

**THE EDUCATIONAL ENVIRONMENT IN TIMES OF CHANGE:
DEFINING CAMPUS COMMUNITY NEEDS
A STRATEGIC PLAN FOR
NASSAU COMMUNITY COLLEGE
2018-2021**



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INTRODUCTION TO THE 2018-21 STRATEGIC PLAN

Mission Statement

Nassau Community College, a constituent member of the State University of New York system, is a comprehensive, full-opportunity institution of higher education. All who can benefit from its resources have the opportunity to expand their knowledge and skills and to pursue the goal of lifelong learning. The College is dedicated to high quality, low-cost education and career preparation to meet the needs and interests of the community it serves. It is committed to academic excellence and the dignity and worth of the individual. To this end, Nassau Community College offers Associate in Arts, Associate in Science, and Associate in Applied Science degrees, as well as Certificate and continuing education programs. Its curricula span the liberal arts and sciences, as well as pre-professional and professional areas, for the benefit of a diverse population.

The College places a high priority on small classes, taught by qualified, experienced faculty, to provide an optimal educational environment.

In fulfillment of this Mission, Nassau Community College affirms these goals:

- To maintain an open admissions policy that ensures the availability of educational programs for traditional and non-traditional students.
- To create educational programs that respond to and satisfy diverse community needs.
- To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning.
- To maintain developmental programs which upgrade student skills for success in college level courses, and to provide special courses of study which enhance general education.
- To provide the support services necessary for students to realize their maximum potential.
- To create a wide variety of activities and cultural programs to enrich student and community life.
- To create a multicultural environment which fosters the synthesis of knowledge, aesthetic appreciation, and commitment to ethical and social values.
- To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning.
- To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities.
- To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College.
- To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community.

Vision Statement

Nassau Community College will be nationally recognized for providing outstanding educational programs and support that serve its students in enduring ways and that respond to the needs of the diverse community it represents.

Values

Academic Excellence

We strive for quality and distinction in all that we do.

Community

We build and nurture relationships with our internal and external constituencies.

Diversity & Inclusion

We respect and celebrate the differences among us.

Integrity

We value fairness and honesty.

From the President's Desk

The Nassau Community College Strategic Plan is implemented as the College approaches its 60th anniversary – a milestone for any institution. These years bring both challenges and opportunities and provide context for the development of this new plan. Every institution must undergo change and NCC is no different. Advances that attain continuous improvement and adapt to external forces are essential in dynamic institutions. NCC's Strategic Plan incorporates data from the Environmental Scan into strategies for implementation including strengthening diversity and identifying new programs and initiatives in response to changes occurring both in the community and on campus.

Institutional planning must conform to certain axioms. First, the process of developing plans is exceptionally important. It must involve the campus community and be systematically carried out with transparency. To that end, Institutional Planning Committee members were drawn from all constituencies. Faculty members were appointed by the Chairperson of the Senate; NCCFT, AFA, CSEA, Academic Chairs, and SGA representatives were appointed by their leaders; and administrators were appointed by the College President. Two presentations open to the NCC community provided an opportunity for discussion about the plan and questions from campus constituencies.

Second, plans must capture the essence of mission and institutional aspirations. To assure this outcome, the strategies of academic departments and various constituencies on campus constitute the core of the plan. The goals of the NCC Mission became the objectives of the Strategic Plan assuring that the mission is always the focus.

And third, the product of the process must be implemented with the full intention of guiding action and decision making. The NCC Strategic Plan connects the College Goals to the Strategic Plan through shared goals and objectives thus providing an ongoing link as the plan is implemented.

I am pleased to observe that, thanks to the inordinately careful and extensive work of the Institutional Planning Committee, this strategic plan conforms to the first two axioms. It will be the challenge of the campus and its leaders, at every level, to assure that the third is accomplished.

Development of the Institutional Planning Committee

The Institutional Planning Committee (IPC) was formed by W. Hubert Keen, President of Nassau Community College in consultation with members of the campus community during the Fall 2016 semester. Responsibility for planning had historically resided with a standing committee of the Academic Senate. Prior to the first meeting, Dr. Keen noted the centrality of the IPC to Middle States Standards of Accreditation observing that the long-term stability and functioning of the College are dependent upon having an effective and responsive planning process.

Reporting to the President, the IPC was formed to ensure an inclusive strategic planning process that meets the requirements of our accrediting body, demonstrates how various plans are linked to the Strategic Plan, and uses resources effectively to fulfill our mission and goals. The President will annually, and at the end of the four-year planning cycle, evaluate the effectiveness of the IPC – and modify the process and direction when necessary to meet institutional goals and objectives. In addition, the President of the College, as Chief Executive Officer, keeps the Board of Trustees informed about the status of institutional planning.

The IPC document outlines planning cycle duties, responsibilities of the IPC and identifies plans linked to the Strategic Plan including the Academic, Enrollment, Facilities, Financial, Effectiveness, Assessment, and Technology Plans. The IPC, co-chaired by the Academic Affairs Vice President and a full-time senior faculty member, includes 18 voting members and 5 non-voting members who provide support for the Committee's work. Membership includes representatives from various groups that comprise the NCC community.

The IPC began its work at the start of the Spring 2017 semester. The Mission and Goals of the College were reviewed and the effectiveness of the 2014-2017 Strategic Plan was evaluated. A new document, the Institutional Improvement Document, was created to record these accomplishments. Additionally, the SUNY PIP report was prepared. A major focus of the IPC was the preparation of the 2018-2021 Strategic Plan that follows.

2014-2017 Strategic Planning Process and Accomplishments

The development of the 2014-2017 Strategic Plan, which was approved by NCC's BOT in 2015, included a review and assessment of NCC's previous strategic plans. The 2014-2017 Strategic Plan identified and addressed a number of key issues, both historic and future looking, as they related to the College's Mission Statement. The issues were identified and assessed through a variety of methods including an analysis of NCC's Environmental Scans, dialogue within the Academic Senate's Strategic Planning Committee, and ongoing discussions with a variety of stakeholders.

At the beginning of the Spring 2017 semester, the Institutional Planning Committee (IPC) was formed and includes representation from the various constituencies of the College. Four subcommittees were assigned a variety of tasks; one subcommittee was tasked with the responsibility to assess the accomplishments of the 2014-2017 Strategic Plan. Twelve campus members, who met weekly, developed a plan and a template to gather information providing detailed feedback of campus-wide strategic accomplishments. The subcommittee prepared three documents: The [2014-17 Strategic Plan Evaluation](#), the [2014-17 Operational Plan Evaluation Report](#), and the [2014-17 Institutional Improvement Document](#). The documents include recommendations to inform the development of the 2018-2021 Strategic Plan.

The 2014-2017 Strategic Plan outlined six major goals, accompanied by objectives relating to each goal, and tasks to achieve each objective. The six goals are: Goal 1 – Promote access and excellence in teaching and learning across all modes of instructional delivery; Goal 2 – Improve overall student retention across the academy; Goal 3 – Expand student recruitment initiatives; Goal 4 – Promote a campus community that fosters and respects intellectual, cultural, and racial diversity; Goal 5 – Improve the physical and technological infrastructure to meet institutional needs; Goal 6 – Strengthen and expand community partnerships with industry, civic, educational, and cultural organizations.

Major accomplishments from the 2014-2017 Plan include the following:

Under Goal 1, NCC successfully developed and implemented an annual evaluation process to track continuous program improvement. This task was accomplished, and the process is continually being reviewed and improved. Academic program data is collected and entered into Taskstream®. Taskstream® is used to evaluate meaningful assessment and to demonstrate and improve student learning outcomes and program success.

Also under Goal 1, guidelines for the role of advisory councils in continuous program evaluation and improvement were developed and disseminated. The Office of Academic Assessment and Program Review distributed a document entitled, "Procedures for Review of Degree and Certificate Programs (SUNY Review of the Major)" in 2013. The document provides a review process timeline, the required components of program review, the framework for self-study from a global and process perspective, action plan guidelines, appendices that state the College's mission, and program review team on-site logistics. Additionally, an advisory council for each program composed of non-NCC professionals meet on an annual basis. These advisory council members have expertise in the area of the academic program on which their advice is sought.

Under Goal 2, NCC reviewed and made recommendations regarding alternative procedures for disciplinary dismissal of students found in violation of the Student Code of Conduct. It was expected that this action would result in a 50 percent decrease in judicial dismissals by Spring 2017.

Also under Goal 2, the College developed and implemented, within faculty contractual responsibilities, specific options for faculty deployment in retention related service to the College. A retention committee was established under a Memorandum of Understanding within the Nassau Community College Federation of Teachers' (NCCFT) labor contract for the period of 2013-2017. The retention committee, consisting of 20 administrators and faculty, met during the Fall 2014 and Spring 2015 semesters. A final report was prepared and presented to the President on June 15, 2015.

Additionally under Goal 2, NCC developed recommendations to implement improved support services for students through the Student Services Center. NCC is currently assessing the success of these measures.

Under Goal 3, a July exam was scheduled and administered to serve students who did not meet high school graduation requirements. This task was completed in 2014 and 2015. In 2016 the approach was modified and gave priority admission to any high school student testing in July and August.

Under Goal 4, NCC evaluated and made recommendations for changes to improve the current search and hiring processes. Interview Exchange, a commercial applicant tracking and hiring management system, was selected. This initiative resulted in a significant improvement to NCC's hiring process across the campus community.

Under Goal 5, the installation of the core network components was completed, vastly improving the information technology services available to students, faculty, and staff.

Also under Goal 5, NCC completed construction of the new Student Services Center (SSC) which opened for service in the summer of 2016 in time for the surge in registration for the fall semester. The SSC provides a central location for Admissions, Placement Testing, Financial Aid, Registrar, and Academic Advisement that conveniently facilitates students' access to a range of services.

Additionally under Goal 5, NCC began using EMS, a space scheduling software for event scheduling to maximize efficient use of space and minimize inconsistencies. A schedule for full implementation with a goal of becoming 100 percent operational by Fall 2017 was established.

Under Goal 6, Professional Development courses were developed and offered (e.g., Certified Public Accounting, Home Inspection). Several professional development courses were offered and their enrollment and revenue production is currently being assessed.

Through the direction of the Nassau Community College 2014-2017 Strategic Plan and efforts of the entire campus community, substantial accomplishments were achieved. The diligence, commitment, and hard work of the members of NCC's community should be commended as we look toward a positive and productive future.

Environmental Scan Summary

Please refer to the [Scan of the Environment Summary](#) which includes demographics, state of enrollment, things to consider, local competitive colleges, funding higher education, and the economic outlook.

Strategic Plan Linked to Other Nassau Community College Plans

The connection of plans occurs through the use of a defined set of goals and objectives. Strategies identified in the College Plans listed below connect to the goals and objectives of the Strategic Plan. The linking of the College Plans to the Strategic Plan provides the method for assuring that the Strategic Plan goals reflect the aspirations of the NCC community.

Several College Plans are linked to the Strategic Plan as follows:

- [Academic Master Plan](#)
- [Assessment Plan](#)
- [Enrollment Plan](#)
 - Recruitment
 - Retention
- [Facilities Plan](#)
- [Financial Plan](#)
- [Institutional Effectiveness Plan](#)
- [Technology Plan](#)

SUNY Strategic Plan

Nassau Community College is a member of the State University of New York (SUNY), the nation's largest comprehensive system of public higher education. NCC is the largest single-campus community college in the SUNY system and in the State of New York. The NCC 2018-2021 Strategic Plan incorporates the following five priority areas identified in the SUNY Strategic Plan:

1. **Access** – To provide the people of New York with educational services of the highest quality, with the broadest possible access, fully representative of all segments of the population in a complete range of academic, professional, and vocational postsecondary programs.
2. **Completion** – We recognize the fundamental role of our responsibilities in undergraduate education and aim to provide a full range of graduate and professional education that reflects the opportunity for individual choice and the needs of society. Also, SUNY promotes appropriate program articulation between its state-operated institutions and its community colleges. Our goal is to increase degree/award production, non-degree completion, and services that support student completion, as well as enable those we serve to achieve their goals.
3. **Success** – SUNY encourages regional networks and cooperative relationships with other educational and cultural institutions for the purpose of better fulfilling its mission of education, research, and service. With our robust system and campus supports for student success, students are prepared for the most successful possible launch into further education, career, and citizenship.
4. **Inquiry** – We encourage and facilitate basic and applied research for the purpose of the creation and dissemination of knowledge vital for continued human, scientific, technological, and economic advancement. As a result, SUNY seeks to increase external investment in SUNY research in order to continue to increase the level of confidence external entities have in SUNY as a system, its institutions, faculty, and programs.
5. **Engagement** – Our economic, societal, and cultural impact on New York State, and beyond is a direct result of our engagement and sharing of expertise with the business, agricultural, governmental, labor, and nonprofit sectors of the state. We strengthen and grow these relationships in order to enhance the well-being of the people of the state of New York, the health of local economies, and quality of life for New Yorkers. By translating innovation into new ideas, products, devices, services, and businesses, New York's communities and society will benefit.

NCC Strategic Plan Goals and Objectives

The 2018-2021 Strategic Plan has 4 goals and 11 objectives. The four goals are Excellence in Teaching & Learning, Student Persistence & Success, Community Engagement, and Stewardship. The 11 objectives of the Strategic Plan are the 11 goals of the NCC Mission Statement and provide direction for the development of the strategies of the Plan.

Each of NCC's goals and objectives tie to priority areas identified in the SUNY Strategic Plan.

Goal 1: Excellence in Teaching and Learning (SUNY Access, Completion, Inquiry, and Engagement)

- Objective 1.1: To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities. **(SUNY Completion)**
- Objective 1.2: To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning. **(SUNY Inquiry)**
- Objective 1.3: To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning. **(SUNY Access & Inquiry)**
- Objective 1.4: To create educational programs that respond to and satisfy diverse community needs. **(SUNY Engagement)**

Goal 2: Student Persistence and Success (SUNY Access, Success, and Completion)

- Objective 2.1: To maintain an open admissions policy that ensures the availability of educational programs for traditional and non-traditional students. **(SUNY Access)**
- Objective 2.2: To maintain developmental programs which upgrade student skills for success in college level courses, and to provide special courses of study which enhance general education. **(SUNY Success)**
- Objective 2.3: To provide the support services necessary for students to realize their maximum potential. **(SUNY Completion)**

Goal 3: Community Engagement (SUNY Success and Engagement)

- Objective 3.1: To create a wide variety of activities and cultural programs to enrich student and community life. **(SUNY Engagement)**
- Objective 3.2: To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community. **(SUNY Success)**

Goal 4: Stewardship (SUNY Access and Completion)

- Objective 4.1: To create a multicultural environment which fosters the synthesis of knowledge, aesthetic appreciation, and commitment to ethical and social values. **(SUNY Access)**
- Objective 4.2: To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College. **(SUNY Completion)**

Strategic Plan Integration Map

NASSAU COMMUNITY COLLEGE STRATEGIC PLAN INTEGRATION MAP

GOAL 1 EXCELLENCE IN TEACHING AND LEARNING

1. To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities.
2. To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning.
3. To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning.
4. To create educational programs that respond to and satisfy diverse community needs.

GOAL 2 STUDENT PERSISTENCE AND SUCCESS

1. To maintain an open admissions policy that ensures the availability of educational programs for traditional and non-traditional students.
2. To maintain developmental programs which upgrade student skills for success in college level courses, and to provide special courses of study which enhance general education.
3. To provide the support services necessary for students to realize their maximum potential.

GOAL 3 COMMUNITY ENGAGEMENT

1. To create a wide variety of activities and cultural programs to enrich student and community life.
2. To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community.

GOAL 4 STEWARDSHIP

1. To create a multicultural environment which fosters the synthesis of knowledge, aesthetic appreciation, and commitment to ethical and social values.
2. To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College.



■ AP - Academic Plan	■ AssmP - Assessment Plan	■ EP - Enrollment Plan
■ FP - Facilities Plan	■ FinP - Financial Plan	■ IE - Institutional Effectiveness
■ TP - Technology Plan		

2018-2021 Strategic Plan

The Strategic Plan is organized under the four goals and 11 objectives previously listed. Since all of the plans are linked, strategies from the various plans are noted by both plan initials and color. For example, AP stands for Academic Plan.

As you read through the Strategic Plan, please refer to the legend at the bottom of each page. The legend identifies the plan that contains the specific strategy. For example, in the Academic Plan, the Hospitality Business Department's Culinary Arts Program is a major focus for the College. Strategies for its implementation are reflected in the Facilities Plan with the initials FP as well as the Academic Plan with the initials AP.

The 2018 budget is a priority for this plan. The NCC budget year is September 1 through August 31. Pegasus software is used to prioritize strategies from campus constituencies. All strategies that appear in this plan were selected by the IPC for inclusion. Complete Academic, Enrollment, Facilities, Financial, and Technology Plans are attached. Items not included in the Strategic Plan this year may be included in subsequent years since the Plan will be reviewed and updated annually. Please note that some items such as major campus construction (ie Culinary Arts Building, Brick Café) are included in subsequent budget years since these are long-term projects. For example, the Culinary Arts is a priority for the 2018-19 Budget.

The Institutional Planning Committee proposed nine major strategic initiatives which are grouped into the following categories:

- Culinary Arts: First NCC Occupational Studies Degree
- Diversity: Today's Multicultural Environment
- Financial Controls: Four-Year Strategic Planning Process
- Health Sciences: Growth and Partnerships
- Library Transformation: Building Community
- Marketing NCC: Enrollment—Recruitment and Retention
- Office of Academic Affairs: Promoting Best Practices
- Performing Arts: Education, Culture and Community
- Technology For Today and Tomorrow

Nassau Community College 2018-2021 Strategic Plan

NOTE: To view detailed information about each strategy shown below, click the hyperlink. The hyperlink will take you to the plan containing the described item. You can then go to the specified page in that plan.

Academic Affairs: Promoting Best Practices

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

- | | Priority
Year |
|--|--------------------------|
| 1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities. | |
| a. Provide for sufficient faculty lines to support student learning outcomes and the work of the departments (AP—Office of Academic Affairs page 1) | 2018 |
| 1.2 To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning | |
| a. Continue to strengthen General Education Assessment (AP—Office of Academic Affairs page 1) | 2018-21 |
| 1.4 To create educational programs that respond to and satisfy diverse community needs | |
| a. Review and consider support for the addition of new degree programs (AP—Office of Academic Affairs page 2)..... | 2018-19 |
| b. Review and consider implementation of a comprehensive program review process (AP—Office of Academic Affairs page 2) | 2018 |

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objectives and Strategies:

- | | |
|---|---------|
| 2.2 To maintain developmental programs which upgrade student skills for success in college level courses, and to provide special courses of study which enhance general education | |
| a. Reconfigure Institutional Policies and Practices pertaining to the developmental program maintained by the College to upgrade students’ skills for success in college-level courses (AP—Office of Academic Affairs page 4) | 2018-19 |
| 2.3 To provide the support services necessary for students to realize their maximum potential | |
| a. Educate department faculty, chairpersons, and College about the advantages of applied learning activities (AP—Office of Academic Affairs page 5)..... | 2018-21 |
| b. Plan to implement a one-credit First Year Experience course (NCC 101) for all students entering NCC with fewer than 15 credits (AP—Office of Academic Affairs page 5) | 2018 |
| c. Review and incorporate best practices for academic oversight of students enrolled in non-degree programs (AP—Office of Academic Affairs page 6) | 2018 |

Nassau Community College 2018-2021 Strategic Plan

Culinary Arts: First NCC Occupational Studies Degree

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

	Priority <u>Year</u>
1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities.	
a. Renovate Two Buildings for Culinary Arts Program	
– Renovate 108 Duncan Street (former Mitchel Field Non-Commissioned Officer Club) (FP page 23 and AP—Hospitality Business page 78).....	2019-20
– Renovate Culinary Arts Building K (AP—Hospitality Business page 79).....	2020-21
b. Add one new faculty line to support growth of new Culinary Arts Program (AP—Hospitality Business page 79)	TBD
1.4 To create educational programs that respond to and satisfy diverse community needs.	
a. Recruit and market the new Culinary Arts Associates in Occupational Studies (AOS) degree (EP page 36)	2018

Nassau Community College 2018-2021 Strategic Plan

Diversity: Today’s Multicultural Environment

(please see Five-Year Strategic [Diversity Plan](#))

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

- | | |
|---|-------------------------|
| 1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities. | Priority
<u>Year</u> |
| a. Increase the number of diverse faculty lines and (AP—Office of Academic Affairs page 1) | 2018 |

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objective and Strategies:

- | | |
|---|------|
| 2.3 To provide the support services necessary for students to realize their maximum potential. | |
| a. Develop a dedicated learning lab for Africana Studies students in room adjoining H124 (AP—Africana Studies page 17) | 2018 |
| b. Seek funding for recruitment of Hispanic students into the Criminal Justice Department in preparation of NCC being declared a Hispanic Serving Institution (AP—Criminal Justice page 77) | 2018 |

GOAL 3: COMMUNITY ENGAGEMENT

Objectives and Strategies:

- | | |
|---|---------|
| 3.1 To create a wide variety of activities and cultural programs to enrich student and community life. | |
| a. Create a Long Island History Institute by organizing oral history interviews to be archived in the College Library; the first projects will focus on African-American communities on Long Island and early suburbanization projects of the 1940s and 50s (AP—History, Political Science & Geography page 37) | 2018-19 |
| b. Increase applied learning opportunities in Nicaragua for Honors students (EP page 40) | 2018-20 |
| c. Expand LINCC program by adding a part-time option for students (EP page 68) | 2018 |
| d. Continue development of externally funded programming to build innovative international programming (EP page 68) | 2018 |
| 3.2 To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community. | |
| a. Increase diversity within the student body (EP page 41) | 2018 |

GOAL 4: STEWARDSHIP

Objectives and Strategies:

- | | |
|---|------|
| 4.1 To create a multicultural environment which fosters the synthesis of knowledge, aesthetic appreciation, and commitment to ethical and social values. | |
| a. Assume responsibility for all administrative tasks of the Latin American Studies project (AP—History, Political Science & Geography) | 2018 |
| b. Create On-Campus Residence Halls (EP page 45) | 2020 |
| c. Expand the number of collaborative online international learning (COIL) courses with study abroad opportunities (EP page 70) | 2018 |

Nassau Community College 2018-2021 Strategic Plan

Diversity: Today's Multicultural Environment (con't)

GOAL 4: STEWARDSHIP

Objective and Strategies:

4.2 To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College.

- a. Continue collaborating with other departments of the institution to achieve college-wide collaborative synergies, knowledge sharing and improve on effectiveness and efficiencies of the institutional and academic support functions ([FinP page 5](#)) 2018-21
- b. Motivate and retain a qualified and diverse workforce that will create a collaborative, accountable, and sustainable work environment. Communicate business processes and practices to facilitate and support department goals and objectives ([FinP page 5](#))..... 2018-21

Nassau Community College 2018-2021 Strategic Plan

Financial Controls: Four-Year Strategic Planning Process

GOAL 4: STEWARDSHIP

Objective and Strategies:

- | | Priority
Year |
|---|--------------------------|
| 4.1 To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College. | |
| a. Continue to develop and improve financial planning and reporting tools and systems to provide accurate and timely financial reports (FinP page 6)..... | 2018-21 |
| b. Maintain business processes and financial reporting with current standards and best practices (FinP page 6)..... | 2020-21 |
| c. Continue to develop, design and implement a system of internal controls that assures institution-wide compliance with the policies and procedures, including but not limited to Governmental Accounting Standards Board, generally accepted government auditing standards, State University of New York regulations, compliance requirements of the granting agencies, and procurement polices under the uniform guidance (FinP page 6) | 2018-21 |
| d. Integrate subledgers systems into Banner financial system in a periodic and methodical process. Continue to develop and support an electronic procurement system; implement new functions of the procurement system to better address institution-wide procurement and contract management needs of departments. Support departmental efforts to increase efficiencies, controls, and regulatory requirements in cash management and payment processes (FinP page 6) | 2019 |
| e. Continue maintaining accounting and compliance systems that will ensure that the College will continue receiving unqualified audit opinions and no findings of control deficiencies in the management commentary letters (FinP page 7) | 2018-21 |
| f. Improve operations of the Student Financial Affairs function through assuring better experiences with the financial aid, billing, and payment functions. Continue collaborating with other College departments to deliver improvements and new technology allowing NCC students to better manage their financial affairs (FinP page 7) | 2018-21 |

Nassau Community College 2018-2021 Strategic Plan

Health Sciences: Growth and Partnerships

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities.	<u>Priority Year</u>
Academic Initiatives	
a. Research the feasibility of producing an articulation agreement with a four-year institution (AP—AHS Physical Therapy Assistant page 46)	2018
b. Open learning lab in evening hours and or weekends (AP—AHS Physical Therapy Assistant p 46)	2018
c. Finalize articulation agreement with Farmingdale for a BS in Business Management or Health Sciences (AP—AHS Radiation Therapy page 47)	2018
d. Maintain accreditation of Surgical Technology Program and provide for faculty development (AP—AHS Surgical Tech page 51)	2018-21
e. Maintain national certification of the Health Information Technology (HIT) Certificate’s Professional Certificate Approval Program (PCAP) from the American Health Information Management Association (AHIMA) (AP—ABT/HIT 73)	2018-21
f. Seek national accreditation from the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) for the HIT AAS Degree (AP—ABT/HIT page 74)	2018-19
g. Complete Respiratory Therapy Lab/support Perkins grant program with renovation of academic spaces that conform to the mission of that program (FP page 23)	2020-21
Equipment/Technology	
h. Design and implement student simulation competencies and clinical competencies in the Virtual Environment Radiotherapy Training (VERT) Lab (AP—AHS Radiation Therapy page 47)	2018-21
i. Purchase one Mobile C-Arm for OR imaging instruction/student clinical competency (AP—AHS Radiologic Tech page 48)	2018
j. Purchase simulation mannequin and accessories to enhance student learning in the laboratory and clinical setting (AP—AHS Respiratory Care page 49)	2018
k. Purchase electronic hospital record (EHR) simulation software to enhance student learning in the laboratory and clinical setting (AP—AHS Respiratory Care page 49)	2018
l. Purchase Servo-u Universal Mechanical Ventilator to enhance student learning in the laboratory and clinical setting (AP—AHS Respiratory Care page 49)	2018
m. Purchase embalming machine and aspirator for laboratory environment (AP—Mortuary Science page 57)	2018
Personnel	
n. Hire additional full-time faculty with area of specialization in Bio-medical Ethics (AP—Philosophy Department page 30)	TBD
o. Replace full-time TA for Laboratory Science Core Area—mainly for Medical Microbiology (AP—AHS Medical Microbiology page 45)	2018
p. Add one full-time Physical Therapy Assistant faculty line to ensure the ability to produce competent entry-level PTAs (AP—AHS Physical Therapy Assistant page 46)	TBD
q. Assign a Health Studies Coordinator for the Health Studies major program (AP—Health/Phys Ed/Recreation page 55)	2018
r. Continue one temporary Health Studies line and add one probationary Health Studies line (AP—Health/Phys Ed/Recreation page 56)	2018/TBD
s. Hire full-time Nursing faculty to replace faculty who retired (and AP—Nursing Depart page 59) ...	2018

AP – Academic Plan
FinP – Financial Plan

EP – Enrollment Plan
TP – Technology Plan

FP – Facilities Plan

Nassau Community College 2018-2021 Strategic Plan

Health Sciences: Growth and Partnerships (con't)

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

- | | Priority
Year |
|---|--------------------------|
| 1.2 To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning. | |
| a. Purchase annual subscriptions for EXAM SIMULATION by MediaLab, Inc (AP—AHS Med Lab Tech page 44)..... | 2018-21 |
| b. Develop/expand simulated micro lab (1-2 weeks on-campus micro). Develop 1 credit lab to combine with AHS 215 – Diagnostic Microbiology course (AP—AHS Med Lab Tech page 44) | 2019-20 |
|
 | |
| 1.4 To create educational programs that respond to and satisfy diverse community needs. | |
| a. Create two new credentialing programs – Alcohol & Substance Abuse Counseling AS and Certificate (AP—Sociology Department page 42)..... | 2018-20 |
| b. Create a Hearing Instrument Sciences/Hearing Instrument Specialist Degree Program (AP—AHS page 52) | 2018-20 |
| c. Create an Ophthalmic Medical Technician Program (AP—AHS page 53) | 2018-20 |
| d. Develop a Diagnostic Medical Sonography Program (AP—AHS page 54)..... | 2018-20 |
| e. Develop a Medical Assistant AOS Degree (AP—ABT/HIT page 75)..... | 2018-19 |
| f. Recruit and market the new (Registered Nurse) RN/BSN (Bachelors Nursing) partnership with SUNY Empire State (EP page 36)..... | 2018-20 |

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objective and Strategies:

- | | |
|--|---------|
| 2.3 To provide the support services necessary for students to realize their maximum potential. | |
| a. Provide enhanced support for Respiratory Care Program student remediation of “at risk” students; expand student preparation for post-graduate licensing examinations; support hands-on high-fidelity simulation laboratory training (AP—AHS Respiratory Care page 50) | 2018-21 |
| b. Provide faculty and students with a professional laboratory environment for embalming (AP—Mortuary Science page 58) | 2018 |

Nassau Community College 2018-2021 Strategic Plan

Library Transformation: Building Community

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

- | | Priority
Year |
|--|--------------------------|
| 1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities. | |
| a. Develop an interdisciplinary STEM Lab for Teacher Ed students (AP—Psychology Department page 38) | 2018-20 |
| 1.3 To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning. | |
| a. Provide a lab setting for Anthropology/Archaeology applied learning and scientific anthropological and archaeological research (AP—Sociology Department page 41)..... | 2018-19 |

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objectives and Strategies:

- | | |
|---|---------|
| 2.2 To maintain developmental programs which upgrade student skills for success in college level courses, and to provide special courses of study which enhance general education. | |
| a. Add a dedicated space in the Library to provide a centralized tutoring/study area for students to work with faculty from specific disciplines that currently lack such facilities (AP—Academic Affairs page 3 and AP—Library page 11)..... | 2019 |
| 2.3 To provide the support services necessary for students to realize their maximum potential. | |
| a. Implement Library renovation plan to refurbish and update the building in order to improve public space and align current student study needs with services and spaces (AP—Library page 11)..... | 2018-21 |
| b. Develop a Psychology Department Academic Help Center (AHC) providing faculty, peer, and online tutoring to Psychology students (AP—Psychology Department page 40) | 2018 |
| c. Develop a Social Science Academic Help Center (AHC) providing faculty, peer, and online tutoring to social science students (AP—Sociology Department page 43) | 2018 |
| d. Develop a dedicated Legal Studies learning center/lab/classroom equipped with 30 computers with Westlaw access and software (AP—Legal Studies page 81)..... | 2018 |
| e. Run Help Centers for Interior Design and Fashion Design throughout the academic year (AP—MKT, RET, FBM, FST, INT page 83)..... | 2018 |
| f. Build a state-of-the-art computer lab for student training on Blackboard (EP page 58) | 2018 |
| g. Build a student testing center for proctoring (EP page 59) | 2018 |

Nassau Community College 2018-2021 Strategic Plan

Marketing NCC: Enrollment—Recruitment and Retention

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objective and Strategies:

	Priority Year
1.4 To create educational programs that respond to and satisfy diverse community needs	
a. Expand “First Step” – NCC has created partnerships with SUNY Binghamton and SUNY Oneonta; students are offered “deferred admissions” to the four-year college and encouraged to enroll at NCC (EP page 36)	2018
b. Expand “Jump Start” High School Partnership (EP page 37)	2018
c. Expand study abroad programs (EP page 49).....	2018

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objective and Strategies:

2.3 To provide the support services necessary for students to realize their maximum potential.	
a. Increase the coordinator hours offered to the Coordinators of the Honors Program during the summer (EP page 38)	2018-19
b. Increase “scholarship” opportunities for incoming Honors students via book vouchers (EP page 38)	2018-20
c. Develop Memo of Understandings (MOUs) with Honors Programs at 4-year institutions (EP page 38)	2018-19
d. Offer College Level Examination Program (CLEP), Dantes Subject Standardized Tests (DSST) to NCC students and the community to support their academic professional goals (EP page 40) ...	2018-21
e. Publicize SUNY Smart Track Financial Literacy Website (EP page 51)	2018-21
f. Offer FAFSA presentations in high schools and public libraries (EP page 52)	2018-21
g. Continue to offer FAFSA workshops on campus (EP page 52)	2018-21
h. Continue to send students email receipts regarding FAFSA (EP page 52)	2018-21
i. Continue to email book vouchers to students who have secured Federal Aid (EP page 53)	2018-21
j. Offer scholarships for small outstanding balances (EP page 53).....	2018
k. Continue to communicate with student loan borrowers who have withdrawn from NCC (EP page 53)	2018-21
l. Post faculty assignments for upcoming courses (EP page 54).....	2019
m. Admissions/Registrar’s Office may matriculate selected students for the summer semester if they have met all the admissions requirements and provided their program of study choice permits (EP page 55).....	2018
n. Promote Smart Track module to Student Service Departments and Faculty (EP page 55)	2018-21
o. Provide shuttle bus transportation to campus (EP page 55).....	2018
p. Conduct registration, withdrawn, and graduate surveys (EP page 56)	2018
q. Provide Alternatives Program for young adults found with drugs or alcohol (EP page 56)	2018-21
r. Develop web-based advising services (EP page 57)	2018-19
s. Develop web-based online withdrawal application (EP page 57)	2018
t. Develop an Equal Opportunity Program (EOP) (EP page 57).....	2018-19
u. Provide online academic tutoring services to students in online learning (EP page 58)	2019
v. Provide On-line Orientation (EP page 58).....	2018
w. Provide access to 24/7 tech support to students in online learning (EP page 59)	2018

Nassau Community College 2018-2021 Strategic Plan

Marketing NCC: Enrollment—Recruitment and Retention (con’t)

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objective and Strategies:

	Priority Year
x. Increase student digital literacy skills (EP page 59)	2018
y. Provide online version of all SPS workshops (EP page 60)	2018-19
z. Create additional learning communities with SPS courses (EP page 60)	2018
aa. Implement a one-credit First Year Experience course for all new students (EP page 60)	2019
bb. Hire a F/T Bilingual Spanish Psychological Counselor (EP page 61)	2018
cc. Implement Renovation Plan for the Children’s Greenhouse (EP page 62)	2018-21
dd. Create a new NCC position to liaise between the Children’s Greenhouse, the College, the FSA, and the Community (EP page 63)	2018
ee. Expand Greenhouse Student Services (EP page 63)	2018
ff. Codify Honors course enrollment numbers (EP page 64)	2018
gg. Create additional Honors courses (EP page 64)	2018
hh. Create a true Honors seminar (EP page 65)	2018
ii. Create an Honors Capstone Course with Honors Project (EP page 65)	2018
jj. Increase the release time offered to the coordinators of the Honors Program (EP page 66)	2018

GOAL 3: COMMUNITY ENGAGEMENT

Objective and Strategies:

3.1 To create a wide variety of activities and cultural programs to enrich student and community life.

a. Develop Women’s Wrestling Program (EP page 40)	2018
b. Implement the Institute for Learning through Development (EP page 67)	2018
c. Pilot an academic advising/planning program for student athletes (EP page 69)	2018

3.2 To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community.

a. Offer High School Equivalency exams (TASC) to community (EP page 41)	2018-21
b. Develop and strengthen brand identity for NCC Lions (EP page 42)	2018
c. Outreach to non-traditional learners through online learning opportunities (EP page 42)	2018
d. Develop Science, Technology, Engineering, Arts and Math (STEAM) classes/programs for youth, ages 12-14 and 15-17 (AP—Workforce Development page 16 and EP page 43)	2018
e. Offer the Test of Essential Academic Skills (TEAS) review course to support Nursing Dept. recruitment efforts and community needs (EP page 44)	2018-21
f. Collaborate with Allied Health Sciences Dept. to offer TEAS Exam for NCC and community members interested in the field (EP page 44)	2018
g. Plan PE Complex Infrastructure and Technology capital development and revitalization project (EP page 69)	2018-21

Nassau Community College 2018-2021 Strategic Plan

Marketing NCC: Enrollment—Recruitment and Retention (con’t)

GOAL 4: STEWARDSHIP

Objective and Strategies:

4.2 To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College.	Priority <u>Year</u>
a. Implement a Customer Relationship Management (CRM) (EP page 45)	2018
b. Promote Excelsior Scholarship (EP page 45)	2018
c. Expand Marketing Presence (EP page 46)	2018
d. Increase marketing “brand” on Long Island (EP page 46)	2018-21
e. Rebrand the Office of Distance Education to the “Office of Digital Learning” (EP page 47).....	2018
f. Outreach to former NCC students who require nine or fewer credits to complete a degree (EP page 47).....	2018
g. Outreach to students residing out-of-state (EP page 47).....	2018
h. Market courses through Open SUNY Navigator (EP page 48).....	2018
i. Market NCC through the Open SUNY Leads program (EP page 48).....	2018
j. Create scholarship for incoming and returning students (EP page 70).....	2018
k. Increase revenue for College programs and projects. Add two FTE positions to allow for additional grant development and one research assistant (AP—Resource Development page 10)	2018

Nassau Community College 2018-2021 Strategic Plan

Performing Arts: Education, Culture and Community

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objective and Strategies:

- | | Priority
Year |
|--|--------------------------|
| 1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities. | |
| a. Hire an architect to design the Performing Arts Center in consultation with the Theatre and Dance Department (FP page 23 and AP—Theatre and Dance Department page 32) | 2018 |
| b. Hire a full-time probationary instructor for Dance AA (AP—Theatre and Dance Department page 33) | 2018 |
| c. Revise entrance and exit lighting of current facility to be less disruptive to performances (AP—Theatre and Dance Department page 32) | 2018 |

GOAL 3: COMMUNITY ENGAGEMENT

Objective and Strategies:

- | | |
|--|------|
| 3.2 To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community. | |
| a. Acquire from Nassau County and renovate Mitchel Field Theatre to serve as a venue for functions that benefit NCC and the surrounding community (FP page 26) | 2021 |

Nassau Community College 2018-2021 Strategic Plan

Technology For Today and Tomorrow

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objective and Strategies:

- | | Priority
Year |
|---|--------------------------|
| 1.2 To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning | |
| a. Update technology (digital board, laptop computers) to ensure best practice in developmental pre-college and credit-bearing studies, facilitating student persistence, success, and satisfaction (AP—Reading Department page 31) | 2018-21 |
| 1.3 To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning. | |
| a. Purchase Kaltura Software (AP—Distance Ed page 7) | 2018 |
| b. Purchase EesySoft Education Solutions – EesyMessaging (AP—Distance Ed page 8) | 2018 |
| c. Purchase EesySoft Education Solutions – EesyReports (AP—Distance Ed page 8) | 2018 |
| d. Design and implement Faculty Development Website (AP—Faculty Services page 10) | 2018 |
| e. Replace Projection System in C45 classroom (AP—Art Department page 17) | 2018 |
| f. Purchase Smart technology for Psychology classrooms (AP—Psychology Dept page 39) | 2018 |

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objective and Strategies:

- | | |
|---|---------|
| 2.3 To provide the support services necessary for students to realize their maximum potential. | |
| a. New NCC website – after completing the portal rollout begin the process of designing and delivering a new web presence to NCC (TP page 11) | 2018 |
| b. Expansion of classroom technology – support requests made via Pegasus for Tech Fee funding to supply smartboards and projectors in classrooms (TP page 16) | 2018-21 |
| c. Portal enhancements – enhance the functionality of the portal for both students and faculty (TP page 11) | 2018 |
| d. New Help Desk system – investigate a more user friendly and easier to use help desk ticketing system (TP page 12) | 2018-19 |
| e. Mobile application – provide mobile apps that will allow students to access Banner functionality from their mobile devices (TP page 12) | 2018 |
| f. Windows 10 – migrate all College users to the next generation of OS (TP page 13) | 2018 |
| g. Enhancements to queueing system – work closely with user departments and vendor to improve and stabilize the Qnomy application (TP page 13) | 2018 |
| h. Degreeworks – (Student Advisement Degree Audit) a webbased application that allows students to view their progress towards a degree (SUNY mandate) (TP page 14 and EP page 54) | 2018 |
| i. College Scheduler – allows students to search for classes based on their availability. This will provide the College with backend data (TP page 14 and EP page 54) | 2018 |
| j. Digital signage – continued expansion of digital signage throughout the campus. This will be used for promoting important College/department events (TP page 15) | 2018 |
| k. New web applications – major development will be in the following two areas: Adjunct contract process and appointment applications (TP page 15) | 2018 |

Nassau Community College 2018-2021 Strategic Plan

Technology For Today and Tomorrow (con't)

	Priority Year
2.3 To provide the support services necessary for students to realize their maximum potential.	
l. Continued integration of audio visual into ITS operations and strategically standardize audio/visual equipment across all classrooms to provide a uniform experience for faculty and improve functionality; including laboratories (TP page 16)	2018-21
m. Blackboard – continue to work with Distance Education to further expand and enhance the use of Blackboard throughout the campus (TP page 17)	2018-21
n. Purchase licenses for remote proctoring technologies to ensure (to the extent possible) the security of the online testing environment (AP—Distance Ed page 9)	2018
o. Increase in DD Budget for software to cover the cost of the Adobe Creative Cloud Software Suite taught in art classes (AP—Art Department page 18)	2018
p. Create a movable cart with professional audio to be connected to any computer workstation in the Music Technology Lab (AP—Music Department page 29)	2018
q. Replace projection systems in Q100, Q101, Q102, Q103, Q104 (AP—Music Dept page 29)	2018
r. Replace Macintosh iMac’s in Q100, Q101, Q102, Q103, Q104 (AP—Music Dept page 30)	2018
s. Purchase three new(er) Apple laptops for several full-time faculty members (AP—Economics/Finance page 36)	2018
t. Install a digital bulletin board near the Criminal Justice Department office (first floor hallway in Building G) (AP—Criminal Justice page 77)	2018
u. Equip each Criminal Justice classroom (G133, G135, G143 and G159) with a personal computer podium (AP—Criminal Justice page 77)	2018

GOAL 3: COMMUNITY ENGAGEMENT

Objectives and Strategies:

3.1 To create a wide variety of activities and cultural programs to enrich student and community life.	
a. Upgrade and replace main station automation program, audio vault, to Audio Vault Flex (AP—Workforce Development page 14)	2018-19
b. Upgrade on-air phone system to Telos XP Prime (AP—Workforce Development page 14)	2018-19

GOAL 4: STEWARDSHIP

Objective and Strategies:

4.1 To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College.	
a. Upgrade and expand wireless network – replace outdated equipment (routers and APs) and expand coverage to include open space on campus (TP page 7)	2018
b. Redesign of the primary data center – reconfigure the space to a more modern data center with proper environmental controls. Recapture space for office and conference rooms (TP page 8)	2018
c. Prepare for Banner XE – this will be a complete rewrite of the product front-end. The core, "back-end" components will still be an Oracle database with similar table structure (TP page 8)	2018
d. HR/PeopleSoft implementation – work with the County and College personnel on the implementation of the new HR/Payroll system (TP page 19)	2018
e. Cybersecurity – obtain training and possibly outside consulting to assist with the ongoing threat of cybercrime (TP page 20)	2018-21

AP – Academic Plan
FinP – Financial Plan

EP – Enrollment Plan
TP – Technology Plan

FP – Facilities Plan

Nassau Community College 2018-2021 Strategic Plan

Technology For Today and Tomorrow (con't)

Objective and Strategies:

<p>4.2 To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College</p>	Priority Year
<p>a. New fiber – replace existing multi-mode fiber runs with single-mode. Add several new runs to allow for a faster internal network (TP page 7)</p>	2018-21
<p>b. Campus security upgrades – over the past year ITS has assumed the lead on all technology relating to campus security. This includes the C-cure card access system, camera, and video management system. A major effort is underway to greatly expand and improve security on campus through the use of technology (TP page 9)</p>	2018-21
<p>c. Investigate cloud storage and hosting facility website – move the NCC website to a secure cloud services platform. As cost for external storage decreases, explore the possibility of maintaining some data/applications off campus. This will provide the backup and DR controls needed for a 24 x 7 operation (TP page 9)</p>	2018-19
<p>d. DAS (Distributed Antenna Services) – with increased use of on-campus cell phone usage for security (RAVE) and operational needs (queuing) (TP page 10)</p>	2018
<p>e. Print Management – investigate bringing the PaperCut solution in-house and expand the usage campus-wide. The ultimate goal is to reduce costs by identifying the high cost areas and directing them to a more efficient means of printing. (TP page 10)</p>	2018-19
<p>f. Banner workflow re-establish the project that automates the grade change approval process. Investigate expansion to other processes (TP page 18)</p>	2018-21
<p>g. Unimarket expansion - assist in the implementation of Phase 2 of e-procurement (TP page 18)</p>	2018-21
<p>h. EMS – expand the usage of scheduling software to include conference rooms and refine the process of scheduling courses in Banner. EMS will replace current Adastra system (TP page 19)</p>	2018
<p>i. Security Plan – develop a comprehensive security plan for the College. A periodic training program should be established to inform and educate end-users (TP page 20)</p>	2018
<p>j. Change control/production lockdown – enhance and more effectively manage/monitor program change control (TP page 21)</p>	2018-21
<p>k. Automate user request and documentation process – through the use of software tools such as Service Now, automate the processing of user requests (TP page 21)</p>	2018-21
<p>l. Provide College community with data and analysis (not limited to NYSED, SUNY, IPEDS reports) which supports the institutional planning, policy formation and decision making (AP—OIESP page 12)</p>	2018-21

Nassau Community College 2018-2021 Strategic Plan

Additional Initiatives

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

Objectives and Strategies:

1.1 To support and strengthen academic programs which best prepare students for transfer to senior institutions, and to provide career programs to prepare students for regional and global employment opportunities.

**Priority
Year**

Academic Initiatives

- | | |
|---|---------|
| a. Renovate/upgrade existing Biology laboratory classrooms and prep rooms, including: General labs, Anatomy and Physiology, Greenhouse, and Field Lab (AP—Biology Department page 61) | 2018-21 |
| b. Create a conference style classroom to simulate a business environment (AP—MKT, RET, FBM, FST, INT page 82)..... | 2018 |

Facilities/Renovations

- | | |
|---|---------|
| c. Renovate the Writing Center in Bradley Hall (AP—English Department page 22)..... | 2018-20 |
| d. Relocate the Creative Writing Program (CWP) Library (AP—English Department page 24)..... | 2018 |

Personnel

- | | |
|--|------|
| e. Recommend one faculty hire for either Accounting or Business Administration (AP—Accounting and Business pages 70 and 71)..... | TBD |
| f. Hire full-time faculty for Marketing, Retailing, FBM, FST, INT Department (AP—MKT, RET, FBM, FST, INT page 82)..... | 2018 |
| g. Replace a vacated full-time, probationary Instructor line (AP—Economics/Finance page 35).... | 2018 |

1.2 To provide general education that teaches students to think critically and analytically about a body of knowledge conducive to lifelong learning.

- | | |
|--|---------|
| a. Open the COM Lab to all students working on the Oral Communication Institutional Learning Objective (ILO) in classes/departments other than Communications (AP—Communications Department page 20) | 2018 |
| b. Renovate C Cluster to current educational facilities standards (FP page 24) | 2021 |
| c. Use C Cluster as design standard for subsequent renovations to cluster buildings, known as “Cluster Renovation Program” | 2020-21 |

1.3 To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning.

Academic Initiatives

- | | |
|---|------|
| a. Promote/develop two activity initiatives designed to support interest in math programs (AP—Math/Statistics/Comp Processing page 64)..... | 2018 |
|---|------|

Facilities

- | | |
|--|------|
| b. Renovate T-154 to house Faculty Development Center (AP—Faculty Services page 10 and FP page 24) | 2019 |
| c. Build an isolated single person booth for students enrolled in COM 170 (AP—Communications Department page 21) | 2018 |
| d. Redesign the Foreign Language Learning Center – Room M-15 (AP—Foreign Languages page 26) | 2018 |

AP – Academic Plan
FinP – Financial Plan

EP – Enrollment Plan
TP – Technology Plan

FP – Facilities Plan

Nassau Community College 2018-2021 Strategic Plan

Additional Initiatives (con't)

	<u>Priority Year</u>
1.3 To encourage faculty development with programs that promote scholarship and creativity, and to encourage the adoption of innovative teaching methods and technology to enhance student learning.	
<u>Other</u> (con't)	
e. Restructure the academic areas to enable the Economics/Finance Department to rejoin the other Social and Behavioral Science Departments (AP—Economics/Finance page 36)	2018
f. Purchase representative mannequins for Visual Lab to promote diversity and replicate industry practices (AP—MKT, RET, FBM, FST, INT page 83)	2018
1.4 To create educational programs that respond to and satisfy diverse community needs.	
<u>Academic Initiatives</u>	
a. Develop a new transfer degree program in Music Industry (AP—Music Department page 28)..	2018-19
b. Create new employment-targeted degree program: Chemical Technologist AAS (AP—Chemistry Department page 62)	2018-20
c. Create new Baccalaureate Transfer degree program: Chemistry AS (AP—Chemistry Department page 62)	2018-20
d. Incorporate applied learning activities into the Computer Science program involving real-world humanitarian projects facilitated by Humanitarian Free and Open Source Software (HFOSS) (AP—Math/Statistics/Comp Processing page 65)	2018
e. Scale approved certificate programs – Cisco Networking CTF and Cyber Security CTF (AP—Math/Statistics/Comp Processing page 66)	2018
f. Develop new degree program – Statistics AS (AP—Math/Statistics/Comp Processing page 66)	2018-20
g. Develop two new degree programs: Environmental Science AA and Environmental Science AS (AP—Physical Sciences page 68)	2018-19
h. Develop new offerings in Astronomy (AP—Physical Sciences page 69)	2018-19
i. Develop new program in Hotel, Tourism, and Casino Management to replace current program in Hotel Technology Administration (AP—Hospitality Business page 80)	2018-19
<u>Equipment</u>	
j. Purchase four additional spin bikes to enhance the newly offered highly successful Spin class (AP—Health/Phys Ed/Recreation page 57)	2018

Nassau Community College 2018-2021 Strategic Plan

Additional Initiatives (con't)

GOAL 2: STUDENT PERSISTENCE AND SUCCESS

Objectives and Strategies:

- | | Priority
Year |
|--|--------------------------|
| 2.1 To maintain an open admissions policy that ensures the availability of educational programs for traditional and non-traditional students. | |
| a. Continuously improve Student Services Center as needed by Student Services departments (FP page 25) | 2018-21 |
| 2.2 To maintain developmental programs which upgrade student skills for success in college level courses, and to provide special courses of study which enhance general education. | |
| a. Create MAT002/MAT109 co-requisite math course to provide an accelerated option to credit math for students who place into remedial algebra (AP—Math Department page 67) | 2018-19 |
| b. Provide tutoring for student athletes during summer months to yield higher success/passing rates on College placement tests (EP page 50) | 2018 |
| c. Provide academic mentors for at risk student athletes (EP page 50) | 2018 |
| 2.3 To provide the support services necessary for students to realize their maximum potential. | |
| a. Assign office space for Honors Coordinators and student lab and meeting space (AP—Honors Program page 27) | 2018 |
|
<u>Equipment</u> | |
| b. Replace Ballet Barres in P118 (AP—Theatre and Dance Department page 34) | 2018 |
| c. Purchase large flat desks for eight Accounting/Business classrooms (AP—Accounting and Business page 72) | 2018 |
|
<u>Facilities/Renovations</u> | |
| d. Renovate the old Brick Café for use as the Center for Students with Disabilities (FP page 25).... | 2019 |
| e. Redesign Classroom/Open Lab in GC50 (AP—Art Department page 18) | 2018 |
|
<u>Personnel</u> | |
| f. Hire new Assistant Director to develop and implement new programs and initiatives and oversee assessment of new and current programs (AP—Workforce Development page 13) | 2018 |
| g. Increase, or at least maintain, part-time TA budget for Accounting/Business Learning Center (AP—Accounting and Business page 72) | 2018 |

Nassau Community College 2018-2021 Strategic Plan

Additional Initiatives (con't)

GOAL 3: COMMUNITY ENGAGEMENT

Objectives and Strategies:

- | | Priority
Year |
|--|--------------------------|
| 3.1 To create a wide variety of activities and cultural programs to enrich student and community life. | |
| a. Move the Firehouse Plaza Art Gallery to its new location in the Tower
(AP—Art Department page 19)..... | 2018 |
| 3.2 To enhance the economic and cultural vitality of the County by promoting an educational environment which responds to the changing needs of the community. | |
| <u>Academic Initiatives</u> | |
| a. Participate in SUNY 2020 Infrastructure Renewal Grant funded activities with Farmingdale SC and Stony Brook University (AP—Engineering/Physics/Tech page 63)..... | 2018-19 |
| b. Collaborate with Workforce Development to create a Fashion Design incubator for Long Island businesses (AP—MKT, RET, FBM, FST, INT page 84)..... | 2018-21 |
| c. Determine feasibility and scope of PE Complex Revitalization project (FP page 26)..... | 2018 |
| <u>Facilities/Renovations</u> | |
| d. Expand space in Building U for the creation of a Workforce Development Training Center to centralize training operations or identify an alternative location (AP—Workforce Development page 15)..... | 2018-20 |
| e. Maintain Building U as the Community and Programs Testing Center and expand the current layout (or identify a new location) to accommodate two additional offices (AP—Workforce Development page 16)..... | 2018-20 |

Nassau Community College 2018-2021 Strategic Plan

Additional Initiatives (con't)

GOAL 4: STEWARDSHIP

Objectives and Strategies:

- | | Priority
Year |
|--|--------------------------|
| 4.1 To create a multicultural environment which fosters the synthesis of knowledge, aesthetic appreciation, and commitment to ethical and social values. | |
| <u>Facilities/Renovations</u> | |
| a. Create a safe and secure environment for our students, faculty, and staff by adding new emergency phones, access control, and fire alarm systems (FP page 27) | 2018-21 |
| b. Complete accessibility projects throughout the campus (FP page 27) | 2018-21 |
| c. Renovate Administrative Tower to strengthen working relationships of administrative groups and provide new location for Firehouse Art Gallery (FP page 27) | 2018 |
|
4.2 To provide administrative leadership which assures educational quality, furnishes adequate student support services, maintains effective budgeting and facilities management, and stimulates thoughtful planning for the future of the College. | |
| <u>Facilities/Renovations</u> | |
| a. Complete process of renovating all elevators on NCC campus (FP page 28) | 2018-20 |
| b. Complete the renovation of the south parking lots to current standards and to create a more welcoming environment (FP page 28) | 2018-19 |
| c. Execute energy saving projects to reduce cost to operating budget (FP page 28) | 2018-21 |
| d. Complete infrastructure repair projects throughout campus: sidewalks, roads, windows, etc. (FP page 28) | 2018-21 |
| e. Repair/replace/update Building G interior infrastructure. Refer to schedule of planned repairs/upgrading of Facility Management Plan (AP—Psychology Department page 41) | TBD |