

*Executive Report*



# Asnuntuck Community College - Five Year Strategic Plan

Fiscal Year 2016 – Fiscal Year 2021



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**BOR/ACC Goal 1: A Successful First Year**

***Increase the number of students who successfully complete a first year of college***

#	Initiatives and Activities	Leader(s) for Implementation	Measurable Outcomes
1.	Continue to focus on the effectiveness of internal communications through monthly newsletters, College Council, Student Senate meetings, etc.	President's Office	Information reaching more faculty, staff, and students
2.	Data driven decision making	Office of Institutional Research	Ensure accurate and timely creation of all extracts each term IR data and reports in print and on the web for ACC community
3.	Information on all student activities and organizations will be made more readily available, on the website, social media and in print.	Student Services & Marketing	Student activities listed on website, social media and in print
4.	Provide incentives for early registration	Student Services & Marketing	Pilot promotions in progress for Wintersession 2016 and Spring 2016 semesters.
5.	Increase communication for student password help and support.	IT and Marketing	Decrease in the number of students who request a password reset
6.	Require orientation and (First Year Experience) FYE during the student's first semester at ACC.	Academic Affairs	Curriculum change to programs requiring FYE 1 <sup>st</sup> semester
7	Revise schedule process/integrate degree programs	Academic Affairs	Creation 2016-17 full year schedule
8	Increase student engagement-clubs, activities	Student Services	Student retention rates at ACC
9	The college will develop a virtual orientation to publish on our website that covers the majority of topics addressed at New Student Orientation.	Student Services & Marketing	All new students participate in orientation either online or on grounds

10	Advisory group/Ambassador program for new students made up of current students	Student Services	Program designed and implemented. Outcome: better retention of first-year students.
11	Easier access to email – WiFi updates	IT / Help Desk / Marketing / Student Government	Students read/respond to email
12	Improve and implement early warning system	WD/CE	Fewer students drop out of programs / track retention rates on non- credit programs
13	Explore peer mentoring program	WD/CE	Peer mentoring program designed and implemented leading to increased retention rated for CE programs.

**BOR/ACC Goal 2: Student Success**

***Graduate more students with the knowledge and skills to achieve their life and career goals***

#	Initiatives and Activities	Leader(s) for Implementation	Measurable Outcomes
1.	Stronger presence of diversity committee – working with student clubs	SS/Diversity Committee	Increased diversity on campus
2.	Program reviews/create programs in alignment with workforce needs and transfer programs	Academic Affairs	Inventory of new academic programs
3.	Implement STARFISH	WD/CE	Faculty & Staff using Starfish – leading to better student retention
4.	Expand externships to all programs	WD/CE	All programs include externships – leading to better job placement rates
5.	Track job placement rates	WD/CE	Increased and improve job placement info.
6.	Measure student civic engagement	Academic Affairs / Student Services	Participate in College Voting Study to measure student civic engagement

7.	Assessing student learning experience	Office of Institutional Research	Distribute SENSE results in SP2016
8.	Assessing student learning experience	Office of Institutional Research	Administer Graduate Students survey.
9.	Increase student and alumni engagement	Office of Institutional Advancement and Community Engagement	Homecoming continued and scheduled in 2016
10	Explore the addition of a full-time paraprofessional position in the library.	Academic Affairs/Library	Increased number of students using the library
11	In support the Library's academic mission, purchase of e-readers and laptops that students could borrow.	Academic Affairs/ Library	Student access tools needed for classroom success
12	Information Technology will continue to develop and improve access to resources including laptop carts	IT/DOA	Review and analyze IT lab and resource schedule to identify demand and usage as well as needs.
13	Turning Point Clicker Technology	IT/DOA	Quantity installed / requested and used. Also number of professional development / training.
14	Smart Classroom Technology Upgrades	IT/DOA	Needs measurable outcomes
15	Improve WiFi access throughout building	IT/DOA	Analyze tickets and issues seen across each AY for improving trend lines or identify resources need.
16	Standardize software between faculty/staff offices	IT/DOA	Quantity installed / requested and used. Also number of professional development / training.
17	Standardize software between computer labs/classrooms		Quantity installed / requested and used. Also number of professional development / training.
18	Standardize software between classroom workstations	IT/DOA	Quantity installed / requested and used. Also number of professional development / training.
19	Science labs will be updated and expanded as necessary to meet evolving STEM curriculum needs.	Academic Affairs	Inventory of current labs/classrooms and equipment
20	Update equipment and technology regularly to reflect employment trends	Academic Affairs/IT/CE	Inventory of current labs/classrooms and equipment and input from Advisory Boards.

21	Provide mentors to new students	Student Services	Mentoring program launched – new students’ retention rate increases
22	Provide guest speakers in related fields/career fairs/nights with speakers	Academic Affairs	Faculty arrange for guest speakers. Outcome: improved student evaluations – monitor the number of speakers
23	Create an intern/externship program to create broader connections between businesses & ACC	Academic Affairs	Outcome: better student evaluations
24	Diversify program offerings to include new programs and leadership programs	Academic Affairs	New programs developed
25	The college will adhere to the Program Review Five-Year Schedule, 2014-2018.	Academic Affairs	Program reviews documents
26	The college will conduct a formal review of its online offerings to assure attention to student needs and curricular coherence.	Academic Affairs	Review shared with college community
27	The college will further integrate campus club activity with curricula of SOC 190, First-Year Experience, and Early Childhood Education.	Academic Affairs	Increased collaboration across curricula and clubs
28	Expand Library evening/weekend hours	Academic Affairs	Increased use of library by students
29	Need classes/programs that are transferrable	Academic Affairs	# of TAP degrees offered
30	Dress for success to help students dress for potential jobs	Student Services	Student employment rates increase
31	Speaker series from community members relevant to degree program	Office of Institutional Advancement and Community Engagement	Number of talks held; attendance rates
32	Identify and implement effective data collection methods for Workforce Development Programs. Review current data collection methodology, identify effective methods, and implement new data collection methods.	Advanced Manufacturing Technology Center	Report to Advisory Committee Meet with industry representatives on a continuing basis.

33	Ensure student success is the primary measure when balancing enrollment demands with program services and organizational structures with existing resources.	Advanced Manufacturing Technology Center	Case management during and post program participation. Meet with industry Human Resources personnel to insure ongoing compatibility.
<b>BOR/ACC Goal 3: Affordability and Sustainability</b>			
<b><i>Maximize access to higher education by making attendance affordable and our institutions financially sustainable</i></b>			
#	Initiatives and Activities	Leader(s) for Implementation	Measurable Outcomes
1.	Launch a capital giving campaign with a goal of \$1M	President's Office, Office of Institutional Advancement	Goal met.
2.	Increase Business and Industry revenue goal by \$50,000 each fiscal year starting in FY17	WD/CE	Revenue increased yearly
3.	The college will continue to increase budget transparency to help the college avoid needless or redundant expenditures.	DOA	Budgets shared on a monthly basis with Cabinet members – who then share with their teams – Annual Budget Review at All-College Meetings
4.	Increase AMTC contract by \$150,000 for the next 3 fiscal years starting in FY 2017.	AMTC	AMTC revenue increases by \$150,000 in FY17, FY18 and FY19
5.	The college will continue to seek an increase in SNAP funding from the CT Department of Social Services.	WD/CE	Increase in funding from current level of \$300,000 per year and extension of contract beyond FY2016.
6.	Expand CE scholarships and fundraisers	WD/CE	Increased scholarship amounts available for CE students
7.	Pell Grants for inmates – pilot program	WD/CE	Increase inmate enrollment
8.	The Asnuntuck Foundation will seek to increase its endowment for scholarships and mini-grants through contributions from an increasingly maintained and tracked alumni network.	Office of Institutional Advancement and Community Engagement	More alumni contributing and larger endowment year over year

9.	Solicit donations from faculty/staff and first-time/lapsed donors	Office of Institutional Advancement and Community Engagements	Increase annual fund dollars by 35%.
10	Cultivate new relationships with Industry and Community – 5-7 new organizations yearly	Office of Institutional Advancement and Community Engagements	Increased financial and in-kind support to the college
11	Provide data for grant applications and provide support to ACC Foundation Events	Office of Institutional Research	Grant proposals are stronger with inclusion of data; more grant funds
12	Collaborate with Workforce Development and Continuing Education by report of SNAP student activities; regularly provide enrollment report for non-credit programs, seats and headcounts; annual update of certificate awards for non-credit programs	Office of Institutional Research	WD/CE has good data to use in marketing efforts, to provide to BOR and to funders
13	Support Marketing Committee efforts by: staff farmer's market, generate contact lists for various marketing purposes; provide demographic information of the service region	Office of Institutional Research	Marketing committee is better able to target its efforts to specific audiences
14	Leverage teachers who work in other industries to open pathways to students to existing and future jobs	Academic Affairs	Increased job placement for students
15	Increase work shadowing/pathways to paid internships and paid jobs	Academic Affairs	# of students on internships and securing employment
16	Use scholarship fund for textbooks to create a comprehensive reserve selection in library	Institutional Advancement and Community Engagement	All textbooks on reserve at library
17	Social Services person made available to help students with forms for energy assistance, housing, husky, food stamps, etc.	Student Services	# of student appointments; increased retention
18	Have a food shelf on campus in a discreet location for students in need (other CT campuses have this)	Student Services	# of people served - student retention



19	Identify and seek funding from existing revenue streams and promising grant and gift sources to support future ACC growth.	Advanced Manufacturing Technology Center	CAMI grant 1.2 million over 3 years OWC support for College Connections Incumbent worker training with Pratt and Whitney + ACM State Government bonded for 25.5 million
20	Conduct an ongoing review of federal and state grant opportunities	Advanced Manufacturing Technology Center	Report to Director
21	Submit with the BOR a major grant proposal	Advanced Manufacturing Technology Center	Working with DECD on federal grants
22	Diversify and strengthen resource development and external funding efforts. Continue to grow annual Manufacturing Technology Center golf tournament. Obtain additional sponsorships for annual golf tournament to increase net income.	Advanced Manufacturing Technology Center	8 new sponsorships Increase of \$8,000 in scholarships from June 2015 tournament.

#### **BOR/ACC Goal 4: Innovation and Economic Growth**

##### ***Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world***

<b>#</b>	<b>Initiatives and Activities</b>	<b>Leader(s) for Implementation</b>	<b>Measurable Outcomes</b>
1.	Expand Allied Health / possible Addition or Building to house healthcare programs and related initiatives	President's Office, Business Office, WD/CE	Funding identified
2.	An Entrepreneurial/Business Center launched	WD/CE & President's Office	Center funded and providing programs and services
3.	New creative marketing strategies/plans	Marketing Committee	Increased visibility and increased enrollment
4.	Barter group	WD/CE & Business Office	Amount of \$ saved through bartering
5.	Diversify CE portfolio of programs beyond healthcare – IT, T.D.L.	WD/CE	New program areas rolled out
6.	Develop credit/non-credit share	WD/CE & AA	New credit/non-credit certificates created; increased enrollment
7.	Create our own online seminars, Blackboard	WD/CE & AA	Launch online offerings – increase enrollment
8.	Yearly program reviews	WD/CE	Assess curriculum, equipment & technology needs; evaluate instructors, and gauge relevance of program in industry
9.	Increase number of in-kind gifts	Office of Institutional Advancement and Community Engagement	supplies and support to academic programs through relationship cultivation

10	Use EMSI with faculty for program review/program development	Office of Institutional Research	Assist with program reviews
11	Coordinate event publicizing EMSI's Economic Impact Study (2015-2016)	Office of Institutional Research	Publicize ACC's return on investment
12	Provide data in support of academic program reviews and curriculum development	Office of Institutional Research	Assist with program reviews
13	Provide enrollment and retention data to AMTC	Office of Institutional Research	Support the AMTC
14	Keep up with technology in computer labs, classrooms, faculty/staff offices, and MTC	IT Department	Upgrade computers, upgrade software to support curriculum, and additional laptop carts
15	Contribute to Cabinet decisions regarding allocation of resources to create and maintain educational environments that cultivate innovation and success.	Business Office	Improved retention, graduation and placement rates
16	Host Open Enrollment Health Fair and involve Allied Health Program students to enhance their learning experience.	HR Department	Increased # of student & employee participation
17	Expand HS Partnership and Dual Enrollment Programs to include daytime courses that have (paid) cohorts of students in specific, career-related courses	Student Services	Increased # of students in daytime courses
18	Work with ECE Coordinator to expand opportunities for students to get hands on experience working with children	Academic Affairs/Student Services	# of ECE students involved with Reading Room
19	Increase engagement among departments and across classrooms (i.e., ECE w/reading room)	Academic Affairs	# of new collaborations

20	Better connection between the college community and business (profit & non-profit)	AA, IA, B&I	# of new businesses engaged
21	Continue Women's Leadership Program	WD/CE, SS, IA	Increased student retention among participants
22	Ted Talk type of series – manned and run by students and played on TV's around school. Topics on work, life and school balance	Academic Affairs	Series launched by students
23	Research and development –Additive Manufacturing, Level III Machining.	Advanced Manufacturing Technology Center	Feasibility Report
24	Asnuntuck/East Hartford & Enfield School Systems – Advanced Manufacturing STEM.	Advanced Manufacturing Technology Center	Participation Report
25	Choose new programs and initiatives to develop based on relevant data sources and enhancement of ACC's distinctive qualities.	Advanced Manufacturing Technology Center	Working with RCNGM and Charter Oak for additive manufacturing, inspection, and alternative energies certificate and degree programs.
26	Assess, enhance, and expand Manufacturing Technology Programs	Advanced Manufacturing Technology Center	RCNGM/BOR/Industry committees
27	Present assessment information to advisory committees for review and action	Advanced Manufacturing Technology Center	Report to Advisory Committee
28	Work with area school systems including E. Hartford & Enfield to establish collaborative efforts to bring Adv. Manufacturing curriculum to middle and high schools	Advanced Manufacturing Technology Center	Program Implementation
29	Meet regularly with 3 technology advisory committees comprising private sector manufacturers	Advanced Manufacturing Technology Center	Program sign off and approval
30	Based on institutional data and assessments, plan and institute professional development opportunities to keep staff engaged.	Advanced Manufacturing Technology Center	Central CTSU + RCNGM developing systems for credit + institutional advancement of staff
31	Review the needs of staff as it pertains to utilizing new technologies in pedagogical delivery and provide training in the areas defined.	Advanced Manufacturing Technology Center & AA	Training Schedule
32	Review current technology programs to ensure that they are a reflection of current	Advanced Manufacturing Technology Center & AA	Technology Review Report

	state of the art technology extant in the regional manufacturing community		
<b>BOR/ACC Goal 5: Equity</b>			
<b><i>Eliminate achievement disparities among different ethnic/racial, economic, and gender groups</i></b>			
<b>#</b>	<b>Initiatives and Activities</b>	<b>Leader(s) for Implementation</b>	<b>Measurable Outcomes</b>
1.	Expand AMTC to Hartford location partnering with Capital Community College	AMTC	Programming offered in Hartford
2.	SNAP/WIOA funding increased	WD/CE	Education is more accessible to low-income students - #'s increase
3.	Improve the quality of external communications through increased Press Releases, Radio Shows and podcasts	Marketing Committee, AA	Increase # of external communications
4.	Develop and support professional development at both the department and individual levels as well as Cabinet Members' Team Building	President's Office	Increase % of departments and individuals attending professional development & training.
5.	Fundraising events will be held on a regular basis	Office of Institutional Advancement and Community Engagement	Increased contributions to foundation
6.	Community collaboration increased.	Office of Institutional Advancement and Community Engagement	Increased exposure to all through diverse events on campus as measured by # of events held and number of new partners
7.	Monitoring student enrollment information by race/ethnicity Develop a baseline data for assessing minority students' achievement (2015-2016)	Office of Institutional Research	Provide data in support of Affirmative Action
8.	Advance the principles of Affirmative Action and Equal Employment Opportunity to recruit faculty and staff.	HR Department	Achieve Affirmative Action goal outcomes and CHRO acceptance of 2-year AA Plan (vs. 1-year or less).

9.	Investigate and resolve Affirmative Action Complaints and bargaining unit grievances.	HR Department	# of Positive resolution of complaint and grievance.
10	Create a sustainable marketing plan that is geared towards attracting adult learners in an attempt to offset the declining number of high school graduates	Student Services Enrollment Management Committee & Marketing Committee	Social media ads geared towards adult students, host adult learner-specific info sessions. Outcome: increased # of adult students
11	The Diversity Committee will implement a calendar of events that celebrate different cultures and raise community awareness of the disparities among different ethnic/racial, economic and gender groups.	Student Services	# of participants
12	Make Accuplacer preparation material easily accessible on the ACC website that is aimed at those who are not well-prepared, returning students, and older students	Student Services	Improved Accuplacer performance by targeted groups
13	Implement a campus climate survey to assess student perceptions of safety, equity and institutional responses to issues of discrimination, harassment and sexual assault.	Student Services	Survey completion & results assessment
14	Gather baseline ACC data and disseminate as appropriate	Academic Affairs	Data report. Discussion among faculty and staff in preparation for future planning
15	Offer leadership programs to both male and female students (review GPA requirements)	Student Services	Leadership programs developed. Measure: # of students participating & retention stats.
16	Market to Ellington and Springfield Populations	Marketing Committee	Increase in students from Springfield & Ellington
17	More training in diversity for students as well as training for students with disabilities	Student Services	Increased # of training sessions

18	More diverse faculty through recruitment efforts	AA/HR	# of diverse faculty
19	Mental health counselor/social worker made available to students	Student Services	# of students served

### ACC Goal 6: Campus Development

#	Initiatives and Activities	Leader(s) for Implementation	Measurable Outcomes
1	New front façade	President's Office/DOA	Face-lift to school will enhance college environment/appeal/experience
2	Plan for major expansion to the Advanced Manufacturing Technology Center (AMTC)	President's Office/DOA/AMTC	25,000 sq ft of new space fully equipped and renovations to current space
3	Promote an environmentally responsible stance through an aggressive approach to use of green products throughout the campus.	All Campus	Alternative energies, purchase of environmentally responsible products
4	Review all fluids used in machine technology to ensure they meet biodegradable standards	AMTC	Report to Director
5	Establish ISO 9001 program for AMTC	AMTC	Achieve Registration
6	Install alternative energy systems including fuel cell, photovoltaic, and potentially geothermal with construction of new facilities and renovations to existing machine technology space	AMTC / Campus	Installation of alternative energy systems
7	New Roof	President's Office/DOA	Face-lift to school will enhance college environment/appeal/experience
8	The college will continue its recent building safety initiatives, which will include upgrades to or expansion of key card access systems, first floor office changes to enhance security, and continued training and drills for faculty, staff, and students.	Student Services	Include upgrades to or expansion of key card access systems, first floor office changes to enhance security, and continued training and drills for faculty, staff, and students.
9	Eliminate paper bulletin boards/ move to electronic	DOA	More collegiate, upbeat environment
10	Create more relaxed, inviting student areas	DOA	More collegiate, upbeat environment

11	More outreach into community to foster more on-campus activities including plays, concerts, chamber events, bingo, etc.	Institutional Advancement	Increased number of participants
12	The college will adopt an appropriate management software program for centralized room scheduling.	Business Office	Fewer room conflicts and double-bookings
13	Licensing with Explore, a company that will allow us to connect with prospective and current students through texting	President's Cabinet, SS, ERC	Mass texting implemented. Outcome: # of students reached
14	Work with Cabinet, Threat Assessment Team (TAT) and DAS to promote safety for students, faculty and staff; coordinate on-campus Violence in the Workplace training.	HR Department & Student Services	Safety on campus; effective prevention of outside threats reaching campus
15	Systematic review of Allied Health program supplies and equipment; development of a schedule for equipment replacement and identification of equipment needed for program expansion.	Workforce Development and Continuing Education	Assessment of programmatic needs completed on a regular basis, with recommended upgrades made as appropriate. Outcome: programs are state-of-the-art.
16	Work with key members and departments of the campus community to do a complete, internal ADA compliance review and campus audit.	Student Services	Successful Office of Civil Rights audit
17	Review all CLEARLY Requirements as well as all institutional reporting requirements to insure institution is meeting Federal and Local Government requirements that programmatic and student needs are met.	Student Services	Meet Federal and Local Government requirements and assure programmatic and student needs are met.
18	Create a welcoming and safe environment for students and community when arriving to ACC.	Maintenance	Goal is Zero complaints, zero slips/falls/injuries

19	Create more group study space as budget allows. Also expand the ASC into the library and create a Learning Commons.	Library	Increase in number of students using the library and ASC
20	Explore stand up desks	Student Services	Review / styles and need
21	Explore fitness area – treadmills, lifecycles, etc.	Extended Cabinet	Employee satisfaction ratings increase

### ACC Goal 7: Enrollment Management

#### *Focus on recruitment, retention, graduation, and student success*

#	Initiatives and Activities	Leader(s) for Implementation	Measurable Outcomes
1.	Increase and enhance collaborative relationships with service area high schools to recruit and support potential students.	Advanced Manufacturing Technology Center	College Connections 5 <sup>th</sup> year OPP Hartford Health Works Career Fairs
2.	Meet with area schools to communicate career opportunities in manufacturing	Advanced Manufacturing Technology Center	Student & parent follow up
3.	Attend Career Fairs to promote scholarship programs	Advanced Manufacturing Technology Center	Student & parent follow up
4.	Open Houses – Sept., Jan., Mar., May	Advanced Manufacturing Technology Center	Student & parent follow up
5.	Enhance customer service across college departments and ensure an inclusive environment respectful of diversity	Advanced Manufacturing Technology Center	Developed new 3 credit course to attract general population at Asnuntuck
6.	Work closely with Student Services area to ensure students are enrolled and registered consistently and on time	Advanced Manufacturing Technology Center	Staff assigned to work in close cooperation + collaboration
7.	Develop procedures to increase participation of females in predominately male occupations	Advanced Manufacturing Technology Center	Increase numbers of females annually
8.	Develop further systems to increase population of youth and to recruit veterans	Advanced Manufacturing Technology Center	Increased number of youth and more veteran participation
9.	Develop active mailing list of students	WD/CE	Increase in “repeat customers”



10.	Increase credit enrollment by 2-3% each academic year from AY 17 – AY19	Student Services; Marketing Committee; ERC	2-3% enrollment increase, year over year
11.	“Retention effort” via thank you discount for students, business	WD/CE	Increase in “repeat customers”
12.	Develop and market specific programming to attract and retain adult learners in credit programs	Student Services; Marketing Committee	Increase enrollment of adult students in credit courses
13.	Over the next 24 months (by January 2018) increase AMTC enrollment by 200 – 300 students	AMTC; Marketing Committee, Student Services	AMTC student enrollment in January 2018 is 200-300 more than in January 2016
14.	Increase program enrollments by 10% year over year through marketing, funding and program reviews	WD/CE	Increased enrollment by 5% each of 5 years
15.	The college will elicit information from students about their reasons for withdrawing from a course or the college, collate the data, and use it for planning purposes.	SS/IR	Decrease in withdrawals
16.	The ERC will capture information about why students leave the college and investigate the feasibility of priority registration for currently enrolled, continuing, and readmitted students.	ERC/SS	Decrease in withdrawals
17.	Financial aid packaging, beginning in the 2015-2016 academic award year, will meet more of the net cost for the students with the most financial need.	Student Services	Increased awards to neediest students. Outcome: increased enrollment & retention
18.	The college will develop exit surveys for graduating, transferring, or non-returning students.	SS/IR	# of students completing the survey. Information used to retain students
19.	Change add/drop policy to 1 week “true add” – no questions asked, and 2 week drop. Seeking permission is a consistent barrier to	AA	Increase enrollments and ease of late registrations/Implementation and education of revised add/drop policy

	students registering during the add/drop period.		
20.	Communicate that non-refundable fees are not charged for the first month of registration (MCC Model)	Business Office	Increase early registrations/implementation of revised payment policy
21.	Develop early priority registration for returning students in good standing – online only	SS, Registrar	Increase early registrations of continuing students/implementation of priority registration policy for continuing students
22.	Continue One-Stop Saturday enrollment drives: one in Dec and one in Jan for spring term and one in July and one in Aug for fall term	SS, Marketing	Development and implementation of One Stop Saturdays and # of students attended, enrolled
23.	The first 200 students who register by a certain date are entered in a drawing for a \$200 bookstore gift card (or other giveaway)	SS, Business Office	Increase early registration: Implement drawing and measure # of students registered early compared by date last year
24.	Promote heavily that the 5 <sup>th</sup> class is free when students are registering for 12 credits while being mindful of student success and retention	Marketing	Increase number of FTE's: Marketing campaign in effect and compare # of students registered for 5 classes to last year same time
25.	Offer on-the-spot admissions at open houses, college fairs, and high school visits	Admissions	Increase # of applicants: Number of applications collected compared against previous year
26.	Student success stories should be highlighted directly on our homepage as a rotating slideshow and program specific success stories should be on each program webpage	Marketing, AA	Outcomes based marketing strategy resulting in higher enrollments: Enhanced website and individual program webpages; increased # of webpage hits, increased enrollment in career based programs
27.	Refer-a-Friend incentive – give-away	Business Office, President's Office, Marketing	Increase FTE's: Refer a Friend program in place and track # of students participating in Refer a Friend program

28.	Program coordinators focusing on the promotion of their programs more vigorously; provide list of students currently enrolled in program to Program Coordinators with email addresses/phone so they can promote registering early for their courses	AA	Increase enrollments in career programs: # of enrollments in career programs compared with last year
29.	Space in every classroom for posting important REGISTRATION dates	Facilities, AA, SS, Marketing	Increase early registrations: # of early registrations compared with last year
30.	Big marketing push for filing and renewing FAFSA – posters around campus	Financial Aid	Increase early FAFSA applications and renewals
31.	“Don’t wait until it’s too late” postcards and emails sent out <b>EARLY</b> in registration period with incentives.	Marketing, SS	Increase early registrations: # of early registrations compared with last year
32.	Mailings or deliveries of winter and summer course booklets to 4 year colleges (Directors of Advising) with specific promotion of online offerings that promote “pick up an online class and graduate early”	Marketing	Increase transfer enrollments: # of transfer enrollments compared to last year
33.	Enrollment Activity Timeline outlining enrollment activities, dates, ownership of activities	ERC Committee	Clear communication of roles in enrollment efforts at ACC: Development, communication and accountability of enrollment timeline and roles/responsibilities
34.	Set and adhere to turnaround times for transfer evaluations and communication of credits transferred in	Admissions	Increase transfer enrollments: # of transfer enrollments compared to last year

35.	Investigate a Mandatory policy that require faculty to post mid-term grades - too many students withdraw thinking they are failing	AA	Increase retention of students by clearing communicating mid-term grade: Implementation of policy and retention rate from year to year
36.	List all available clubs and organizations available on our website, have an active Student Club bulletin board with pockets for each club for students to take more information	Student Activities	Increase in retention rate from year to year and # of students involved in co-curricular activities
37.	Regular degree audits of all students with 45+ credits. Currently only audit those who apply for graduation, missing those who do not apply but are eligible	SS, Registrar	Increase completion rates: # of graduates from year to year
38.	Major & Advising Fair - invite all Program Coordinators to display tables and information for current students and possibly prospective students. Students would be able to meet their advisors and learn more about our major programs. Could be an enrollment event as well as promoting retention.	SS, AA	Increase retention of continuing students with opportunity to increase enrollment of new students as well: # of students attending event and retention rate from year to year
39.	Accountability for Faculty Advisor communications with advisees – part of A/R's and any evaluation	AA	Increase retention: Retention rate by program and year to year
40.	Faculty office hours/contact information made available online and clearly posted on doors in Faculty Suites.	AA	Increase retention by clear communication of faculty availability: retention rate year to year

41.	Motivation assessment/non-cognitive measurement of college readiness – administered at Orientation? NSW?	SS	Increase retention by making students aware of areas for improvement and resources: retention rate year to year
42.	Implement “TEA” with ACC (Transfer & Employer Advisory Board) for each program – provide valuable input for program reviews	AA, SS	Increase relevancy and connections for each program, thereby increasing enrollment and retention: enrollment increase by program and retention increase by program
43.	Honors Program launched	AA	Increase Retention
44.	Mandatory FYE for all students (FYE by discipline)	AA	Increase retention: retention rate year to year and per program
45.	Probation Monitoring	SS	Students on academic probation – letter, workshop, mentor, monitored all in a database
46.	CARE – Connect and reach out early	SS	80 students identified as “at risk are paired with a mentor who has at least 3 points of contact with the student and acts as advocate for the student throughout the semester.
47.	Recruitment – Cabinet to explore expansion of the college’s need-based grant program for use in recruitment & retention efforts	Business Office	Predictive regression analysis built to gauge potential outcomes
48.	Data – ERC Data Subcommittee will study multi-year data-sets with a focus on sub-population enrollment trends	ERC	Trend analysis will inform the use of real-time data in recruitment/retention; predictive analytics will be used for retention and recruitment efforts
49.	Recruitment – Cabinet to explore recruitment strategies in Western MA	President’s Office & DOA	Ask BOR about offering discounted tuition to non-CT residents; if yes, pilot a tuition-discount strategy in MA
50.	Faculty promotes Wintersession and Spring enrollment	AA Marketing Committee (MC)	Marketing Committee creates flyer and provides copies to all faculty
51.	Direct marketing to promote Wintersession to non-ACC students	AA/IR	Tim St. James researches College Board and National Clearinghouse mailing list options and associated costs
52.	Mail Spring catalog to current students	AA	Getting students’ home address from Qing.
53.	Big marketing push for filing and renewing FAFSA	Financial Aid, MC	With info from F/A office, MC creates flyers and promotes FAFSA completion through social media channels

54.	Big marketing push of approved transfer pathways, once finalized	AA, MC	MC gets details and includes transfer pathways info in admissions materials, marketing materials, social media, etc.
55.	Non-credit to enrollment drive – RMA graduates	CE	Recruit RMA graduates to finish their degree at ACC
56.	Explore moving RMA non-credit program to credit	WD/CE and AA	If approved, launch credit RMA program in Fall 2016
57.	Pell Grant for inmates	CE, Fin. Aid, AA	Provide credit programs at 5 local prisons, pending approval of pilot. Plan to run 10 courses per semester with 20 students per course = 300 students
58.	Increase number of SNAP students	CE, AA, Mfg.	Update marketing materials to indicate Advanced Manufacturing and credit now eligible-once credit is approved by HUD
59.	Increased revenue from DSS for SNAP	Business Office, CE	Increasing from 45% to 50% reimbursement rate; new allowable costs: 65% indirect based on salary
60.	Utilize the automated missing items email, phone calls, direct emails, and social media to connect with applicants and encourage earlier completion of steps to enrollment	Student Services; Marketing	Increased # of students completing enrollment in a timely fashion
61.	Involvement in the Hartford Promise College Access and Scholarship Program, represent the College at Urban League of Hartford Fairs, continue to work with the Hartford Job Corps	Admissions	Increased numbers of students from diverse ethnic socioeconomic backgrounds enrolled at ACC
62.	Develop a communication plan whereby recruitment letters from Program Coordinators will be sent to all admitted and prospective students highlighting potential career opportunities.	Admissions	# of letters sent out; # of students responding
63.	To ensure admissions staff is current with their knowledge of all programs, they will request to attend all department meetings	Admissions; WD/CE	information disseminated during fall admissions recruitment events

	as well as a Continuing Education and Workforce Development staff meeting at the beginning of the fall semester to gather talking points on programs		
64.	Provide Manufacturing technology Department with weekly reports on admitted students and their registration status.	SS	Improved communication between S&S and AMTC. Increase in timely registrations
65.	Increase accessibility of admissions information by widening our distribution of information to nontraditional/underrepresented target groups within our service area	Student Services	Evidence of distribution of recruitment material to service area and target groups through the development of a spreadsheet that highlights the distribution locations, method, targeted group and date of availability of materials
66.	Develop new enrollment strategies for Communication and Early Childhood Education. (two low-enrolled programs).	Academic Affairs/ Student Services/ Marketing Committee	3-year enrollment plan. Track enrollment #'s for both programs
67.	Explore majors not already offered here	Academic Affairs	Roll out new majors – increase enrollment
68.	Use predictive analytics and data-mining software program (Rapid Insight) to identify at-risk students and develop enrollment and retention models	ERC	At-risk student retained in higher numbers
69.	Develop excursions in learning programs that target elementary, middle and HS students	Academic Affairs	# of field trips taken
70.	Increase academic rigor for students	AA	Students report greater effort & feeling challenged
71.	Extension of degrees offered	AA	Bachelor's course work available at ACC
72.	Human Services Degree – make transferrable	AA	All HS courses transfer
73.	Speaker Series from community members relevant to student degrees	AA/IA	Faculty bring in more outside speakers. IA sponsors speaker series
74.	Hire an advisor for Human Services	SS	Advisor hired – increased enrollment & retention

75.	Professors who teach online courses should be more available to students on site	AA	Online instructors have on-campus office hours
76.	Business Office continue focus on customer service	DOA	Review available Profession Development for customer service training
77.	Enforce ID policy	SS	All people on campus are identifiable
78.	Safety plans reviewed and updates	SS	Safety plans reviewed and updates
79.	Evening fire drills	SS/DOA	Evening fire drills
80.	More lights in parking lot	DOA	More lights in parking lot
81.	Move smoking area	DOA	Move smoking area
82.	Support enrollment and retention efforts	Office of Institutional Research	Participate and support enrollment management/retention committees
83.	Support enrollment and retention efforts	Office of Institutional Research	Supply data to discussions and decision making
84.	Support enrollment and retention efforts	Office of Institutional Research	IR learning Rapid Insight Software

### ACC Goal 8: Employee Satisfaction

#### *Make Asnuntuck one of the best places to work in CT*

#	Initiatives and Activities	Leader(s) for Implementation	Measurable Outcomes
1	The Human Resources office will provide links to all union contracts.	HR	Links to contracts on website
2	The college will create and distribute an official employee handbook.	HR	Handbook distributed to all employees
3	Off campus holiday party – evening?	Cabinet	Explore off-campus holiday party
4	Small gym, treadmill, weights	Extended Cabinet	Increased employee satisfaction
5	Maintain friendly atmosphere	Extended Cabinet	Implement C.O.R.E.S.
6	Training (real/well done) on diversity for all of us. Faculty are working with populations whose customs and norms we are not aware of	Student Services & Extended Cabinet	How Measured? C.O.R.E.S.
7	Initiatives that focus on staff morale in tough economic times	Recognition	C.O.R.E.S.



8	Identify ways to value and recognize the people who work at ACC	Ext. Cabinet	C.O.R.E.S. & WIT Recognition Program
9	Develop a plan for employee growth & development (ex. cross-training, exposure to other campus areas) that will help increase cohesiveness	Ext. Cabinet	C.O.R.E.S.
10	More events like "Spirit Day" to encourage employee participation toward one common goal	Ext. Cabinet	C.O.R.E.S.
11	The college will expand professional development opportunities, despite existing budget constraints.	Cabinet	# of Professional Development & trainings implemented; Amount of grant funding secured; number of DAS classes taken on campus
12	CARE Contacts – Starfish	Student Services	Retention % against base line/previous year
13	Emerging Leaders Program Fall 2016 a. Needs committee – b. Faculty and staff presenters to students – leadership aspirations c. Students become orientation leads	Student Services	# of student who participate & learning outcomes  Retention
14	Internal & external customer service a. Each department establish a turnaround time and expectations for emails and phone calls b. 1-2 business days – internal & external	Extended Cabinet	Written expectation and commitment by each division. 1-2 business days; add to syllabus
15	Prof. Development Opportunities – presenter on customer service & communication skills a. Open to staff and faculty: All College	Extended Cabinet	IE Survey Results CCSSE Measure # of Faculty & Staff that attend
16	Increase faculty & staff participation at student events. Communicate about student events/add division agendas. Post student activity networking calendar in each division	Extended Cabinet	CCSSE Data

17	Events calendar – 1 form will be used to communicate events to marketing committee	Marketing Committee	# of forms submitted
18	Updating people on search committees – call for volunteers a. Search committee time line-1 <sup>st</sup> 2 <sup>nd</sup> interviews	HR	# of searches called for volunteers. Frequency of people volunteering vs. picked
19	HR announcements & HR Fact/Info topics	HR	# per year
21	HR email box – HR group email	HR	# of emails
22	Electronic suggestion box (non-anonymous)	HR/IT	# of electronic suggestions
23	All College Meeting agendas – email out prior to meeting	President’s Office	# of agendas sent ahead of time
24	Create walking club-lunchtime club	Extended Cabinet	# of participants
25	Create silent reading group – 1 hour weekly reading	Extended Cabinet	# of participants
26	Create a quiet room	Extended Cabinet	# of participants
27	Introduce individual meditation – online, short meditation sessions	Extended Cabinet	# of sessions logged onto
28	Monthly emails – take time out, connect	Extended Cabinet	# of emails sent
29	Faculty staff field day – cookout event – pot luck	Extended Cabinet	# of events
30	Recognition – nomination – reinvent Kudos with prize a. Put kudos committee together with volunteers – change name	Extended Cabinet	
31	Merit awards – improve process – peers can nominate – tell why they won <sup>1</sup>	Extended Cabinet	(more information needs to be shared)
32	Student recognition – GPA up % completed. Milestone email letter to students (you completed half your degree, congrats on your GPA, etc...)	Extended Cabinet	# recognized committees

33	<p>Governance</p> <ul style="list-style-type: none"> <li>a. Bring the ACC governance system charter to extended cabinet and have a discussion</li> <li>b. Look at the committee structure of the college (bubble graph showing all committees).</li> <li>c. Add a question to the Institutional Effectiveness Survey regarding governance and decision making</li> </ul>	Extended Cabinet	Measure the effectiveness over the next year by the items/topics/concerns brought to College Council and Extended Cabinet and the resolution of such items/topics/concerns. (IE Survey Results)
36	Internal, External, Community Leadership Engagement (Professional Development Plan-2016)	Extended Cabinet	Measure the number of employees who participate in internal (committees, advisory boards, etc.), external (committees at the System level, etc.), and the community (farmer's market representation, 4 Town Fair representation, boards for businesses, rotary, etc.).
38	<p>Use NEASC Report and results to focus data use and analysis</p> <ul style="list-style-type: none"> <li>a. Identify our needs</li> <li>b. Identify issues</li> <li>c. Identify data that we have and need</li> </ul>	Cabinet	Measure NEASC results and continual improvement actions.
39	Respond to data trends and dashboard	DOA	# of items created on an ACC dashboard. 2016
40	Lean business model – efficiencies implemented	DOA	# of lean projects/studies performed # individuals trained.
42	Blackboard participation % credit courses	AA/CE	% participation – AMTC and CE also. Explore creative skills