### 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>Oversight of undergraduate curricula provided primarily through full-time faculty “generalists” with specific disciplinary expertise focused on Critical Thinking, Education, and Nursing.</td>
</tr>
<tr>
<td>December 2017</td>
<td>Three (3) additional full-time faculty hired with disciplinary expertise to lead Academic Centers for Business, Management &amp; Finance, Health &amp; Wellness, and Human Services &amp; Public Safety (complementing the original full-time faculty roles associated with Critical Thinking, Education, and Nursing).</td>
</tr>
<tr>
<td>June 2018</td>
<td>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.</td>
</tr>
</tbody>
</table>
# 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>Most ID reviews focused on course readiness; limited reviews for standards of excellence.</td>
</tr>
<tr>
<td>December 2017</td>
<td>Director of Instructional Design will develop schedule and standard operating procedure for excellence reviews beginning 2018.</td>
</tr>
<tr>
<td>June 2018</td>
<td>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.</td>
</tr>
</tbody>
</table>
## 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

<table>
<thead>
<tr>
<th>Month</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>Most data generated internally via Office of Institutional Research.</td>
</tr>
<tr>
<td>December 2017</td>
<td>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.</td>
</tr>
<tr>
<td>June 2018</td>
<td>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.</td>
</tr>
</tbody>
</table>
## 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).

### 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

<table>
<thead>
<tr>
<th>Period</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>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.</td>
</tr>
<tr>
<td>December 2017</td>
<td>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.</td>
</tr>
<tr>
<td>June 2018</td>
<td>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.</td>
</tr>
</tbody>
</table>
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.
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.
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**

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Deliver quality academic programs that meet the needs of students, the State and its employers in NH and beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Develop and promote transitional pathways to optimize student engagement in curricula.</td>
</tr>
<tr>
<td><strong>1.4.1</strong></td>
<td>Develop curriculum plans and bachelor’s programs that support and align with CCSNH associate programs.</td>
</tr>
<tr>
<td><strong>Vision</strong></td>
<td>All GSC undergraduate programs will have clear, established pathways from appropriate CCSNH programs.</td>
</tr>
<tr>
<td><strong>Update</strong></td>
<td></td>
</tr>
<tr>
<td><strong>September 2016</strong></td>
<td>Six undergraduate programs have transfer pathways in 2016.</td>
</tr>
<tr>
<td><strong>December 2017</strong></td>
<td>All appropriate undergraduate and School of Education (26) programs have transfer pathways in 2017.</td>
</tr>
<tr>
<td><strong>June 2018</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
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.

**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.
## 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

<table>
<thead>
<tr>
<th>Time</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018 (% increase since 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>• 36 hybrid sections</td>
<td>• 47 hybrid sections</td>
<td>• 58 hybrid sections (61%)</td>
</tr>
<tr>
<td></td>
<td>• 226 hybrid enrollment</td>
<td>• 301 hybrid enrollment</td>
<td>• 410 hybrid enrollments (81%)</td>
</tr>
<tr>
<td></td>
<td>• 877 credits</td>
<td>• 1163 credits</td>
<td>• 1591 credits (81%)</td>
</tr>
</tbody>
</table>

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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.
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.
### Goal 2

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Align advising with academic centers.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1.2</strong></td>
<td>Provide undergraduate advisors with access to FT faculty and specialized training in majors associated with particular academic centers.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Update</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>September 2016</strong></td>
<td>Not yet established.</td>
</tr>
<tr>
<td><strong>December 2017</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>June 2018</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
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.
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**

FY 2018 (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**

FY 2018 (complete):

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

<table>
<thead>
<tr>
<th>Date</th>
<th>FY2016: 8 ADA plans approved.</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>FY2017: 19 ADA plans approved.</td>
</tr>
<tr>
<td>December 2017</td>
<td>FY2018: 24 ADA plans approved.</td>
</tr>
</tbody>
</table>
Goal 2  Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

**Objective**  Improve academic and student support services.

<table>
<thead>
<tr>
<th>2.2.3</th>
<th>Increase use of student orientation services.</th>
</tr>
</thead>
</table>

**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**

<table>
<thead>
<tr>
<th>September 2016</th>
<th>Orientation available but not mandated, and participation limited.</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2017</td>
<td>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.</td>
</tr>
<tr>
<td>June 2018</td>
<td>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.</td>
</tr>
</tbody>
</table>
Goal 2
Improve the student experience to support improved learning outcomes, retention, graduation, and satisfaction.

Objective
Improve academic and student support services.

Vision
Enhance digital library resources and services.

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
**Goal 2**

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

**Objective**

Improve academic and student support services.

**Vision**

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

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.
## 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.

### Update

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>No contracted mental health/counseling provider; services provided via referrals.</td>
</tr>
<tr>
<td>December 2017</td>
<td>Contract with KEPRO signed (April 2016); 12 students accessing services FY2017.</td>
</tr>
<tr>
<td>June 2018</td>
<td>17 students accessing services FY2018 (Note: some students may be continuing to access services from 2017).</td>
</tr>
</tbody>
</table>
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.
## 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Default Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>14.6%</td>
</tr>
<tr>
<td>December 2017</td>
<td>12.3%</td>
</tr>
<tr>
<td>June 2018</td>
<td>11.3%. Currently evaluating opportunities for new default management service to replace NorthStar, which has ceased operations.</td>
</tr>
</tbody>
</table>
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


December 2017

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.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Improve communication with students.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1</td>
<td>Ensure that communications to students are consistent and coherent.</td>
</tr>
</tbody>
</table>

**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).
**Goal 2**

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

**Objective**

Improve communication with students.

**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.
## Goal 2

**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

<table>
<thead>
<tr>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>Students participate indirectly via end-of-course, satisfaction, and alumni surveys.</td>
</tr>
<tr>
<td>December 2017</td>
<td>Associate Dean of Academic Effectiveness exploring avenues for direct student participation in program reviews. Will make recommendation in Fall 2018.</td>
</tr>
<tr>
<td>June 2018</td>
<td>Recommendation pending for Fall 2018.</td>
</tr>
</tbody>
</table>
## 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.
**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**

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>No formal tracking of current student participation in alumni events.</td>
</tr>
<tr>
<td>December 2017</td>
<td>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.</td>
</tr>
<tr>
<td>June 2018</td>
<td>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).</td>
</tr>
</tbody>
</table>
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
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

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>2016: One webinar; limited email communication.</td>
</tr>
<tr>
<td>December 2017</td>
<td>2017: Two webinars; quarterly HR Bulletins.</td>
</tr>
<tr>
<td>June 2018</td>
<td>Quarterly HR Bulletins continue, as well as monthly HR Newsletter.</td>
</tr>
</tbody>
</table>
## 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016</td>
<td>3 wellness programs offered in 2016.</td>
</tr>
<tr>
<td>December 2017</td>
<td>Trending toward 8 programs offered in FY18. In December 2017 GSC signed employee-discount agreement with local fitness center in Concord.</td>
</tr>
<tr>
<td>June 2018</td>
<td>7 wellness programs offered to-date in FY18. Total attendees: 60 live;128 remote.</td>
</tr>
</tbody>
</table>
Organizational Coherence | Strategic Plan 2016 - 2019

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.
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.
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.
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.
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
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).

4.1.4
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.
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.
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.
**Goal 4**  
Improve GSC’s engagement with the State, employers, and communities.

**Objective**  
Develop specific partnerships with employers.

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### 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.
# 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.
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.