Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective Strengthen Academic Core.

1.1.1 Invest in full-time faculty leadership in key disciplinary areas to support undergraduate education.

Vision Full-time faculty will provide expertise in seven key areas of GSC curriculum ("Academic Centers") to enhance alignment with disciplinary standards and to support more dynamic engagement with employers and other stakeholder to ensure curricular relevance on behalf of our students and alumni.

Update

September 2016 Oversight of undergraduate curricula provided primarily through full-time faculty "generalists" with specific disciplinary expertise focused on Critical Thinking, Education, and Nursing.

December 2017 Three (3) additional full-time faculty hired with disciplinary expertise to lead Academic Centers for Business, Management & Finance, Health & Wellness, and Human Services & Public Safety (complementing the original full-time faculty roles associated with Critical Thinking, Education, and Nursing).

June 2018 Posting for an additional full-time faculty occurred in May, with a goal of hiring by September 1. Current full-time UG faculty led SWOT analysis of all undergraduate programs and in-depth program reviews (see 1.3.2), generating specific improvements to the UG curriculum in FY2018. Faculty reviewed professional standards and labor projections in their program areas. They also met with relevant advisory boards in Business and Healthcare (see 1.2.1) and other community partners to further develop program improvement recommendations.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective   Strengthen Academic Core.

1.1.2   Strengthen Instructional Design (ID) capacity.

Vision   Select courses will be reviewed annually by ID team for standards of excellence.

Update

September 2016   Most ID reviews focused on course readiness; limited reviews for standards of excellence.

December 2017   Director of Instructional Design will develop schedule and standard operating procedure for excellence reviews beginning 2018.

June 2018   The Director of Instructional Design has met regularly with the instructional design staff and academic leadership team to develop a schedule and standard operating procedure for excellence reviews, scheduled to begin in AY 2018-2019.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective	Strengthen Academic Core.

1.1.3	Evaluate and improve technology tools to support academic programs.

Vision	The Office of Academic Affairs (OAA) will utilize timely, accurate, vetted data when making decisions about academic policy and/or programming.

Update

September 2016	Most data generated internally via Office of Institutional Research.
December 2017	OAA personnel are now using data from several sources, including EAB/Student Success Collaborative, WEBI, etc. Specific examples of data used to support improvement include calculating u-rates, monitoring satisfactory academic progress, and preventing loan default.
June 2018	Data reports specific to retention have been created in the WEB-I environment and developers are considering ways to use data from Moodle and other systems in conjunction with this data to provide a fuller picture of student success. OAA personnel are receiving additional training in use of EAB/Student Success Collaborative reports.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective — Engage with the State's employers to better define program needs (content) and delivery formats and channels (professional development, credit-bearing courses, certificates, degree programs).

1.2.1 — Form external advisory groups to inform program development and review.

Vision — Program development, review and retirement decisions will be informed by effective external advisory boards, and program-related decisions demonstrate evidence of improvement reflected by measures of student satisfaction, learning outcomes and employability.

Update

September 2016 — Prospective participants for external advisory boards (related to healthcare and business) are being recruited. No formal process to incorporate external (advisory group) perspective into program reviews has been established.

December 2017 — Two advisory boards (Business and Healthcare) are now operational. Advisory boards have informed creation of a professional development program for the College, responding to a pressing need to strengthen the incumbent workforce. Healthcare Advisory Board has also informed development of a proposed master's degree in healthcare management and was the catalyst for development of a master's in Nursing.

June 2018 — Each advisory board has met twice in this AY, discussing experiential learning, economic trends in NH, professional development, and workforce healthcare needs. Board members have provided feedback on undergraduate program reviews and continue to serve as resources for new program offerings. The Business/Chamber advisory board has 24 active members and the Healthcare advisory board has 22. Members include executives and heads in the corporate, government, and non-profit sectors in NH. A School of Education advisory board is currently being formed and will meet formally for the first time in October 2018.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective	Engage with the State's employers to better define program needs (content) and delivery formats and channels (professional development, credit-bearing courses, certificates, degree programs).

1.2.2	Develop partnerships for creation and delivery of specific academic programs/services.

Vision	The College will continue to iterate educational programs that are responsive to the needs of New Hampshire's employers, while also conferring direct benefits for participating students including the potential to support degree completion.

Update

September 2016	Three existing partnerships: Cambridge College; Easterseals; and National Alliance on Mental Illness.
December 2017	In addition to sustaining the existing partnerships, the College has developed MOUs with the New Hampshire Retail Association, New Hampshire Grocers Association, and the New Hampshire Restaurant and Lodging Association (providing the College with exposure to almost 200,000 people employed across the State). Additionally, the College has developed agreements with Dartmouth-Hitchcock, Novocure, New Hampshire Department of Safety-Homeland Security and Emergency Management, and the University System of New Hampshire to deliver programs and services. Additional partnerships are being developed with Keene State College and other prospects.
June 2018	Maintained broad-based partnerships with Cambridge College, Easterseals, National Alliance on Mental Illness, NH Retail Association, NH Grocers Association, and NH Restaurant & Lodging Association. Added broad-based partnership with the Littleton Chamber of Commerce. Delivered professional development workshops for a total of 27 days and over $40,000 invoiced.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective   Strengthen assessment and evaluation of academic programs.

1.3.1   Strengthen learning outcome assessment through direct and indirect means.

Vision   All courses with signature assignments/assessments receive outcomes data for course improvement; all program reviews receive outcomes data.

Update

September 2016   Zero courses receiving outcomes data. (17 general education and all capstone courses eligible).

December 2017   Seven courses currently receiving outcomes data.

June 2018   Twelve courses redesigned and receiving data on student learning from over 1800 different GSC students over the past two years. Changes to course content as a result include greater use of student support resources, greater alignment of faculty expectations through the use of shared rubrics, and better training of faculty in specific course expectations.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective Strengthen assessment and evaluation of academic programs.

1.3.2 Strengthen program review process.

Vision All program reviews will be vetted by Associate Dean of Educational Effectiveness and all program review recommendations will be considered by academic governance.

Update

September 2016 No program reviews overseen by Associate Dean of Educational Effectiveness.

December 2017 All 10 scheduled FY 2017 program reviews (covering 14 programs) completed on schedule and reviewed by Associate Dean. All recommendations were reviewed through the academic governance structure.

June 2018 Faculty reviewed 22 programs (12 undergraduate, 9 post-baccalaureate certifications, and 1 master's), through shared governance, along with over 80 recommendations for curriculum improvements that will impact catalog years 2018-2020.   Specific recommendations ranged from the suspension of a program to the inclusion of open educational resources (OERs) in particular courses. The program review for healthcare-related programs featured input from the Healthcare advisory board, which represents a significant step toward incorporating external perspective into the process.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective   Develop and promote transitional pathways to optimize student engagement in curricula.

1.4.1   Develop curriculum plans and bachelor's programs that support and align with CCSNH associate programs.

Vision   All GSC undergraduate programs will have clear, established pathways from appropriate CCSNH programs.

Update

September 2016   Six undergraduate programs have transfer pathways in 2016.

December 2017   All appropriate undergraduate and School of Education (26) programs have transfer pathways in 2017.

June 2018   Team to team collaboration has started with one community college as a pilot for better communication of program alignment with all CCSNH institutions. This included exchanging collateral materials to better communicate the advantages of the transfer pathways for CCSNH students.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective	Develop and promote transitional pathways to optimize student engagement in curricula.

1.4.2	Optimize prior learning (e.g. transfer credits, military training, assessed prior learning) in the construction of meaningful degrees.

Vision	Students will benefit from optimal application of prior learning (including transfer credits) in accordance with GSC policies.

Update

September 2016	Incoming students who disclosed previous prior learning to advisors underwent prior learning audit, but that didn't necessarily capture all incoming students.
December 2017	PLA database updated; CRIT502-Critical Inquiry revised to formalize student exploration of prior learning; now all incoming students are prompted to examine their prior learning for possible applicable credits.
June 2018	GSC is one of 5 charter institutions in CASE that have agreed to share their PLA validation database and other resources. We increased our visibility to students by becoming an official GEM program for the Community College of the Air Force and by increasing from 3 to 10 the number of programs available for CCAF associate's degree transfer students. Improved and updated current validations of college-level learning from state and national sources. In the last four terms (Summer 2017 to Spring 2018), 206 students have been awarded a total of 4,123 credits through prior learning assessment, saving students almost $1.3 million dollars in tuition costs.

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective	Develop and promote transitional pathways to optimize student engagement in curricula.

1.4.3	Evaluate the effectiveness of hybrid classes to achieve varied objectives.

Vision	GSC will offer hybrid classes where they are most effective at supporting retention and student learning outcomes.

Update

September 2016

FY2016
- 36 hybrid sections
- 226 hybrid enrollment
- 877 credits

December 2017

FY2017
- 47 hybrid sections
- 301 hybrid enrollment
- 1163 credits

June 2018

FY2018 (% increase since 2016)
- 58 hybrid sections (61%)
- 410 hybrid enrollments (81%)
- 1591 credits (81%)

Academic Programs | Strategic Plan 2016 - 2019

Goal 1	Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond

Objective Develop and promote transitional pathways to optimize student engagement in curricula.

1.4.4 Promote and recognize field-based experiential learning.

Vision GSC will value field-based experiential learning by accepting in transfer and offering in curricula programs where it is beneficial to the student, institution and employer.

Update

September 2016 College-based experiential learning opportunities and data was uncentralized. Experiential Learning Manager hired Spring 2016 to coordinate, streamline, and track experiential learning.

December 2017 In Summer 2017 GSC contracted with College Central Network to host GSC-specific homepage to coordinate experiential learning and connect students to potential employers/internships. To-date 45 students and 67 employers registered/active

June 2018 Registered College Central Network users as of May 2018: 63 students; 7 alumni; 69 employers. Updating field-based experiential learning handbooks; working with Academic Affairs in FY2019 to determine next steps for further expanding access to experiential learning.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Align advising with academic centers.

2.1.1   Review current organizational structure of academic programs.

Vision   The structure of academic centers reflects a coherent organization guided by faculty expertise and an evolving understanding of the role of guided pathways to support student success. The structure is also informed by disciplinary standards and workforce expectations.

Update

September 2016   Not yet established.

December 2017   In summer 2017 each advisor was assigned to one of the seven areas of interest based on professional interest, educational background and work experience and began training on best practices. The plan is to transition the advising model from a generalist model to a specialist model that focuses on the curriculum and career trends of the students' major.

June 2018   New advising model implemented in March. All advisors have received 2 full-group trainings. Discipline-specific monthly meetings with program directors began in June covering curricular updates, course logistics, advising strategies, capstone, workforce trends, case studies, and collaboration with career services.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective Align advising with academic centers.

2.1.2 Provide undergraduate advisors with access to FT faculty and specialized training in majors associated with particular academic centers.

Vision All undergraduate academic advisors are assigned to academic centers and recognized as specialists in those areas.

Update

September 2016 Not yet established.

December 2017 In summer 2017 each advisor was assigned to one of the seven areas of interest based on professional interest, education background and work experience. Advisors trained on best practices.

June 2018 All advisors have received 2 full-group trainings. Discipline-specific monthly meetings with program directors to begin in June covering curricular updates, course logistics, advising strategies, capstone, workforce trends, case studies, and collaboration with career services.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Align advising with academic centers.

2.1.3   Track student engagement with academic advisors.

Vision   All student engage with academic advisors to achieve their educational objectives.

Update

September 2016   No formal tracking mechanism for measuring engagement in place.

December 2017   Advisors are now documenting all student interaction through Salesforce. Director of Advising will establish definitions, benchmarks and goals for engagement by Fall 2018.

June 2018   The enrollment management team uses several reports/dashboards to track advisor activity in Salesforce to help gauge if advisors are meeting enrollment and engagement goals at all stages of the student lifecycle.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Improve academic and student support services.

2.2.1   Expand academic tutoring services.

Vision   All students who require/desire quality tutoring services have access to them.

Update

September 2016   FY 2017:

- Online tutoring via Smarthinking - 76 students; F2F tutoring made available summer 2016.

December 2017   FY2018 (to date):

- College contracted with online tutor Brainfuse to provide access to a wider array of subject matter expertise.
- Online tutoring - 80 students
- F2F tutoring - 72 students
- Pilot program drafted to allow students to access live tutoring via Zoom.

June 2018   FY2018 (complete):

- Online tutoring - 127 students
- F2F tutoring - 71 students, 285 sessions.
- Zoom tutoring - 25 sessions

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective	Improve academic and student support services.

2.2.2	Ensure ADA compliance.

Vision	All students eligible for ADA accommodations have them.

Update

September 2016	FY2016: 8 ADA plans approved.
December 2017	FY2017: 19 ADA plans approved.
June 2018	FY2018: 24 ADA plans approved.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective	Improve academic and student support services.

2.2.3	Increase use of student orientation services.

Vision	A consistent and robust orientation/onboarding experience is available for all students to ensure understanding of expectations and policies and awareness of resources and opportunities.

Update

September 2016	Orientation available but not mandated, and participation limited.
December 2017	In September 2017 a revised New Student Orientation was created and made available on the MyGranite page, in addition to recorded webinar of an in-person orientation. More than 30 students have accessed/viewed.
June 2018	Academic advising has created a workgroup to improve online orientation by blending both New Student and Moodle information. New students will attend one orientation instead of two, which should increase attendance effectiveness. Implementation scheduled for early 2019.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Improve academic and student support services.

2.2.4   Enhance digital library resources and services.

Vision   Digital resources are reviewed and updated regularly to ensure continued support of every program of study at GSC.

Update

September 2016   FY2016

- Reference/research questions: 1658
- Bibliographic instruction classes: 67
- Research guides prepared: 12

December 2017   FY2017

- Reference/research questions: 1672
- Bibliographic instruction classes: 73
- Research guides prepared: 18

June 2018   FY2018 (up to May 31)

- Reference/research questions: 1565
- Bibliographic instruction classes: 45
- Research guides prepared: 21

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective	Improve academic and student support services.

2.2.5	Evaluate and incorporate high quality open educational resources (OER).

Vision	GSC courses will transition to OER content wherever feasible to provide access to the most current information and save money for students.

Update

September 2016	Start-up funding secured through USNH Academic Technology Committee.
December 2017	Preliminary capacity building roadmap completed; goals and timelines identified; draft OER policies presented to academic leadership; 5 courses identified for OER conversion.
June 2018	2 of 5 scheduled OER classes for conversion are complete;
	OER policies pending approval;
	OER Academy in progress for faculty training;
	OER updates presented to Academic Affairs leadership team.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Improve academic and student support services.

2.2.6   Introduce online counseling services.

Vision   All students who desire counseling have access to 24/7 on-demand services

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Update

September 2016   No contracted mental health/counseling provider; services provided via referrals.

December 2017   Contract with KEPRO signed (April 2016); 12 students accessing services FY2017.

June 2018   17 students accessing services FY2018 (Note: some students may be continuing to access services from 2017).

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective — Improve academic and student support services.

2.2.7 — Develop appropriate resources to support a safe and inclusive academic culture.

Vision — GSC students have access to and are knowledgeable about institutional and community resources related to sexual harassment and domestic violence-related issues.

Update

September 2016 — Policies recently updated; all staff and FT faculty attended training; website resources updated.

December 2017 — GSC asked to participate in HHS Office of Women's Health grant; MOUs signed with five area crisis centers to provide staff training; Director of Student Affairs developing training on responsible employee obligations re: Title IX. HR implemented respectful workplace training.

June 2018 — In year three of the grant (2019) a climate survey will be sent to all active students in February.

All adjuncts teaching in Spring 2018 asked to complete responsible employee training. As of June 2018, 38 out of 166 had completed it. All new staff asked to complete training as well.

Statements outlining the obligations of responsible employees now appear on the syllabi templates.

Will be working with one of the crisis centers to create online modules around awareness and prevention for students.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective Improve academic and student support services.

2.2.8 Increase student financial literacy and reduce loan default rates.

Vision Default rates at or below national average for public institutions (approx. 11.5%).

Update

September 2016 Default rate FY2013: 14.6%

December 2017 Default rate FY2014: 12.3%

June 2018 Default rate FY2015: 11.3%. Currently evaluating opportunities for new default management service to replace NorthStar, which has ceased operations.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Improve academic and student support services.

2.2.9   Ensure that Career Services support is adequate and effective.

Vision   Career Services is accessible to all students and is demonstrably effective through a combination of additional staff resources and increased professional development of selected advisors to expand access.

Update

September 2016   Student meetings with Career Services, Sept. 2015 - Sept. 2016: 234.

December 2017   Student meetings with Career Services, Sept. 2016 - Sept. 2017: 297.

Advisors have been identified to receive additional professional development and training to expand access to career services.

June 2018   Student meetings with Career Services, Sept. 2017 - June 2018: 557.

Advisors have been trained on Area of Interest, as well as Kuder Journey and the importance of the career assessments.

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Improve communication with students.

2.3.1   Ensure that communications to students are consistent and coherent.

Vision   All communications to students are timely, accurate, coordinated, and appropriate to action needed.

Update

September 2016   Communication was generated by individual campuses and/or departments.

December 2017   Communication is now standardized and based on SOPs created within departments. Cross functional group was formed to review all communications and strategy. All outreach is aligned with corresponding SOP.

June 2018   Distinct cross-functional groups meet regularly with specific communication focus areas including:

- Email and phone content group continues to meet (advising, operations, marketing)
- CRM Huddle group continues to meet (advising, operations, marketing, IT)
- Bi-Weekly Blog team (career services, marketing).

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective

Improve communication with students.

2.3.2

Improve methods for utilizing student advisory boards and incorporate that feedback into decision-making processes.

Vision

Student advisory boards consistently provide input on matters in which students have a direct and reasonable interest.

Update

September 2016

GSC had two members on University System Student Board (USSB); limited use of GSC-specific board; President held periodic "round tables" for students and alumni.

December 2017

Proposal pending for virtual advisory board. If approved will be operational by summer 2018.

June 2018

Virtual advisory board approved and test query completed. Additional students will be added for official launch in Fall 2018.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Improve communication with students.

2.3.3   Include students (current and alumni) in programmatic review process.

Vision   Student input (direct and indirect) contributes to programmatic improvement via program reviews.

Update

September 2016   Students participate indirectly via end-or-course, satisfaction, and alumni surveys.

December 2017   Associate Dean of Academic Effectiveness exploring avenues for direct student participation in program reviews. Will make recommendation in Fall 2018.

June 2018   Recommendation pending for Fall 2018.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective   Provide students with access to student-focused events at GSC campuses and online.

2.4.1   Make students (and classes) aware of GSC lecture series speakers that are relevant.

Vision   GSC faculty encourage students to attend relevant lectures; lecture content is incorporated/discussed into class.

Update

September 2016   Lecture Series not initiated.

December 2017   Lecture Series launched March 2017. Three events held YTD. Approximately 40% of attendees were current students.

June 2018   One Lecture Series event to-date 2018; approximately 40% were current students/alumni.

Student Experience | Strategic Plan 2016 - 2019

Goal 2	Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective Provide students with access to student-focused events at GSC campuses and online.

2.4.2 Include current students in GSC alumni events.

Vision Current students participation in alumni events and are inspired to become engaged alumni after graduation.

Update

September 2016 No formal tracking of current student participation in alumni events.

December 2017 In Fall 2017 position of Marketing and Alumni Engagement Manager recognized; Goals for 2018 include sharing alumni stories via web-based video content, creating an alumni referral program, encouraging alumni participation in professional development, and increasing the Alumni Scholarship fund.

June 2018 Alumni events now marketed as "Alumni and Friends" to encourage current students to participate, and some have participated in recent events (i.e. Alumni Annual Dinner).

Organizational Coherence | Strategic Plan 2016 - 2019

Goal 3	Enhance organizational coherence and effectiveness.

Objective

Review and update all GSC policies and procedures.

3.1.1

Implement technology solutions for storage and dissemination of communications, policies, and procedures.

Vision

All GSC policies are up-to-date and easily accessible.

Update

September 2016

No consensus on policy and procedure model or responsible personnel.

2016 Employee Satisfaction Survey item: "My department has written procedures that clearly define how to accomplish my work"- 62% positive.

December 2017

Agreement with USNH to use Online Policy Manual. Director of Institutional Effectiveness, Planning, and Compliance assigned.

2017 Employee Satisfaction Survey item: "My department has written procedures that clearly define how to accomplish my work" - 77% positive.

June 2018

New GSC policy and procedure approval process approved by President's Cabinet. Nine policies currently approved or under review.

2018 Employee Satisfaction Survey to be administered in Fall 2018.

Organizational Coherence | Strategic Plan 2016 - 2019

Goal 3	Enhance organizational coherence and effectiveness.

Objective　　Review and update all GSC policies and procedures.

3.1.2　　Ensure that all faculty and staff are fluent in policies and procedures.

Vision　　The College has a standard operating procedure for informing employees of policy changes.

Update

September 2016　　No College-wide standard operating procedure for informing personnel of policy changes.

2016 Employee Satisfaction Survey item: "I am informed when there is a change in policy or practice that impacts my work" - 56% positive.

2016 Employee Satisfaction Survey item: "I am informed when there is a change in policy or practice that impacts my work" - 58% positive.

December 2017　　In conjunction with 4.1.1, Director will pilot system to notify employees of policy changes in 2018.

2016 Employee Satisfaction Survey item: "I am informed when there is a change in policy or practice that impacts my work" - 58% positive.

June 2018　　Since January 2018, 3 draft policies have been distributed to GSC personnel for review.

2018 Employee Satisfaction Survey to be administered in Fall 2018.

Goal 3	Enhance organizational coherence and effectiveness.

Objective   Review and update all GSC policies and procedures.

3.1.3   Ensure regular review of policies and compliance.

Vision   Chief compliance officer is actively engaged in managing GSC compliance requirements.

Update

September 2016   No compliance officer position at GSC.

December 2017   Compliance officer position approved, funded, and filled May 2017 (Director of Institutional Effectiveness, Planning, and Compliance).

June 2018   Complete. Will combine with Initiative 3.1.1.

Organizational Coherence | Strategic Plan 2016 - 2019

Goal 3	Enhance organizational coherence and effectiveness.

Objective   Encourage and support professional development and engagement.

3.2.1   Engage qualified professionals, both internal and external, to provide professional development and training.

Vision   Personnel take full advantage of professional development opportunities offered.

Update

September 2016   Professional development budget spend for FY16 = 71% of allocated funds spent.

2016 Employee Satisfaction Survey item: "My supervisor supports me in pursuing learning and professional development opportunities" - 91% positive

December 2017   Professional development budget spend for FY17 = 86% of allocated funds spent.

2017 Employee Satisfaction Survey item: "My supervisor supports me in pursuing learning and professional development opportunities" - 93% positive.

June 2018   Professional development funds focused on cost-effective events sponsored by local/regional organizations for external activities currently frozen. College-sponsored activities to-date include active shooter training and People Admin usage.

2018 Employee Satisfaction Survey to be administered in summer 2018.

Goal 3	Enhance organizational coherence and effectiveness.

Objective Encourage and support professional development and engagement.

3.2.2 Inform personnel on USNH benefit programs.

Vision Personnel are knowledgeable about benefits afforded them through USNH.

Update

September 2016 2016: One webinar; limited email communication.

December 2017 2017: Two webinars; quarterly HR Bulletins.

June 2018 Quarterly HR Bulletins continue, as well as monthly HR Newsletter.

Organizational Coherence | Strategic Plan 2016 - 2019

Goal 3	Enhance organizational coherence and effectiveness.

Objective   Encourage and support professional development and engagement.

3.2.3   Offer strategic wellness programming to engage staff and faculty.

Vision   All GSC personnel have access to wellness programming, either GSC-sponsored or external.

Update

September 2016   3 wellness programs offered in 2016.

December 2017   Trending toward 8 programs offered in FY18. In December 2017 GSC signed employee-discount agreement with local fitness center in Concord.

June 2018   7 wellness programs offered to-date in FY18. Total attendees: 60 live;128 remote.

Goal 3	Enhance organizational coherence and effectiveness.

Objective   Provide varied and effective channels of internal communication.

3.3.1   Create and distribute monthly HR email with information pertinent to staff.

Vision   All GSC personnel are informed of Human Resources policies, procedures, and events applicable to their work at the College.

Update

September 2016   2016: No schedule of HR communications or tracking of communications.

Student satisfaction: UG 3.41; PB 3.08; Grad 3.44

December 2017   Monthly emails from Human Resources sent to all employees. Results: For example, 100% of employees completed recent open enrollment.

Student satisfaction: UG 3.42; PB 3.26; Grad 3.43

June 2018   Complete. Will combine this with Initiative 3.2.2.

Goal 3	Enhance organizational coherence and effectiveness.

Objective Provide varied and effective channels of internal communication.

3.3.2 All senior leadership will regularly engage with faculty and staff across the college.

Vision All senior leadership will be fully engaged with faculty and staff across all campus locations.

Update

September 2016 2016: No formal tracking of meetings.

December 2017 Cabinet to formalize process/protocol.

June 2018 Academic Affairs holds monthly meetings via Zoom;

Major updates on issues such as catalog revisions and strategic planning are accompanied by face-to-face meetings on each campus;

Professional development offerings have been delivered synchronously via Zoom, with Cabinet members fanning out across the campuses;

Leadership roles in both Academic Affairs and Enrollment Management are dispersed across the campuses.

Organizational Coherence | Strategic Plan 2016 - 2019

Goal 3	Enhance organizational coherence and effectiveness.

Objective Provide varied and effective channels of internal communication.

3.3.3 Conduct new hire check-ins at 6 months to gain information about the onboarding process.

Vision The hiring and onboarding process prepares personnel to be effective and satisfied.

Update

September 2016 2016: No formal tracking.

December 2017 100% of new hires since Fall 2016 invited to meetings. GSC HR personnel will begin applying LEAN principles to hiring in 2018.

June 2018 LEAN process/analysis underway.

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective Become more engaged in workforce development in New Hampshire (and beyond).

4.1.1 Develop workforce advisory boards.

Vision GSC will have active advisory boards to provide external perspective on academic programming and professional development opportunities, and that foster opportunities for direct engagement with employers in key sectors of New Hampshire's economy.

Update

September 2016 Prospective participants for external advisory boards (related to healthcare and business) are being recruited. No formal process to incorporate external (advisory group) perspective into program reviews has been established.

December 2017 Two advisory boards (Business and Healthcare) are now operational. Advisory boards have informed creation of a professional development program for the College, responding to a pressing need to strengthen the incumbent workforce. Healthcare Advisory Board has also informed development of a proposed master's degree in healthcare management and was the catalyst for development of a master's in Nursing.

June 2018 Two advisory boards continue to meet and inform curriculum and professional development.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective

Become more engaged in workforce development in New Hampshire (and beyond).

4.1.2

Establish GSC Ambassador program.

Vision

GSC will improve its engagement with communities and stakeholders through the constructive outreach of a well-trained corps of staff who are knowledgeable about the College's programs and capacity for problem solving.

Update

September 2016   This program did not exist in 2016.

December 2017   GSC Ambassadors identified and trained. Specific liaison relationships established with individual Chambers of Commerce, the Community College System of New Hampshire, Military and Veterans Organizations, and other stakeholders.

June 2018   Developed "Alumni & Friends" networking programs designed to connect current students, alumni, industry partners, and campus staff. Current students comprise up to 30% of attendees at each event.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective   Become more engaged in workforce development in New Hampshire (and beyond).

4.1.3   Partner with trade organizations.

Vision   GSC will partner with trade organizations to increase visibility and engagement and to identify unmet needs for programming ranging from professional development to degree programs.

Update

September 2016   Appointed Advisor to Corporate and Business Partnerships; Preliminary contacts established with major trade organizations in the State.

December 2017   MOUs signed with NH Retail Association and NH Grocers Association; survey created to identify membership needs; two focus groups held with Board members; professional development programs scheduled to begin January 2018.

Request from NH Restaurant & Lodging Association to create on-demand, self-paced tutorial; possibility of offering leadership academy; professional development programs scheduled to begin early 2018.

June 2018   Active Partnerships:

Level 3: Long-term, ongoing contractual relationships, goods and services exchanged - 22 Partnerships

Level 2: MOU/I-validation, connection between GSC and an organization - 4 Partnerships

Level 1: Exposure, branding, and an awareness of GSC; opportunity for partnering - 3 Partnerships

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective   Become more engaged in workforce development in New Hampshire (and beyond).

4.1.4   Engage constructively with Chamber of Commerce memberships

Vision   GSC will partner with select Chambers of Commerce to increase the College's visibility in local communities and to more fully engage local employers.

Update

September 2016   Appointed Advisor to Corporate and Business Partnerships; all Chambers contacted

December 2017   Created Business and Chamber Advisory Group; active relationships with 10 Chambers.

June 2018   The College continues representation on several Chambers of Commerce Boards of Directors. Recently signed an agreement with Littleton Chamber of Commerce for 10% of all professional development activities.

Signed an MOU with Hypertherm to support employee education and degree completion.

Working with New Hampshire Bureau of Economic Affairs to develop a partnership to support education and professional development for a large North Country employer.

Invited by NH Charitable Foundation to discuss role that PLA can play in adult degree completion.

Launching two master's degrees in fall 2018 (nursing and health care management) that align with identified State of NH workforce needs.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective

Become more engaged in workforce development in New Hampshire (and beyond).

4.1.5

Participate actively in New Hampshire's "65X25" initiative, the framework implemented by the New Hampshire Business & Industry Association and the New Hampshire Charitable Foundation.

Vision

GSC will take a leadership role to champion the importance of education for working adults as an integral part of New Hampshire's workforce development strategies for the future.

Update

September 2016

Joined NH Coalition for Business & Education.

December 2017

GSC represented in panel discussions across the State (Chambers of Commerce, NH Forum on the Future). Initiated discussion with NH Department of Labor about potential grant funding for workforce development focused on incumbent workforce.

June 2018

GSC has signed an MOU with Hypertherm to support employee education and degree completion.

GSC is working with New Hampshire Bureau of Economic Affairs to develop a partnership to support education and professional development for a large North Country employer.

GSC invited by NH Charitable Foundation to discuss role that PLA can play in adult degree completion.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective   Develop specific partnerships with employers.

4.2.1   GSC will contract with individual employers to deliver customized programs and services.

Vision   GSC will be recognized as a primary resource by employers who are seeking customized programs that benefit from the College's expertise for andragogy, instructional design, and the practitioner-faculty model that links theory to real world practice.

Update

September 2016   Three existing partnerships: Cambridge College; Easterseals; and National Alliance on Mental Illness.

December 2017   In addition to sustaining the existing partnerships, the College has developed MOUs with the New Hampshire Retail Association, New Hampshire Grocers Association, and the New Hampshire Restaurant and Lodging Association (providing the College with exposure to almost 200,000 people employed across the State).

Additionally, the College has developed agreements with Dartmouth-Hitchcock, Novocure, New Hampshire Department of Safety-Homeland Security and Emergency Management, and the University System of New Hampshire to deliver programs and services, primarily for professional development. Additional partnerships are being developed with Keene State College to support online graduate programs and with other prospects, primarily for leadership academies.

June 2018   Between Fall 2017- Fall 2018:

- 13 professional development workshops completed/scheduled;
- 1 online tutorial certification;
- Partnership with KSC for online Master in Safety and Occupational Health.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective Develop specific partnerships with employers.

4.2.2 GSC will update and expand validation of assessed college-level learning for employer, industry, and agency-sponsored training and education programs.

Vision By maintaining and actively expanding a catalog of GSC-validated assessments of college-level learning acquired through employer-, industry-, and agency-provided education and training programs, the College will strengthen its connection with employers, fostering greater awareness of opportunities to link those work-based educational foundations to the College's curriculum to create opportunities for their employees' personal and professional growth and strengthening their workforce.

Update

September 2016 CACE MOU signed (effective 2015) with 5 peer schools to engage in common standards for validating non-collegiate trainings, and to share amongst the 5 institutions validation reviews to award corresponding credit allocations for the trainings.

Reviewed existing list of trainings validated by GSC, organized list by date of expiration of review, and prioritized what trainings to renew validation. Eight trainings were identified for validation renewal.

Fall 2016 launched first renewal validation (IOD)

December 2017 CACE in full implementation. Improved and updated the current/valid list of trainings that would be considered for posting of PLA credit. This clarified for students sources and timelines that would be considered (external testing, ACE and other agency reviewed, OR GSC validated) for gaining potential college credit.

All eight prioritized validation renewals (see bullet 2 of status fall 2016) were completed and updated on the GSC PLA credit look-up report. One new training was reviewed and validated. PLA credit allocation was added to the GSC PLA credit look-up report.

Ongoing collaboration with GSC staff members seeking partnerships occurs. One validation renewal is in progress (SHRM)

Three new validations underway as a result of partnership collaboration (2 for Dartmouth Hitchcock, 1 for Hypotherm). Review and assessment of any upcoming expirations of GSC validations to determine validation renewal.

June 2018 Dartmouth Hitchcock: validations for Surgical Tech and Green Belt Lean Training complete; Ophthalmology Tech in progress.

Hypertherm: validation for Green Belt Lean Training in progress.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective   Develop specific partnerships with employers.

4.2.3   GSC will develop partnership agreements with employers to support degree attainment for their employees.

Vision   GSC will partner with employers who support the education of their employees to illuminate opportunities and enhance affordability.

Update

September 2016   Initial agreement signed with Bank of New Hampshire.

December 2017   No update.

June 2018   Bank of New Hampshire employee tuition reimbursement program: The first two associate degree graduates anticipated for Spring 2018.

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective Develop specific partnerships with employers.

4.2.4 Contract with individual employers to deliver programs and services that address their specific needs for workforce development, afford competitive advantage, and that are mutually beneficial to their employees.

Vision GSC will assess employer-sponsored education and training programs to validate college-level learning as a pathway for professional growth for individuals and in support of employers' interest in achieving increased productivity, satisfaction and retention through investments in their workforce.

Update

September 2016 In discussion with Dartmouth-Hitchcock to validate apprenticeship program for surgical technicians.

December 2017 Dartmouth-Hitchcock's Surgical Technician apprenticeship program validated (equating to 30 credits toward an associate's degree plus 19 credits toward bachelor's degree completion). Working on validation of Dartmouth-Hitchcock's Ophthalmic Technician program.

June 2018 Launching open enrollment options for membership (MOU for 10% off all PD) with NHLRA, NH Grocers Association, and NH Retail Association.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective   Optimize use of physical facilities across the State.

4.3.1   Evaluate campus sites (existing and prospective) to ensure optimal placement and efficient use of resources.

Vision   GSC's statewide mission will be fulfilled through a blend of technology and place-based delivery of programs and services that reflects an optimal and fluid blend of instructional locations to support adaptations to changing circumstances and carefully stewards institutional resources.

Update

September 2016   Nine instructional locations (including partnership with Nashua Community College) with varying levels of instructional activity, community engagement and vibrancy that carry requisite staffing commitments, facilities-related costs, and incremental organizational complexity, against a strengthening trend toward online education.

December 2017   Evaluation of benefits and costs resulted in termination of lease in Lebanon (Fall 2016), and more recent decisions to terminate leases in Littleton (Winter 2017) and Claremont (Spring 2018). Six instructional locations (including partnership with Nashua Community College) remain active, and expanded outreach (CCSNH, Advisory Boards, GSC Ambassadors program, professional development, corporate partnerships) is replacing physical presence of locations to connect GSC more dynamically to communities across the State.

June 2018   Reducing number of physical locations has reduced expenses by over $200K annually.

Opened GSC office at RVCC Lebanon Academic Center in January 2018.

Currently studying options for when GSC Manchester lease expires in 2020.

GSC Engagement | Strategic Plan 2016 - 2019

Goal 4	Improve GSC's engagement with the State, employers, and communities.

Objective

Optimize use of physical facilities across the State.

4.3.2

Seek appropriate partnerships for space use, including local communities, USNH, CCSNH, and others.

Vision

GSC collaborates with employers, community-based organizations, CCSNH and USNH sister institutions to meet place-based demand for programs and services with carefully tailored and portable solutions.

Update

September 2016

In addition to nine instructional locations, GSC was also staffing offices at Great Bay Community College and Nashua Community College, resulting in concerns about insufficient coverage for "safe staffing" at our Pease and Manchester locations. GSC was also hosting River Valley Community College in Claremont.

December 2017

GSC has withdrawn from locations at Great Bay CC and Nashua CC (although the College retains classrooms at NCC) to mitigate adverse effects on "safe staffing" for the College's locations at Pease and Manchester. Following the decision to relinquish a lease in Lebanon (at FPU), GSC secured agreement with River Valley CC to make use of RVCC's Lebanon location to support advising of GSC students. More recently, the College has formalized that agreement with RVCC to provide an office and classroom for GSC in Lebanon. GSC is in discussion with White Mountains Community College to share space in Conway, and possibly in Littleton.

GSC has also initiated discussions with individual employers regarding "on site" delivery of courses (professional development and/or credit-bearing) if sufficient demand exists.

June 2018

In FY2018 approximately 50 organizations used GSC facilities for meetings and events.