NASSAU COMMUNITY COLLEGE

STRATEGIC PLAN

Goals, Objectives, Tasks, & Metrics

2014-17

GOAL 1

Promote Access to and Excellence in Teaching and Learning across All Modes of Instructional Delivery

EVIDENCE FOR MSCHE STANDARDS: 10, 11, 12, 13, 14[1]
EVIDENCE FOR NCC MISSION: 1, 2, 3, 5, 6, 8, 9, 10

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[1] Numbers relating to "evidence" refer to standards and mission elements outlined on page 42 of this document.

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
1a-<u>**Program Evaluation**</u> ■ Implement continuous evaluation and/or modification of academic programs to ensure the alignment of the College curriculum with existing and emerging needs.	1a1. Develop and implement an annual evaluation process to track continuous program improvement.	1a1. **(1) Office for Academic Assessment and Program Review**; Academic Affairs (Area Deans, Department Chairs & faculty , Academic Senate committees); designated others	1a1. Fall 2016.	1a1. Evaluation process in place. *(Initial implementation begins by Spring 2017. 50-75% implementation across 82 degree and certificate programs by Spring 2018. 100% implementation within 3 years)*

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	1a2. Develop and disseminate guidelines for the role of advisory councils in continuous program evaluation and improvement.	1a2. **(1) Office for Academic Assessment and Program Review**; Academic Affairs (Area Deans, Department Chairs & faculty , Academic Senate committees); designated others	1a2. Fall 2015.	1a2. Guidelines disseminated to programs. *(Initial implementation begins by Spring 2016. 75%-80% implementation across relevant programs by Spring 2018.* *100% implementation by Spring 2018)*

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	1a3. Review and make recommendations regarding the College's system of academic assessment in order to enhance the reliability of results so that they can be used to improve key learning outcomes across the curriculum	1a3. (1) **Office for Academic Assessment and Program Review** and Academic Senate Assessment Committee	1a3. Fall 2016.	1a3. Recommendations presented to and approved by Assessment Committee. *(50%-75% implementation by 30 departments by Spring 2017.* *100% implementation by Spring 2018)*

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▪ Where appropriate, expand the number of hybrid, online and web enhanced courses to provide students with more instructional options and help facilitate the completion of degrees and certificates.	1a4. Develop and implement an evaluation process to manage and support appropriate expansion of hybrid, online and web-enhanced courses.	1a4. **(1) Office of Distance Education and Office for Academic Assessment and Program Review**; Academic Affairs (Area Deans, Department Chairs & faculty , Academic Senate committees); designated others	1a4. Spring 2016.	1a4. Evaluation process in place. *(Increase new online or hybrid offerings by 5% to 194 unduplicated course by Spring 2016)*

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1b-Professional Development ■ Provide faculty with support for professional development, pedagogy, and technology that result in enhanced learning outcomes.	1b1. Plan and implement regular forums for faculty to share development of improved and innovative teaching and learning approaches (e.g., active learning).	1b1. **(1) Office of Faculty Services**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	1b1. Ongoing.	1b1. Forums scheduled annually. *(First to be offered before March 2016)*
■ Expand opportunities for faculty to use the college's learning management system to support instruction.	1b2. Develop and conduct training workshops; invite faculty to participate in online education topical webinars; offer individual on-campus appointments and remote conferencing training sessions.	1b2. **(1) Office of Distance Education**	1b2. Spring 2016.	1b2. Increased number of trained faculty members and increased number of courses using the College's learning management system. *(Develop and design 3 additional types of offering by Spring 2016)*

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	1b3. Plan and conduct regular faculty forums and/or panels to discuss and share experiences using the College's learning management system and build a community of practice.	1b3. **(1) Office of Faculty Services <u>and</u> Office of Distance Education**; Academic Affairs (Area Deans, Department Chairs & faculty , Academic Senate committees and designated others)	1b3. Spring 2016.	1b3. Forums and/or panels regularly scheduled. *(Conduct 6-8 distance education events annually)*

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	1b4. Reach out to departments, areas, and offices campus-wide to inform and promote the use of the online learning management system.	1b4. **(1) Office of Distance Education**; designated others	1b4. Spring 2016.	1b4. Meetings with campus areas, departments, and offices followed up with relevant support by the Office of Distance Education. Increase number of areas using the learning management system. *(Schedule 6-8 meetings annually with various departments areas and offices campus-wide8 meetings annually beginning Spring 2016)*

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1c-Developmental Education ■ Create opportunities for students to move through developmental education coursework expeditiously. Develop partnerships with the local school districts to begin assessing student's college readiness.	1c1. Work with "feeder" high schools to develop clear definitions of college readiness and to offer developmental coursework prior to student's entry into college.	1c1. **(1) Office of Admissions**; Academic Affairs (Area Deans, Department Chairs & faculty , Academic Senate committees)	1c1. Fall 2016.	1c1. Shared definitions in place; coursework identified and implementation plan developed. *(20% of feeder schools involved by Fall 2016)*
	1c2. Evaluate feasibility & efficacy and make recommendations regarding special support structures for developmental education students (e.g., special advisement and scheduling).	1c2. **(1) Office of the Registrar**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees); Academic Senate Developmental Education Committee	1c2. Spring 2016.	1c2. Recommendations presented. *(100% of changes to be implemented by Fall 2016)*

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	1c3. Design special offerings that incorporate developmental skills in foundational credit-bearing classes (e.g., ENG 100).	1c3. **(1) Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)**; Academic Senate Developmental Education Committee	1c3. Spring 2016.	1c3. Recommendations presented. *(Scale Up Eng100 to enroll 1,000 students - achieved in Fall 2015)*

GOAL 2

Improve Overall Student Retention across the Academy

EVIDENCE FOR MSCHE STANDARDS: 2, 7, 8, 9, 14
EVIDENCE FOR NCC MISSION: 5, 6, 8, 11

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
2a-Expand and improve intervention strategies for students at risk of leaving before completion of program and/ or graduation.	2a1. Develop and implement a comprehensive First Year Experience program for all incoming first-year students.	2a1. **(1) Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)**(*M. Hammer-lead) and Academic Student Services (*Dean of Students-lead)	2a1. Fall 2017.	2a1. Pilot program implemented in Summer 2017. *(100% implementation for all FTIC students in Fall 2017 subject to availability of funding and sufficient room capacity)*
	2a2. Review and recommend changes and modifications, as appropriate, to academic policies and procedures to implement tracking and monitoring through Banner of programs serving special populations (e.g., athletes, veterans, honors, Achilles, etc.)	2a2. **(1) Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)**; Academic Student Services	2a2. Fall 2015.	2a2. *(Populations defined and coding added to Banner system by end of Fall 2015 End users groups use coding for data reporting and analysis during AY 2015-16 and in future years)*

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	2a3. Review and make recommendations regarding alternative procedures to disciplinary dismissal for students found in violation of the student code of conduct policy.	2a3. **(1) Dean of Students and Academic Student Services**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	2a3. Spring 2017.	2a3. Alternative procedures implemented. *(50% decrease in judicial dismissals by Spring 2017)*
	2a4. Develop and implement within faculty contractual responsibilities specific options for faculty deployment in retention-related service to the College.	2a4. **(1) Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)**	2a4. Fall 2015	2a4. *(Project on hold on advice of College labor counsel)*
2b-Expand and enhance support services for all students.	2b1. Develop recommendations to implement improved support services for students through the new Student Services Center.	2b1. **(1) Academic Student Services**	2b1. Fall 2016.	2b1. Implementation plan in place. *(Under development)*

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	2b2. Develop and implement effective student success programs: • career counseling for incoming students • New Student Orientation for discrete programs • Peer mentoring and tutoring	2b2. **(1) Academic Student Services (*Dean of Students-career counseling lead)**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	2b2. Fall 2015-Spring 2016.	2b2. Programs implemented. *("Early Start" program to be offered Spring 2016.* *Offer career counselling programs to 100% of FTIC students from Spring 2016.* *Train up to 20 mentors by Fall 2016. Up to 50 by Spring 2017)*
	2b3. Evaluate student technology/library needs in Nursing and Allied Health and recommendations for enhancements	2b3. **(1) Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)**	2b3. Spring 2016.	2b3. Recommendations presented and implemented. *(100% implemented following addition of Health Resources Center located in Library from Fall 2014. Survey of student users conducted end of Fall 2014 with positive results)*

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	2b4. Evaluate outcomes of retention initiatives currently in place at CERC (Center for Educational Retention and Counseling) and implement expansions and/or modifications as appropriate.	2b4. **(1) Academic Student Services**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	2b4. Spring 2016.	2b4. Implementation plan in place for expansions and/or modifications. *(In Development)*
	2b5. Develop and implement a structured peer tutoring program across the curriculum.	2b5. **(1) Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)**	2b5. Spring 2017	2b5. *(Pilot program operationalized with 15-20 peer tutors and N=50 face-to-face contact students by no later than Spring 2017. Program expanded to 50 peer tutors no later than Fall 2017)*

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	2b6. Develop and implement a plan for support services for students enrolled in online, hybrid, and web-enhanced classes.	2b6. **(1) Office of Distance Education**	2b6. Spring 2016.	2b6. *(Increase the number of on-campus workshops and/or demonstrations to students by 3-5% beginning in Spring 2016)*

GOAL 3

Expand Student Recruitment Initiatives

EVIDENCE FOR MSCHE STANDARDS: 2, 7, 8, 9, 14
EVIDENCE FOR NCC MISSION: 3, 4, 5, 6, 8, 10, 11

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
3a-<u>**Marketing**</u> ▪ Expand target markets to include "traditional" and "non-traditional" students.	3a1. Proposal to the NYS Education Department RFP to be an approved public test center for the high school equivalency exam (Formerly the GED® and currently the TASC).	3a1. **(1) Office of Workforce Development and Lifelong Learning**	3a1. November 2014.	3a1. Award of RFP by New York State Education Department, or extension of existing contract. *(Contracts for 2014 and 2015 awarded. Award pending for 2016 as of December 2015)*
	3a2. Schedule and administer a July exam date to serve HS students who did not meet graduation requirements.	3a2. **(1) Office of Workforce Development and Lifelong Learning**	3a2. Annually in June/July/August.	3a2. Exams offered; number of registered participants. *(Research-based Target in development)*

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	3a3. Implement an annual goal to provide at least one thousand test candidates with information on NY criteria for TASC testing.	3a3. **(1) Office of Workforce Development and Lifelong Learning**	3a3. Ongoing.	3a3. *(Increased enrollments in TASC)*
	3a4. Offer Test of Essential Academic Skills (TEAS) exam to support Nursing Program recruitment.	3a4. **(1) Office of Workforce Development and Lifelong Learning**	3a4. Prior to each Fall and Spring semester.	3a4. Number who took the exam and applied to NCC Nursing program. *(Research-based target in development)*

GOAL 4

Promote a Campus Community that Fosters and Respects Intellectual, Cultural, and Racial Diversity

EVIDENCE FOR MSCHE STANDARDS: 1, 4, 5, 6
EVIDENCE FOR NCC MISSION: 7, 10

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4a-Recruit Diverse Faculty & Staff ▪ Increase the efficiency of the hiring process and target candidates who will meet the needs of the college.	4a1. Evaluate and make recommendations for changes to improve the current search and hiring processes, currently using Interview Exchange, a commercial applicant tracking and hiring management system.	4a1. **(1) Affirmative Action Office**; Academic Senate Affirmative Action Committee	4a1. Fall 2015.	4a1. Recommendations presented; implementation plan in place. *(100% recommendations implemented by Fall 2015)*
	4a2. Evaluate and make recommendations for changes to the search and hiring processes for full-time faculty and administrators, especially those that may directly or indirectly increase intellectual, racial and cultural diversity.	4a2. **(1) Affirmative Action Office**; Academic Senate Affirmative Action Committee	4a2. Spring 2016.	4a2. Recommendations presented; implementation plan in place. *(100% of Plan to be implemented from Jan 2016)*

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4b-Promote Inclusive Campus Culture ▪ Develop and enhance campus initiatives that champion equity, diversity and inclusion, particularly for students from underrepresented groups, and that facilitate students' success in every stage of their NCC education and beyond graduation into employment.	4b1. Analyze attrition/graduation rates of students of color, identify areas of concern, and make recommendations for Tasks to "plug" the dropout points.	4b1. **(1) Registrar's Office**; Office of Institutional Effectiveness and Strategic Planning; Affirmative Action Office	4b1. Spring 2016.	4b1. Analysis completed; report presented. *(Analysis due May 2016. Resulting Tasks begin Fall 2016)*
	4b2. Evaluate cultural competencies of faculty, administrators and staff and develop specific, targeted workshops, seminars and trainings in order to foster and maintain an inclusive environment.	4b2. **(1) Affirmative Action Office**; Academic Senate Affirmative Action Committee	4b2. Spring/Fall 2016.	4b2. Cultural competency survey to be administered in Spring 2016; implementation of targeted seminars/trainings in Fall 2016. *(100% implementation by Fall 2016)*

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	4b3. Evaluate College enrollment in the context of Nassau County population data and develop recommendations to increase program enrollments of underrepresented/minority students (i.e., Latino/Latina/ Hispanic, African American and Asian).	4b3. **(1) Office of the Registrar <u>and</u> Office of Institutional Effectiveness and Strategic Planning**; Office of Admissions; Affirmative Action Office; Academic Senate Affirmative Action Committee	4b3. Spring-Fall 2016.	4b3. Analysis completed and report presented in Spring 2016; implementation plan in place for Fall 2016. *(100% implementation by Fall 2016)*

GOAL 5

Improve the Physical and Technological Infrastructure to Meet Institutional Needs

EVIDENCE FOR MSCHE STANDARDS: 2, 3, 7
EVIDENCE FOR NCC MISSION: 1, 4, 6

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5a-<u>**Expand and Upgrade Network Infrastructure**</u>	5a1. Add more fiber connections throughout the campus.	5a1, 2, 3. **(1) Information Technology Services** <u>and</u> **Facilities Management**	5a1. This will be ongoing project for the next 2 – 3 years.	5a1-3. Success will be achieved once the entire campus is accessible via a wireless connection. Once the campus if fully wireless. *(40% of fiber optics work to be completed by Summer 2015)*
	5a2. Complete the install of the core network components.		5a2. Core components will be installed by the end of 2015.	5a.2. *(By end of Summer 2015 50% of buildings will be connected to new Core Network)*
	5a3. Expand wireless throughout the campus.		5a3. Expansion will continue thru 2016.	

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5b-Expand and Enhance Security Systems Campus-Wide	5b1. Replace analog cameras with digital cameras.	5b1, 2, 3, 4. **(1) Information Technology Services and Facilities Management**	5b1-1. In Fall 2014 identify analog camera for replacement. 5b1-2. In Spring 2015 begin task of replacing analog cameras with digital or adapting analog cameras. 5b1-3. Complete task by end of 2015.	5b1-1, 2, 3. Task will be complete when all cameras on campus can report back to the Public Safety Surveillance Center. *(Purchase approved for 50% of cameras)*
	5b2. Expand the number of cameras on campus.		5b2-1. In Spring 2015 identify locations for additional cameras. 5b2-2. By end of 2015 install additional cameras.	5b2-1, 2. (*Task will be complete when a significant majority of campus interior and exterior spaces can be viewed by surveillance cameras)*

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	5b3. Expand the use of card access for door access.		5b3-1. Begin task of converting at least one exterior door per building to electronic access by Spring 2015. 5b3-2. Start updating doors with existing, but unusable access control systems, to new system by Fall 2014 and complete by Spring 2015. 5b3-3. Identify other key campus spaces for access control by Spring 2015.	5b3-1, 2, 3. Task will be complete when every campus building has at least one key card access point. *(Budget dependent)*

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	5b4. Install additional emergency phones and digitize Phase 1 emergency phones.		5b4. Begin Phase 3 of the emergency phone project in Fall 2014 and compete in Spring 2015.	5b4. Task will be complete when all existing emergency phones are on digital network. *(100% completion anticipated Fall 2016)*
5c-Develop Formal Plans to Maintain and Efficiently Utilize Existing Campus Spaces	5c1. Finalize Campus Facilities Master Plan.	5c1-1, 2, 3. **(1) Information Technology Services and Facilities Management**	5c1-1. In Fall 2014 obtain Board of Trustees approval of the 2014-2024 Facilities Master Pan and submit to SUNY.	5c1-1, 2. Task will be complete when the Campus Facilities Master Plan is approved by the BOT and delivered to SUNY. *(100% Completion now anticipated Spring 2016)*
			5c1-2. In Fall 2014 finalize the "campus standards" section of the Facilities Master Plan and, in Spring 2015 begin installing interior and exterior signage, and furniture that conform to those standards.	

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	5c2. Construct Student Services Center.		5c2-1. In Fall 2014, award contract to construction contractor and begin work. 5c2-2. By end of 2015, be substantially complete with construction and begin installing furniture, IT equipment. 5c2-3. In Spring 2016, move administrative units into the center. 5c2-4. In Fall 2016, fully utilize space for all services.	5c2-1, 2, 3, 4. Task will be complete when the new Student Services Center is fully operational and is the sole location for student admissions process. *(100% occupation planned for Fall 2016)*

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	5c3. Begin using EMS space scheduling software for event scheduling to maximize efficient use of space and minimize inconsistencies.		5c3-1. By Spring 2015 ITS completes purchase of EMS software. 5c3-2. Starting in Spring 2015, ITS coordinates for the training NCC personnel on the use of the software. 5c3-3. By Fall 2015, fully utilize EMS as the campus facilities scheduling software.	5c3-1, 2, 3. Task will be complete when new space management software is installed and running and accessible to all campus units for space requests. Also, all campus spaces will be recorded into the inventory of space using this system. *(100% completion now moved to Spring 2016)*

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5d-Develop State-of-the-Art Campus Learning Infrastructure and Technologies	5d1. Develop a standard Cluster classroom design that includes up-to-date AV and IT features.	5d1, 2. **(1) Information Technology Services and Facilities Management**	5d1-1. In Spring 2015 begin working with the architects for the C Cluster renovation project to determine the optimum potential configuration for cluster classrooms to incorporate up to date AV and IT equipment based upon the space available and constraints of the Cluster buildings.	5d1-1, 2. Task will be complete when classroom design for the C Cluster renovation is finalized to include AV and IT technology, space configuration, furniture selection, etc. *(100% completion now anticipated by Fall 2016)*

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	5d2. Complete the design of C Cluster to act as a model for future Cluster renovation projects.		5d2-1. In Fall 2015 finalize design of Cluster C Renovation. 5d2-2. Advertise for construction bids in Fall 2015. 5d2-3. Award construction contract in Spring 2016 5d2-4. Begin demolition in summer/Fall 2016. 5d2-5. Complete construction/reoccupy in summer 2018.	5d2-1, 2, 3, 4, 5. *(Task will be complete when design is 100% final and construction contract advertised. 50% progress as of Fall 2015)*

GOAL 6

Strengthen and Expand Community Partnerships with Industry, Civic, Educational and Cultural Organizations

EVIDENCE FOR MSCHE STANDARDS: 2, 7, 11, 13
EVIDENCE FOR NCC MISSION: 2, 3, 5, 8, 8, 10

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6a-Partner with Nonprofit and Commercial Organizations in Nassau County to Meet Current and Emerging Community Needs	6a1. Partner with Driver Training Safety Institute, AARP, Red Cross/Heart Association, Sewanhaka Power Squadron (boating safety), State Education and State Licensing Division (state licensure and certification courses for real estate and teaching profession) to provide courses and programs.	6a1. **(1) Office of Workforce Development and Lifelong Learning**	6a1. Ongoing.	6a1. Number of enrollees who obtain certificate related to particular course. *(Increase enrollments by at least 1% each year)*
	6a2. Create and conduct a survey among local businesses and other institutions to determine their workforce development needs and their interest in partnering w/NCC.	6a2. **(1) Office of Workforce Development and Lifelong Learning** ; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	6a2. TBD (Based on available resources in 2017).	6a2. *Completion of survey and development of summary report planned for AY 2016-17 dependent on resources)*

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	6a3. Collaborate with other institutions that can provide specific workforce development training in conjunction with NCC (e.g., EMS Academy, Electrical Training Center).	6a3. **(1) Office of Workforce Development and Lifelong Learning**	6a3. Fall 2014 and ongoing.	6a3. Establishment of one new partnership each year and implementation of related courses and/or certificate programs. *(Add at least 3 additional Business/community partners by Summer 2017)*
	6a4. Offer the new Alternatives Program (for young adults found with drugs or alcohol) to NCC students and market to attorneys in Nassau County.	6a4. **(1) Office of Workforce Development and Lifelong Learning**	6a4. Spring 2014 and ongoing.	6a4. (*Determine And report number of participants in the Alternatives Program from Fall 2014)*

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
	6a5. Conduct micro-marketing campaign to Spanish speaking households in selected Nassau County zip codes to promote entry level English Language Skills courses.	6a5. **(1) Office of Workforce Development and Lifelong Learning**	6a5. Fall 2014 and ongoing.	6a5. Increase in enrollment in entry level English Language Skills course. *(Increase expected will be based on marketing results)*
6b-Develop Curriculum that is Responsive to the Needs of Local Workforce and Employers	6b1. Work with the New York State Department of Motor Vehicles (DMV) to provide the mandated curriculum for motorists convicted of driving under the influence.	6b1. **(1) Office of Workforce Development and Lifelong Learning**	6b1. Ongoing.	6b1. (*Maintain records in compliance with DMV requirements*)
	6b2. Market the CLEP/DSST exam to current K-12 teachers in Queens to help advance their careers, to teacher certification candidates, and to NYC BOE and Nassau BOCES.	6b2. **(1) Office of Workforce Development and Lifelong Learning**	6b2. Spring 2015 and ongoing.	6b2.(*Collect and report on the number of enrollees from this population*)

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
	6b3. Develop and offer certificate programs in high-growth health care careers.	6b3. **(1) Office of Workforce Development and Lifelong Learning**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	6b3. Fall 2014 and ongoing.	6b3. Introduction of one new certificate program each year. *(At least one new program offered per year)*
	6b4. Develop and offer Professional Development courses (e.g., CPA, Home Inspection.	6b4. **(1) Office of Workforce Development and Lifelong Learning**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	6b4. Fall 2014 and ongoing.	6b4. *(Pilot CEUs or CPEs in at least one new professional area each year from Fall 2014)*

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
	6b5. Work with Chair of Accounting and Business Administration Dept. and the Advisory Council for the Business Administration Certificate to revamp the certificate to meet the needs of employers.	6b5. **(1) Office of Workforce Development and Lifelong Learning**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	6b5. Initiate Fall 2014; complete Spring 2016 and ongoing.	6b5. *(Adoption of revised Business Administration Certificate by Spring 2016 with at least enrollments by GEICO employees each year)*
	6b6. Research, develop and offer courses that meet the needs of small businesses and entrepreneurs.	6b6. **(1) Office of Workforce Development and Lifelong Learning**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	6b6. Summer 2015 and ongoing.	6b6. (*Offer at least one new course each year*)

Objectives related to this goal	Tasks to be taken to achieve each objective	Individual(s) or office(s) responsible for completion of task(s): "(1)" INDICATES DESIGNATED LEAD ENTITY(IES)	Target date(s) for completion of task(s)	Determining Successful Achievement of each objective *(quantitative metric specified when possible)*
	6b7. Continue to partner with Academic Departments and Offices to create customized programs (credit and non-credit) that can be sponsored by employers, funded by grants or garner fee-based revenue.	6b7. **(1) Office of Workforce Development and Lifelong Learning**; Academic Affairs (Area Deans, Department Chairs & faculty, Academic Senate committees)	6b7. TBD (Based on resources available).	6b7. *(Create and offer at least one new customized program each year)*

MSA STANDARDS & NCC MISSION ELEMENTS

MIDDLE STATES STANDARDS [2]	NCC MISSION ELEMENTS

Standard 1: Mission and Goals
Standard 2: Planning, Resource Allocation, and Institutional Renewal
Standard 3: Institutional Resources
Standard 4: Leadership and Governance
Standard 5: Administration
Standard 6: Integrity
Standard 7: Institutional Assessment and Educational Effectiveness
Standard 8: Student Admissions and Retention
Standard 9: Student Support Services
Standard 10: Faculty
Standard 11: Educational Offerings
Standard 12: General Education
Standard 13: Related Educational Activities
      (Basic Skills; Certificate Programs; Experiential Learning; Non-Credit Offerings;
      Branch Campuses, Additional Locations, and Other Instructional Sites; Distance
      or Distributed Learning; Contractual Relationships and Affiliated Providers)
Standard 14: Assessment of Student Learning
	1. Comprehensive, full-opportunity.
	
	2. Expand knowledge and skills.
	
	3. Provide lifelong learning.
	
	4. High-quality, low-cost education and career preparation.
	
	5. Serve needs of Community.
	
	6. Academic excellence.
	
	7. Committed to dignity and worth of the individual.
	
	8. Provide Associate Degrees, Certificates and continuing education.
	
	9. Curriculum spans liberal arts and sciences, as well as pre-professional and professional areas
	
	10. Benefit diverse population
	
	11. High priority on small classes, taught by qualified, experienced faculty

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[2] "Characteristics of Excellence in Higher Education - Eligibility Requirements and Standards for Accreditation" Twelfth Edition, 2006. Copyright by the Middle States Commission on Higher Education. The Commission is revising these standards and revisions will apply to subsequent accreditation reviews.