

Final Report

Naugatuck Valley Community College's
2013-16 Strategic Plan



TOWARD A SPLENDID COLLEGE



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.

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.

TOWARD A SPLENDID COLLEGE



To view the NVCC 2013-16 Strategic Plan, please visit nv.edu/strategic.



TOWARD A SPLENDID COLLEGE

Naugatuck Valley Community College

Strategic Plan 2013-16

FINAL REPORT

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OVERVIEW

WHAT WE SET OUT TO DO...

NVCC's 2013-16 plan was built off the successful approach of the 2010-13 plan, which laid out multi-year goals and initiatives. More than 800 faculty, staff, administrators, students, and community leaders contributed to the creation of this plan, which maintained our 2010-13 goals, but made some adjustments to initiatives, as well as outcomes outlined on pages 5-7.

NVCC STRATEGIC PLAN 2013–16 alongside Connecticut State Colleges and Universities (CSCU) Goals		
<i>5 CSCU Goals</i>	<i>5 NVCC Goals</i>	<i>15 Initiatives</i>
A Successful First Year: Increase the number of students who successfully complete a first year of college.	1. At NVCC, students achieve their goals.	1. Deepen the college-wide advising program. 2. Assess and fine-tune first-year learning communities. 3. Redesign remedial and developmental course offerings.
Student Success: Graduate more students with the knowledge and skills to achieve their life and career 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.	4. Expand faculty and staff development. 5. Deepen volunteerism, mentoring, and service learning. 6. Improve equity and outcomes for underrepresented groups.
Affordability and Sustainability: Maximize access to higher education by making attendance affordable and our institutions financially sustainable.	3. NVCC programs meet and beat academic and industry standards.	7. Strengthen liberal arts, general education, and transfer. 8. Improve job placement efforts. 9. Incorporate 21st century technology inside and outside the classroom.
Innovation and Economic Growth: Create educational environments that cultivate innovation and prepare students for successful careers in a fast-changing world.	4. NVCC is an engine of change within Waterbury and the broader community.	10. Build partnerships and community presence in Waterbury, Danbury, Naugatuck and the broader service region. 11. Enhance pre-collegiate pathways to higher education. 12. Build workforce pathways in high-demand careers.
Equity: Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.	5. NVCC is an effective, performance-based institution.	13. Fashion a comprehensive development and communications strategy. 14. Link data to decision-making for greater institutional effectiveness. 15. Build campus infrastructure and access.



WELCOME



Dear NVCC Family,

As the leaves turn yellow, orange, and red, I can't help but reflect on the plentiful harvest we have reaped here at our NVCC home.

Seven years ago we embarked on a strategic planning process that resulted in *Toward a Splendid College: Naugatuck Valley Community College Strategic Plan 2010-13*. From the outset we were determined to be courageous and hold ourselves publicly accountable to ambitious outcomes. We knew the potential risks of this approach. And still we marched on. We recognized being “safe” might protect us, but it was not in the best interest of those we serve. An ambitious path was necessary to bring about the change we wanted to have happen.

This plan was followed by a second three-year plan (2013-16), which reaffirmed the goals of the first, identified some new areas of focus, and refined some of the original outcomes. Again, we aimed high and used the process to be transparent about what we were doing well and where more work was needed.

Today, we are pleased to share with you the final report for this 2013-16 plan. I am proud of the many outcomes we have achieved. The view from my Waterbury office window bears witness to NVCC's impressive landscape of vitality and renewal, a result of our campus improvement projects moving forward and the wonderful prospect of our soon-to-be-completed Founders Hall Renovation to house the new Center for Health Sciences, home of the #1 Nursing and Allied Health programs in Connecticut. I am delighted to now have two views, the second from my office at our Danbury Campus, where now more than 2,000 students have taken postsecondary courses. Despite difficult budgetary times our two campuses have literally blossomed. Many of our outcomes are impressive. One that perhaps exceeds all others: I just received word that our 2015-16 graduation class awards totaled 1,371 associate degrees and certificates awarded to over 1,000 students. While the official data reporting period for this report reflects Fall 2012-Fall 2015, this breaking news reveals how our hard work continues to pay off with upward trends.

We have accomplished much, and yet we still have a journey ahead to achieve our vision of a Splendid College. Our current times call upon us to refresh our thinking and fulfill the promise for which public higher education was created. Indeed, as pointed out in Connecticut's Campus Compact 30th Anniversary Report: “We have witnessed a rapid increase in economic inequality, exacerbating America's persistent racial divide and eroding the capacity of higher education to play its historic role of enabling social mobility.”

The good news for NVCC is that we have a head start. Seven years ago we identified five goals to guide us. They advance the public purpose of higher education by embracing community and understanding our role as an economic engine of change for the communities we serve. Together, these goals remind us of the importance of preparing citizens who think, speak and act in the service of the public good.

While this report mainly focuses on what we accomplished between 2013-16, it also previews where we intend to go during the next 10 years. As we look to our next decade, we reaffirm our five goals, continuing our work and organizing ourselves to change communities and Connecticut for the better. For this next decade, we have identified 10 priority areas of action, and 40 targets against which we will regularly assess our progress. This ten-year strategic plan places student outcomes at the center, but also recognizes that systems and processes must be refined and built to bring about sustainable benefits to our students and the communities we serve.

I encourage you to read through the following pages to learn more about what we have accomplished, and how we are positioned for the next horizon, a ten-year 2016-2026 plan.

We look forward to your continuing to join us on this very splendid journey. Thank you from the bottom of my heart for your support. What we've accomplished would not be possible without you.

Mil gracias y bendiciones.

Daisy Cocco De Filippis, Ph.D.
President, Naugatuck Valley Community College
September, 2016



ACCOMPLISHMENTS

WHAT WE ACCOMPLISHED...

NVCC identified ten outcomes to strive for by 2016. These were designed to be aspirational, yet within the zone of possibility. NVCC's performance on its three-year outcomes tell three important stories.

1. Student Academic Success

When looked at from a student progression continuum perspective, our performance on outcomes related to student academic success has been solid. Bottom line, the number of NVCC students completing their degrees and certificates and transferring to four-year colleges has increased dramatically over the last three years. Degrees and credit certificates awarded have increased by 23% and non-credit certificates by 94%. The number of students completing credit degrees and awards has increased by 14% over the three-year time period. Our transfer headcount to four-year colleges has increased by 75% for students transferring with a degree from NVCC, and 78% for students who transferred before graduating.

Like colleges across the country, our overall enrollment, especially of full-time students, is down, as those who went back to school during the recession are now not returning. However, at NVCC, enrollment has increased by 23% at our Danbury location since fall 2012. Hispanic student enrollment also jumped by 12% since that time, thus increasing students from underrepresented groups, the focus of one of our 2013-16 plan initiatives. While we aspire for higher retention and graduation rates, NVCC's performance in these areas remains above or at par with national averages.



ACCOMPLISHMENTS



NVCC Student Academic Success Outcomes to Achieve by 2016*	Baseline	Mid-Point	Final	Performance
1. FTE enrollment will increase by 10%.	4,440 FTE's 7,427 headcount	4,023 FTE's 7,110 headcount Danbury +32% Hispanic 25%	4,160 FTE's 7,001 headcount Danbury +23% Hispanic 26.4%	
2. Retention rate for first-time, full-time freshmen will increase by 10%, bringing NVCC closer to the top tier nationally for community college retention.	60% FT/FT 51% all-student	60% FT/FT 51% all-student	63% FT/FT 48% all-student	
3. Graduation rate will increase by 57%, achieving the community college national average.	14% FT/FT student	14% FT/FT student	13% FT/FT student	
4. Graduation rate for underrepresented students will increase by 75%.	11% minority/Pell 326 completers	11% minority/Pell 326 completers	11% minority/Pell 569 completers Hispanic 10% Black 6% Pell 9%	
5. Increase the total number of degrees and certificates by 57% and non-credit certificates by 15%.	1,020 degrees and credit certificates 826 completers 410 non-credit certificates	1,334 degrees and credit certificates 1,043 completers 739 non-credit certificates	1,259 degrees and credit certificates 941 completers 795 non-credit certificates	
6. Annual transfer headcount to four-year colleges will increase by 25%.	87 transfer students 158 transfer before graduating	148 transfer students 292 transfer before graduating	152 transfer students 282 transfer before graduating	

Key to Tables

- √+ exceeded expectations
- √ generally progressing in right direction
- √- not progressing

*Official Reporting Period: 2012-2015

More recent data also appears in the narrative.

ACCOMPLISHMENTS

2. Student Workforce Preparedness Success

Data shows that NVCC has surpassed the outcomes it set for itself related to student workforce preparedness success. The rate at which NVCC students get and hold onto jobs (or in some instances transfer) continues to climb. Our data shows that the job placement of completers within a year of graduation has increased by more than 11 percentage points over the last three years. More than 98% of completers of degrees or credit certificates in high-demand career areas like advanced manufacturing and allied health have secured jobs or transferred to another higher education program relevant to their areas of study.

NVCC Student Workforce Preparedness Success Outcomes to Achieve by 2016	Baseline	Mid-Point	Final	Performance
7. Job placement rate of completers within a year after graduation will increase by 10%.	78% of graduating students employed	86% of 2012-13 graduating students employed	90% of 2013-14 graduating students employed	
8. 90% of completers of degrees or credit certificates in high-demand career areas will have secured a job relevant to their study or will have transferred to another higher education program within a year.	80% among graduating students in high-demand career areas	92% among 2012-13 graduating students in high-demand career areas (advanced manufacturing and allied health)	98% among 2013-14 graduating students in high-demand career areas (advanced manufacturing and allied health)	

3. Community Engagement and Institutional Capacity

Our performance on community engagement and institutional capacity-related outcomes has exceeded even our aspirational expectations. Because of deep engagement with manufacturers in the region, our manufacturing certificate curriculum remains high-quality and relevant to the job market. Since the program's inception in 2012, more than 140 graduates have been placed in full-time manufacturing jobs throughout the greater Waterbury and Danbury regions. Our partnerships in Waterbury to secure evening bus service on campus and UPasses for students have resulted in more than one million riders since the bus service was established in 2011. UPasses have been so successful we worked with the Board of Regents and the Department of Transportation to create a public transportation link for students between our Waterbury and Danbury campuses that went into effect in June 2016. Overall, our partnerships have received significant regional and national attention and are considered promising practices for higher education replication.

Progress in fundraising for the Capital Campaign has also been far greater than we could have expected, especially in the context of a volatile regional economy and with state budget cuts to higher education.



ACCOMPLISHMENTS



NVCC Community Engagement and Institutional Capacity Outcomes to Achieve by 2016	Baseline	Mid-Point	Final	Performance
<p>9. Current and future community and employer partnerships will become models for best practices and impact.</p>	<p>Partnerships: GEAR UP, Advanced Manufacturing, and Evening Bus Service</p>	<p>Expansion and replication of manufacturing program and bus service partnerships</p>	<p>Manufacturing awards increased by 141%.</p> <p>Allied Health awards have held steady at 120+ per year.</p> <p>Bus service partnership served 1 million+ and has expanded to Danbury.</p> <p>NVCC's weekly bulletin reached more than 7,000 students, faculty, and staff each year.</p> <p>15 advisory group meetings were held each year.</p>	
<p>10. External funding portfolio for campus-driven initiatives will increase by 25%.</p>	<p>\$3.80 million</p>	<p>\$3.44 million</p>	<p>\$3.7 million</p>	

The following pages tell you more about our successes and challenges in achieving these and other outcomes.



ENROLLMENT

The college set out to increase full-time equivalent (FTE) enrollment by 10%, to replicate the 10% three-year growth experienced over the course of the 2010-13 plan.

In retrospect, we realize that expecting this growth to continue was quite aspirational. However, the fact that our enrollment has basically held steady bucks national and state community college enrollment trends over the 2013-16 time period.

2013-16 Enrollment	
Overall FTE	- 6%
Headcount	- 6%
Part-time	- 3%
Danbury FTE	+23%
Hispanic FTE	+12%

According to the National Center for Education Statistics, enrollment at two-year public colleges reached a high in 2012 and has been falling since then. This is true nationally as well as in Connecticut. While information for fall 2015 is not yet available, from 2012 to 2014, enrollment at state public two-year colleges decreased by 5% and decreased by 6% nationwide.

As with the 2010-13 plan, NVCC's enrollment improved significantly between 2013 and 2016 for some populations.

- **Danbury student enrollment has increased by 23% since fall 2012.** Enrollment in fall 2015 and spring 2016 reached 1,148, with 64% of Danbury students enrolled in courses only in Danbury. Now more than 2,000 students, many of whom are economically disadvantaged and might find a lengthy school commute unaffordable, have taken postsecondary courses at our Danbury Campus. We predict Danbury Campus enrollment in fall 2016 will reach 1,200. Students now have access to 100+ course sections each semester at the Danbury Campus. These offerings have expanded by about 29% from fall 2012. Offerings include two complete degrees and two certificate programs, increasing educational options for Danbury students in high-demand career areas such as business, as well as general education, which provides the foundation students need to continue at four-year colleges.

- **Hispanic student enrollment has increased by 12%.** Now more than a quarter (26.4%) of NVCC students are Hispanic. This growth has resulted in NVCC's becoming designated a Hispanic-Serving Institution (HSI) by the U.S. Department of Education. We attribute this enrollment growth to a number of factors, but especially to our pre-college programs.

Enrollment overall benefits from campus access initiatives, such as evening bus service and UPasses.

In our 10-year plan (2016-2026), we have set a goal for FTE headcount enrollment to top 7,500. We expect enrollment, particularly of minority students to increase as a result of several initiatives, including our GEAR UP grant, through which we provide educational support and enrichment to Waterbury middle and high school students, and through efforts to specifically expand Hispanic and low-income student enrollment at NVCC in coming years.



RETENTION

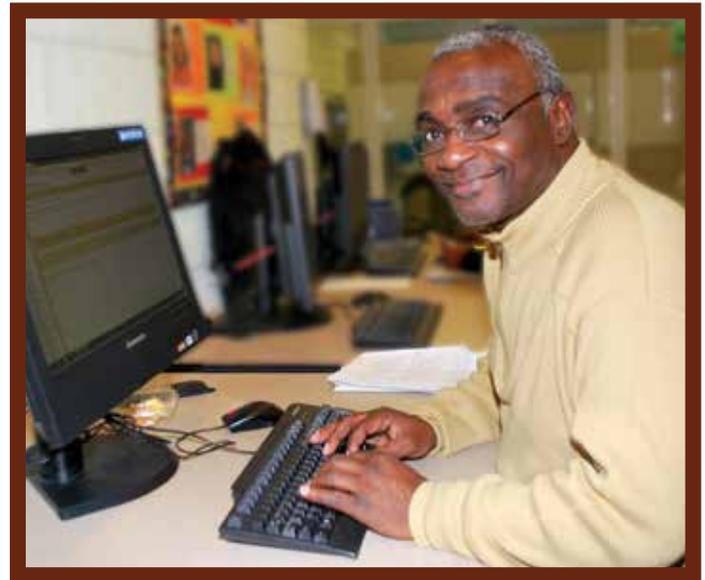


NVCC's three-percentage-point increase in fall-to-fall retention of first-time, full-time freshmen between 2013 and 2016 brought our retention rate from 60% to 63%. While retention did not increase as much as we had hoped, we remain above the state and national averages for community college retention, which is currently at 60% for first-time, full-time students attending Connecticut two-year institutions and 59% nationally.

2013-16 Retention	
First-time FT	63%
FYE (C or better)	76%
Supplemental Inst.	73%

Notable retention increases occurred for some student populations.

- **Students completing NVCC's First Year Experience (FYE) course with a C or higher have a 76% retention rate.** FYE students are not only more likely to be retained, but also tend to have a higher GPA, and are accumulating more credits than non-FYE students. With FYE mandatory for first-time, full-time students, we expect this to help improve retention significantly in the upcoming years.
- **Students taking courses with modified Supplemental Instruction (mSI) have a 73% retention rate.** NVCC's faculty and Academic Center for Excellence (ACE) remain hard at work refining our developmental educational offerings so that students can become academically college-ready more quickly. And we're starting to see some positive results. For example, for students taking mSI developmental math courses, not only are course pass and completion rates improving in these courses, but retention of mSI students is higher than for non-mSI students.



- **ACE students have significantly better course pass rates.** We are expanding outreach to increase student use of ACE supports overall. Currently, more than 29% of enrolled students (more than 2,000) utilize ACE at least once each semester. Students who utilized developmental math and English tutorial support from ACE experienced 41% and 70% pass rates respectively in their developmental courses compared to 26% and 62% pass rates for those not taking developmental courses and not utilizing ACE tutorial supports.

In our 10-year plan (2016-2026), we expect to meet the national averages of fall-to-fall retention for first-time, full-time and first-time, part-time students. Advisement will remain a major focus. We must improve our capacity to track students and engage the entire NVCC community in advisement efforts that help students achieve their educational goals. To meet the developmental needs of our students, and to comply with Public Act 12-40, we will expand on what works and explore new ways to improve developmental instruction. We will expand on our many access initiatives, including the evening bus service and UPasses, which help our students get to school, work, and home to their families.



COMPLETION

While NVCC's three-year graduation rate for first-time, full-time students hasn't increased over the course of this plan, this number only represents a sliver of a more-important story: that NVCC student completions and awards overall have increased dramatically.

We think completion is a more-meaningful indicator of success to track. Why? Community colleges in the U.S. are required to calculate graduation rates based only on their full-time, first-time students. As a result, the graduation rate doesn't capture the now more than 50% of students who attend NVCC part-time. Using a three-year time threshold also fails to acknowledge the reality that many students for many reasons often need more than three years to receive a degree or certificate. That's why completion rates are also important to track. The completion metric tracks all students who receive a degree or certificate in a given year.

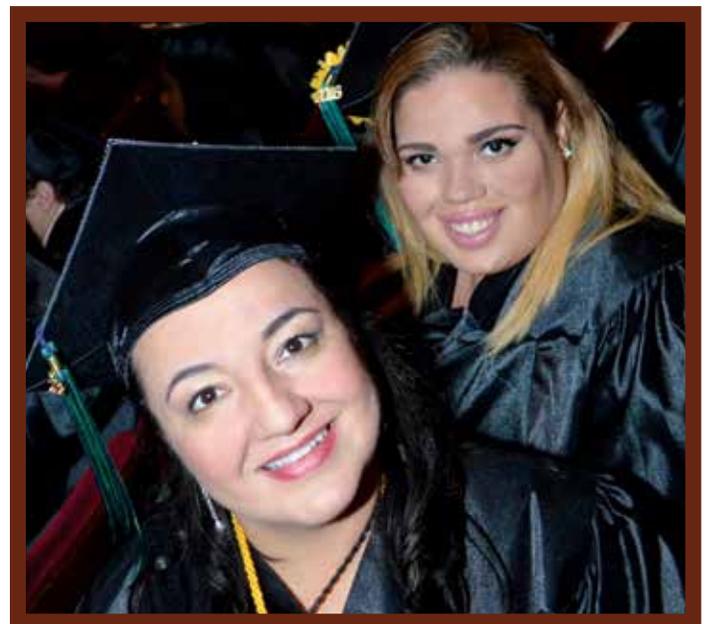
So how are we doing in terms of completion?

- **The number of students receiving degrees and credit certificates at NVCC grew to 1,259.** While the official reporting period for this report shows NVCC awards were down in 2015 from a high in 2012 of 1,334, just-released data shows 2015-16 awards in fact totaled 1,371 associate degrees and certificates. Not only does NVCC remain the only Connecticut community college to top 1,000 awards in a year, but has done so, consistently, for the last four years.
- **NVCC's non-credit certificates have almost doubled, from 410 to 795.** We credit this dramatic 94% increase to our strong industry partnerships and the overall demand from local industry for more advanced technical skills training for their workers.
- **About 20% of NVCC's awards offer education in response to high-demand workforce career areas, such as allied health and manufacturing in our region.** While the trend continues that most (about 43%) NVCC graduates receive degrees in General Studies and Liberal Arts and Sciences—strong foundational

degrees for students to continue on to four-year colleges—more and more students are now obtaining degrees and certificates that immediately prepare them for employment in high-demand careers. Between 2013 and 2016, manufacturing awards increased by 141%, and allied health awards have held steady at 120+ awards per year. Allied health graduates continue to achieve at or near 100% pass rates on their licensure exams.

Many contributing factors have helped strengthen completion, from access initiatives and academic supports described on previous pages, to restructured scheduling and advising that targets students who have accumulated 45 or more credits, facilitating their progress to graduation.

In our 10-year plan (2016-2026), we expect to accelerate completion rates for all associate degree and credit certificate students. We will strive for a 10-year average of 1,500 or more degrees and certificates awarded annually. To achieve these outcomes, we will fortify our completion efforts, ranging from those designed to align student supports, to those designed to bring completion for underrepresented students (Hispanic, African American, Pell students) at par or closer to average student completion rates.



TRANSFER



NVCC increased the number of graduating students who transferred between 2013 and 2016 by almost 75%, far exceeding our expectations. Adding in the number of students who transferred before graduating from NVCC, this percentage climbed to 77%. In the last two years, on average, about 400 students transferred in some capacity to a senior college. Some activities that helped improve transfer included the following:

- **Now, 11 TAP Pathway degree programs have been approved and will enroll students in fall 2016, facilitating NVCC student transfer to state universities.** Students who complete NVCC TAP Pathway degrees are guaranteed junior status at any state university.
- **Thirty-one NVCC students have received President to President scholarships, whereby they receive scholarships to attend four-year colleges.** These awards help make transfer and completion at a four-year school possible for many students who could not otherwise afford to continue. Eight four-year Connecticut colleges now provide them.
- **More and more NVCC students can now benefit from reverse transfer agreements, which are in place with Charter Oak State College, Western Connecticut State University, and UConn Waterbury.** NVCC students who transfer 15 or more credits to one of these colleges and earn at least 60 credits total are offered an associate degree ex post facto.
- **Overall, 22 programs and discipline areas have undergone Academic Program Review (APR) with 10 of them completed, since fall 2013.** While APR has value beyond transfer, having in place a regular schedule for APR, whereby all NVCC academic programs, centers, and institutes are now on a five-to seven-year cycle of review as recommended by the Connecticut State Colleges and Universities (CSCU), ensures NVCC students have access to strong foundational programs for continued education. Twenty percent of our academic programs are now reviewed each year. This is in addition to the 10 external program accreditation reviews NVCC conducts, including those with The National Association for the Education of Young Children, the Commission on Accreditation in Physical

Therapy Education, the National Addiction Studies Accreditation Commission, and the National League for Nursing Accrediting Commission.

These initiatives, along with continued efforts to strengthen NVCC's Liberal Arts program, General Education core, and overall program assessment practices, have helped increase the number of NVCC students graduating from four-year colleges in Connecticut from 245 in fall 2012 to 434 in fall 2015. At our biggest feeder school, Western Connecticut State University, NVCC graduates now represent about 16% of its approximately 1,000 graduates per year.

In our 10-year plan (2016-2026), we expect transfer headcounts to

Top Three Transfer Schools (2014-15)
Western Connecticut State University
Central Connecticut State University
University of Connecticut

increase by 10% every three years of the new plan. We will track those who transfer with and without NVCC degrees, including their representation among four-year college graduates. Transfer initiatives will range from efforts to best implement newly instituted TAP Pathways to supports that help high-achieving students navigate need-blind admissions processes for elite Northeast colleges.



WORKFORCE

According to NVCC's Center for Job Placement and College Opportunities (CJPCO) survey results, the job placement rate for NVCC's completers within a year of graduation rose from 78% to almost 90% between 2012 and 2015. For completers of degrees or credit certificates in high-demand career areas like advanced manufacturing and allied health, now about 98% either have a job relevant to their area of study or have transferred to another higher education program, as compared to 80% in 2012.

Many factors contributed to our workforce preparedness success:

- **NVCC's Center for Job Placement and College Opportunities, which opened in fall 2011, has served 1,000 students and counting.** In 2015, NVCC restructured its Job Placement Center to focus both on job placement and transfer to four-year colleges. Now the CJPCO offers more job placement supports to students, as well as assistance with issues like financial aid as students prepare to continue at state universities.
- **Nearly 100 students had access to work study related to their degree areas and interests.** Students with a minimum GPA of 3.0 can work now for 10 to 12 hours per week through the Student Jobs on Campus program, which has expanded to our Danbury Campus.
- **Sustained partnerships with industry in the high-demand career areas of manufacturing and allied health have helped close to 100% of students secure full-time jobs in these employment areas since 2013.** Our continued collaboration with 21 local manufacturing companies has helped 100% of Level II manufacturing program students secure internships and then full-time manufacturing jobs upon program completion. Our contractual partnerships with 87 allied health services providers have contributed to our longstanding average 98% job placement rate among graduates of our Nursing, Physical Therapist Assistant, Respiratory Care, and Radiologic Technologist programs.
- **Industry engagement has dramatically expanded overall, with more and more industry representatives coming to NVCC every year.** In addition to maintaining advisory boards for degree programs, NVCC hosts regular meetings with industry to determine ways to better serve the needs of employers while preparing students to become successful professionals with rewarding careers. For example, in 2015-16 and continuing in 2016-17, NVCC is hosting *On the Road*, a series of seven workforce summits that bring together business and academic leaders in the areas of Advanced Manufacturing, Information Technology (Cybersecurity), Bioscience, Energy, Financial Services, Allied Health (Surgical Technology), and Hospitality. The series is designed to support the development of relevant curriculum and potential expansion into new education and training programs in high-demand areas. More than 150 industry professionals have participated in the series so far.
- **NVCC's manufacturing partnerships have yielded new funding and training opportunities.** In addition to providing ongoing curriculum development support, local manufacturing partners continue to make sure that the Advanced Manufacturing Technology Center's (AMTC) equipment remains state-of-the-art. Now more than 40 students each year receive training at the AMTC. The AMTC's success has led to NVCC being identified as one of 270 community colleges nationally to receive federal grant support from the Trade Adjustment Assistance Community College and Career Training (TAACCCT) competitive grant program, which is co-administered by the U.S. Department of Education. NVCC is receiving \$1.7 million to offer the AMTC program at Abbott Technical High School in Danbury and expand advanced manufacturing opportunities to students and incumbent workers at Kaynor Technical High School in Waterbury.

In our 10-year plan (2016-2026), we expect to maintain a 90+ percent average job placement within a year after graduation for students across degrees and for credit and non-credit certificates. An expanded focus on job placement, including via the Student Jobs on Campus program, will help us successfully achieve this outcome.



COMMUNITY



So much of what we describe on the previous pages would not be possible without community engagement. Over the last three years, we have continued to work hard cultivating community trust through more-inclusive practice and holding ourselves accountable to measurable outcomes. Already, our community partnerships and presence have yielded many important gains.

- **NVCC's pre-college partnership programs have benefitted thousands of young people.** NVCC's Connecticut Collegiate Awareness and Preparation (ConnCAP) program has helped more than 100 middle and high school students stay on track to high school graduation and college matriculation since 2013. Through NVCC's and the City of Waterbury's \$11.2-million, GEAR UP grant award, about 2,500 middle and high school students now are mentored each year, while hundreds of others benefit from other GEAR UP efforts, from an early warning intervention program to leadership development offerings that prepare these students for success in school, life, and work. In fall 2015, 102 high school freshmen enrolled in the Danbury Early College Opportunity (DECO) program, and are now taking college-level courses while attending high school. Eighty seven of these students are continuing as sophomores. We expect a freshmen cohort of about 100 to enroll this fall. Through these and other programs, like the College Career Pathways (CCP) program, NVCC continues to cultivate partnerships that open pathways to higher education for more and more young people.
- **Evening bus service and UPass ridership in Waterbury has exceeded 1 million people since these programs were launched in 2011.** UPasses were so successful we worked with the Board of Regents and the Department of Transportation to create a public transportation

link for students between our Waterbury and Danbury campuses that went into effect in June 2016. Our bus partnership also serves as an economic driver for the greater Waterbury area.

- **NVCC's on-campus and virtual interactions with the community continue to expand.** Traffic to the College's online Calendar of Events increased 27% in 2015. Attendance at cultural events like *Confluencia* grew at both the Danbury and Waterbury campuses with "standing room only" crowds. Special events, such as those related to our 50th Anniversary, as well as library sponsored book discussions and hosting of artists and artworks on campus, including the Mattatuck Community Collection at NVCC, brought thousands of community residents to our campus. Regular events like the annual fall and spring All College Meeting and the spring strategic planning Community Meeting attracted nearly 500 leaders to our campus each year. Our virtual, press, and media outreach also expanded. NVCC's Monthly Newsletter had over 200 community and 5,100 alumni recipients each month. Press releases went out weekly to more than 25 newspapers in our 22-town service area. NVCC's weekly bulletin reached more than 7,000 students, faculty, and staff each year.
- **Now more than 1,000 NVCC students, faculty, and staff participate in more than 100 volunteer events and programs each year.** From participation in clubs and the Student Government Association to dedicating their time to advocating for evening bus service or volunteering in the St. Vincent DePaul Soup Kitchen, NVCC students remain active and civic-minded as do our faculty and staff. Their many hours volunteering in programs like GEAR UP and days of service like the National Make a Difference Day show that the spirit of volunteerism is alive and well on our campus.

In our 10-year plan (2016-2026), we will build on our successful efforts to establish pre-collegiate pathways to higher education as well as workforce pathways to industry relevant employment. Activities will include: expanded dual enrollment options and Bridge to College outreach; the development of a Middle College; increased engagement with high school advisors and college counselors; and expanded industry engagement via summits and experiential learning.



INFRASTRUCTURE

Our efforts to improve student outcomes and serve as an engine of community change could not be effective without strong internal capacity and infrastructure.

Numerous infrastructure development projects have been underway since 2013.

- **Added financial resources are now available annually to support faculty innovation.** A newly formed Committee on Sponsored Programs and Grants Development has provided seed funding to help faculty develop ideas for which they might seek external grants.
- **A number of new efforts are underway to encourage, recognize, and reward faculty and staff excellence.** These include an Outstanding Faculty Advisor Award Program, symposia, and colloquia to encourage dialogue on topics ranging from the role of higher education in transforming the U.S. economy to why liberal arts education matters.
- **NVCC has secured new dollars, new donors, and increased faculty engagement in grant funding processes.** With now a faculty member serving as a National Science Foundation grants reviewer, and new multi-million dollar grants, such as TAAACT, NVCC changed the way it works with funders, as well as diversified its funding sources.
- **In 2016, the NVCC Foundation disbursed scholarships to 65 students, ranging from \$100 to \$3,000 from 50 donor funds.** In alignment with the college's strategic planning goals, the Foundation board membership has diversified across sectors and plans to raise even more money, especially for scholarships.



- **Accreditation processes are in full swing.** The Commission on Institutions of Higher Education approved the Danbury Campus for accreditation in 2015. A committee to work on the College's New England Association of Schools and Colleges (NEASC) Interim Report has been convened.
- **NVCC's student newspaper and the NVCC Marketing Department both earned national recognition for a second year in a row.** In 2015, *The Tamarack* won five awards for Excellence in Journalism in the Collegiate Division of the Connecticut Society of Professional Journalists. The Marketing Department won three 2015 National Council for Marketing and Public Relations (NCMPR) awards for two video series and its greeting card design. The department also won two NCMPR awards in 2014 for *Gardens of NVCC* and the *2013-16 NVCC Strategic Plan*.
- **NVCC's management practices and facilities improvement efforts remain strong.** Despite budget rescissions, NVCC remained in the black for the seventh year in a row in fiscal year 2015 with a sizeable addition to unrestricted net assets. Even in these tough economic times, NVCC has secured approval of substantial State Bond Commission funding for capital improvements, including \$39 million to renovate NVCC's Founders Hall and Center for Health Sciences, \$6.5 million for NVCC's Waterbury Campus Improvement Project, and \$2 million to outfit NVCC's Danbury Campus with classroom and laboratory equipment and furniture. NVCC has also completed a 10-Year Facilities Master Plan for which it will raise funds for additional infrastructure developments, including a new Math and Science building on NVCC's Waterbury campus that will expand STEM-dedicated spaces from about 18,000 net assignable s.f. to more than 60,000 net assignable s.f.

In our 10-year plan (2016-2026), we have identified a number of capacity building initiatives, from the build out of a dedicated Grants Office and expansion of the existing Institutional Research Office, to the creation of an International Center for the Arts and completion of the Facilities Master Plan.





TOWARD A TEN-YEAR PLAN

With now two cycles of three-year strategic plan implementation behind us, it is time to take a longer view and plan for the next decade. Although we cannot anticipate all that is coming, the lessons learned and data we have collected from the 2010-2013 and the 2013-16 strategic plans have only reaffirmed our five current goals. Together, these goals ground us in the five areas within which we strive for excellence.

NVCC STRATEGIC GOALS

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 academic and industry standards.
4. NVCC is an engine of change within Waterbury and the broader community.
5. NVCC is an effective performance-based institution.

A year-long planning process has revealed 10 indisputable areas for our future focus. To help keep us on track in each of these areas, we have identified 40 specific targets. While many of these targets are quantitative, including those that relate to anticipated improvements in student completion, job placement and transfer, others are meant to build common understanding of milestones we expect to achieve in the development of processes and systems, such as those that support students in having a positive experience at NVCC. Yet other outcomes specify the difference we would like to make in the communities we serve, such as supporting the development of pre-collegiate and workforce pathways in our region. Since institutional effectiveness undergirds our capacity for success in all areas, these targets also outline the infrastructure we intend to develop over the next decade.

These five goals, 10 priority areas of focus and 40 targets provide a plan for future action, as well as a way of assessing if we have made a difference. While ever-ambitious in our quest toward a splendid college, we are confident that our faculty, staff, and students, together with community partners and champions, can help us achieve new milestones.

Thank you to all who have stood with us. We welcome your continued engagement. We invite newcomers to join us in areas of mutual interest and benefit. We hope this report inspires future conversations. We look forward to sharing our progress as we continue forward.





Strategic Planning Leadership Group

Daisy Cocco De Filippis, Ph.D.
President

James Troup, M.G.A.
Provost and Senior Dean of Administration

Irene Rios-Knauf, Ed.D.
Dean of Academic Affairs

Sarah E. Gager, M.B.A.
Dean of Student Services

Waldemar S. Kostrzewa, M.A.
Dean of Community Engagement

Conal Larkin, M.S.
Associate Dean of Information Technology

Ronald Picard, Ph.D.
Associate Dean of Academic Affairs

Antonio R. Santiago, M.S.
Associate Dean of Danbury Campus

Kim Carolina, M.B.A.
Director of Human Resources and Labor Relations

Sydney Voghel-Ochs, B.S.
Director of Marketing and Public Relations

Beth A. Monchun, B.A.
Executive Assistant / Office of the President

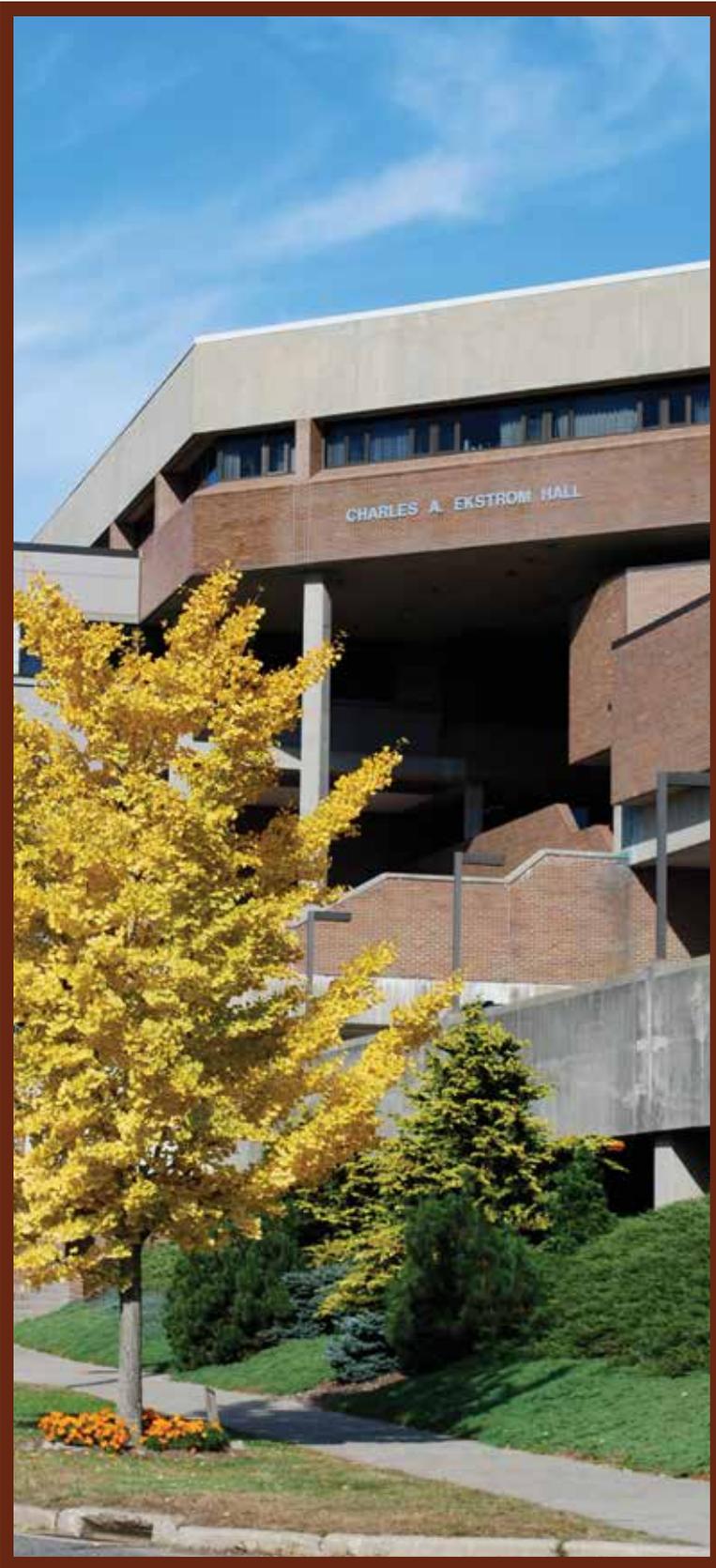
Lisa Dresdner, Ph.D.
Associate Dean of Liberal Arts &
Behavioral/Social Sciences

Lisa Rodrigues-Doolabh, Ph.D.
Director of Institutional Research

Mitchell Holmes, M.B.A.
Academic Division Director, Business

Kathy Taylor, J.D.
Assistant Professor, Legal Studies

Alan J. Sturtz, Ed.D.
Educational Assistant, Institutional Research



Harvest Home

In the ideal
it is a harvesting,
this work we do-
a reaping of crops grown
from ancestral seeds,
a gathering of first fruit
from vines that trace their sources
beyond geography,
beyond gender,
beyond the bleach
and blush
and black of skin
and root themselves in watery grace,
in knowledge that nurtures us all.

In the ideal
our classrooms fill, like cornucopia,
overflowing with the bounty of our
grange.

Life stories, heaped among the texts,
spill into hallways of our schools,
crowd the sidewalks or the subways
or ride yellow buses home,
altering the form of knowing,
changing heads,
changing hearts,
changing history,
bringing harvest
home.

-Bettye T. Spinner
Teaching with Fire



student centeredness

academic rigor

leadership

accountability

respect

trust

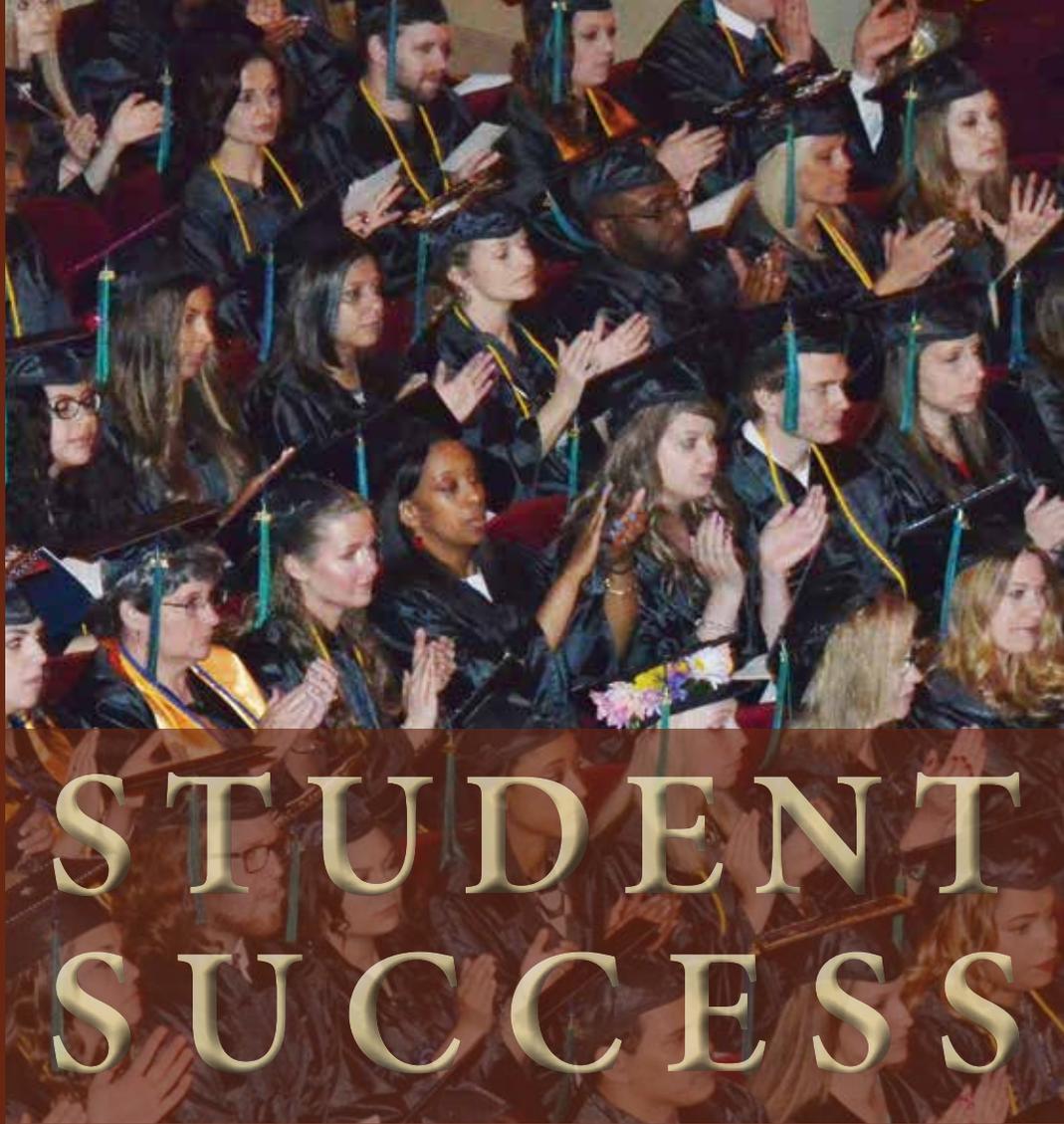
effective communications

human diversity

community outreach

civic engagement

beautiful and positive ideas



STUDENT SUCCESS

