part of their activity fee to help fund expanded service. Now a bus brings Jessica to NVCC for classes and later to a stop not far from her new job. She gets out of work by 8:00 p.m. and can ride home safely.

NVCC's Danbury Center expands local access to college.

"I needed to go to college, but I couldn't stop my life, not work, and just take classes."
Robert Soto, NVCC student

Robert, a Danbury native, had to be available during the five years after high school to take care of his Mom. He juggled four to five jobs at any given time. His brother's graduation from college prompted him to enroll at NVCC's Danbury Center, where he didn't have to stop working to take classes. Robert is a fifth-semester liberal arts student and will graduate soon. He plans to pursue a career in teaching.

Top ten town distribution (2011)

	<i>Enrollments</i>
Waterbury	2064
Danbury	762
Naugatuck	657
Wolcott	239
Watertown	209
Southbury	196
New Milford	180
Prospect	165
Bethel	164
Seymour	163

RESULTS

GOAL 5: NVCC IS AN EFFECTIVE, PERFORMANCE-BASED INSTITUTION.

O UR RESULTS SO FAR...

- FTE enrollment has increased by 15%.
- The retention rate for first-time, full-time students has held steady around 55%.
- Almost 100% of non-instructional units at the college now conduct annual outcomes assessment.
- All academic programs have been scheduled for Academic Program Review, with more than 50% currently completed or in process.

W E GOT THERE BY...

Better linking data to decision-making. NVCC has adopted various progress measures to build an internal culture of evidence-based, continuous improvement. For the third year, the Institutional Effectiveness Committee (IEC) has led the college through outcomes assessment exercises whereby departments and divisions set measurable targets against which they assess their performance and make recommendations for improvements where needed. Recommendations have been reviewed by the IEC and an estimated 85% are now being implemented. NVCC undergoes annual Wildly Important Goals (WIGS) operational planning (an adaptation of a process set up under the former Connecticut Community College system that took root at NVCC), where in September it sets targets to meet its annual objectives and then measures year-end progress.

Within Academic Affairs, 19 Academic Program Reviews (APR) have been scheduled this year. The remaining 14 reviews will be conducted next year. Moving forward, APR will maintain a five-year schedule, with 20% of programs scheduled for review each year. We expect linkages between data and decision-making to improve with the support of the newly created Office of Institutional Research. Its charge is to assist our campus community to use data for decision-making, strategic planning, program development, and assessment.

Expanding public reporting. A number of activities have been introduced to expand transparency and invite feedback on how the college is doing. On June 1, 2012, NVCC will host its third annual community conversation to report back on strategic plan success points and outcomes. Nearly 100 community leaders from business, industry, government, education, and social service agencies have participated each year. In January 2012, NVCC hosted its second annual legislative breakfast to discuss policy issues with its state elected officials. New communication tools, including an electronic newsletter, the *President's Weekly Bulletin*, and the *President's Year-End Report* are now sent to all faculty, staff, and students, as well as the NVCC Foundation and the NVCC Regional Advisory Council. It is also distributed at community events. The near-final draft of our NEASC Self-Study will be distributed for public comment this summer. And this mid-point strategic plan report in itself expands NVCC's public reporting and will be sent to upwards of 500 individuals on and off campus.



OUR SUCCESS STORIES...

More data has made us better educators.

"At some institutions, change is not a topic that is discussed."

Jane Wampler, Professor of Mathematics

Professor Wampler says the culture for change at NVCC is different. Under its new strategic plan, NVCC set out to create more ways to infuse data into decision-making across the college. Wampler and other faculty have better access to data as they experiment with and evaluate approaches to teaching math. Data shows four new learning pathways increased student completion rates in math courses and increased the likelihood these students will graduate from NVCC.

NVCC has set a high standard in its strategic planning.

"Communication, engagement, and transparency make the difference."

Rachel Sackett, President, NVCC Faculty Senate

NVCC and its constituencies have brought their voices to planning for the college's future in serving its students and communities. The planning process engages faculty, staff, and students in open meetings to comment upon goals and ways to achieve them toward mutual benefit. College and community advisory groups lend valuable perspectives to improvements and new ideas for programs and services. NVCC addresses the "community" in its name.

"Checking the results of a decision against its expectations shows executives what their strengths are, where they need to improve, and where they lack knowledge or information."

Peter Drucker, Management Expert

OUR TEN OUTCOMES - WHERE WE STAND

There is no question we are in a good place at the plan's midpoint. We already have met or outperformed our target increases for certificates completed and employer visits to campus. We are on track to meet our targets for improving grant funding, retraining of community residents, and transfer to four-year colleges. While we continue to address FTE enrollment, retention and graduation rates, we have achieved promising outcomes for some student cohorts. For example, in 2011-2012, all student populations experienced an increased number of conferrals with the greatest positive change occurring among Black and Hispanic students.

We are also designing methods to increase the number of students who report to us job placement and earnings data so that our numbers are meaningful. Progress toward achieving all ten outcomes will be assessed more completely at the end of 2013, when this plan concludes and is succeeded by a five-year plan.

Perhaps our greatest accomplishment to date is what stands behind these reported outcomes. By focusing NVCC on a common agenda, the plan has helped us rethink the ways we organize, undertake, record, and analyze our work. While change takes time to set in, we believe the adjustments we have made will manifest in the ten outcomes we set for ourselves. The following table shows where we stand at midpoint.

10 Anticipated Outcomes • Where We Are Now

	Baseline	Mid-Point Result	3-year Target	Trend
1. FTE enrollment will increase by 30%	4044	4429	5257	✓-
2. Retention rate will increase by 20%	56%	54%	67%	✓-
3. Graduation rate will increase by 100%	510 awards	642 awards	1020 awards	✓-
4. Certificate completion rate will increase by 100%	51 awards	251 awards	102 awards	✓+
5. Job placement rate for NVCC's graduating class will increase by at least 25% each year	DATA PENDING			
6. 25% more in annual grant funding	\$2 million	\$2.3 million	\$2.5 million	✓
7. The number of employers visiting NVCC's campus will increase by 25% each year	44	65	64	✓+
8. The number of community residents retrained for jobs via our programs will increase by 25%	748	928	935	✓
9. Transfer rate will increase by 15%	236 students	251 students	271 students	✓
10. The average annual earnings of associate degree completers will increase by at least 25% within a year of graduation.	DATA PENDING			

Key:

- ✓+ met or exceeded 3-year target at mid-point
- ✓ on track to meet 3-year target
- ✓- behind in meeting 3-year target



OUR SINCERE INVITATION...

NVCC has come a long way since its plan commenced in fall 2010. We began the process then in the spirit of Vaclav Havel's motivational poem, *It Is I Who Must Begin*, which we share below. In this second half of our journey with this strategic plan, we thank those of you who have served as tireless partners and champions of our efforts. We invite newcomers to join with us and help us achieve what we set out to accomplish. And, we welcome all of your critical reflections on what you have read in this report. We look forward to your engagement and guidance.

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.



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