

Notre Dame College Strategic Plan 2017-2022
Prioritization - Academics

Strategic Initiative 1: Academics (Office of Academic Affairs & OIE)			Comments on Progress			
Goal 1: Enhance the teaching-learning process and environment.						
	1.1.1	Identify comparative and aspirant institutions.	Completed			
	1.1.2	Create a Center for Teaching and Learning Excellence.				
	1.1.3	Expand collaborative initiatives with all college-wide divisions.	MoU in place with Community Colleges & 2021 Tri-C Criminal Justice			
	1.1.4	Develop learning communities on campus.	Several initiatives launched none sustained beyond 2 yr.			
Goal 2: Demonstrate commitment to high-quality educational programs.						
	1.2.1	Implement appropriate information technologies, methodologies, and learning spaces.	2019-2020 pushed remote course delivery online.			
HLC P1	1.2.2	Continuously align curriculum with career preparation to ensure successful professional growth and workforce readiness upon graduation; report progress on developing measures for evaluating the success of graduates. (FV2)	Oversight of graduate success is shared work of Career Services, faculty and OIE			
	1.2.3	Assess and refine the faculty evaluation process.	New faculty evaluation initiated in 2018			
	1.2.4	Integrate the academic master plan across disciplines.				
HLC P1	1.2.5	Review the methods currently used for program-level and course-level assessment; report progress on implementing program review process for undergraduate and graduate students. (FV1)	Program level assessment assigned with PSLOs as specified in College Catalog. Weave tool houses annual data for undergraduate and graduate programs			
	1.2.6	Review the methods currently used for course design.				
HLC P1	1.2.7	Provide one full year of assessment data for academically-related outcomes. (FV3) [ADDED 10/2017]	PLOs and ILOs and Master's level outcomes assessed annually			
Goal 3: Review and assess online programming.						
	1.3.1	Validate the alignment of online course offerings with onsite course offerings.	OAA requires that courses be aligned with SLOs & key assessments			
	1.3.2	Review effective engagement strategies for online students.				
	1.3.3	Assess current adult and non-traditional program options (Finn Center).				
	1.3.4	Finalize an e-learning business plan.	Wiley contract updated by Dr. Pressimone Fall 2020			
Goal 4: Improve the persistence and graduation of NDC Students.						
	1.4.1	Design levels of support strategies to increase persistence and graduation rates.	TRIO grant, Student Success updates, First Gen			
	1.4.2	Provide students with a four-year course guide.	Completed			
	1.4.3	Cultivate a comprehensive student-faculty advising relationship.	Ongoing work			
	1.4.4	Provide focused tutoring for courses with the highest risk of student failure.	TRIO grant, Student Success updates, First Gen			

Notre Dame College Strategic Plan 2017-2022
Prioritization - Academics

Strategic Initiative 1: Academics (Office of Academic Affairs & OIE)			Comments on Progress
1.4.5	Engage students by providing co-curricular activities.		Ongoing work
1.4.6	Move towards 120 credit hours for graduation where applicable.		Completed

Notre Dame College Strategic Plan 2017-2022
Prioritization - Campus Environment

Strategic Initiative 2: Campus Wide Environment (Dean of Students, Mission Office, OIE)			Comments on Progress			
Goal 1: Promote the Notre Dame College Mission.						
	2.1.1	Engage students and stakeholders in communicating and promoting the Notre Dame College Mission, Vision and Guiding Principles.	Ongoing use of the Mission in syllabi, NDC Magazine, Admissions material, External Newsletter etc.			
	2.1.2	Enhance opportunities for students and employees to embody the Mission.	Annual Abrahamic Lecture; PD for Cabinet, faculty staff (lunch_Charesha Barrett); PD Kimberly Chapmon-Wynne; Black Lives Matter Prayer Vigil; FYF			
Goal 2: Maintain a campus culture of accountability, assessment and continuous improvement						
HLC P1	2.2.1	Establish an Office of Institutional Effectiveness.	Established July 2017			
		<ul style="list-style-type: none"> Evaluate initiatives which have been implemented based on data analysis. (FV6) 	OIE work with Division Chairs, Admissions, Marketing,			
		<ul style="list-style-type: none"> Provide evidence of efforts to align strategic planning, assessment and continuous improvement. (FV10) 	OIE ongoing work with departments and divisions			
HLC P1	2.2.2	Establish performance outcomes for every unit of the organization	Initiated in 12/2017 still in process			
		Provide one full year of assessment data for co-curricular programs that flow from institutional learning outcomes. (FV4)	Meilander initiated 2019			
	2.2.3	Implement an institutional program prioritization process.	Program Priorization completed and Program Review on regular cycle			
HLC P1	2.2.4	Implement a process for the publication of student outcome data. (FedComp) [ADDED 10/2017]	Galovic	12/2017		
Goal 3: Maintain a supportive campus environment						
	2.3.1	Promote a healthy, safe, and inviting environment.	Ongoing OAA, Mission Office, Student Affairs - Student Engagement; Chief Grecol and Rhythm and Blues			
	2.3.2	Evaluate tutoring and supplemental support (Dwyer Learning Center).	Ongoing work with Dwyer, Katie McMahon, Student Success Team, Michele Polak			
	2.3.3	Expand the three functions of the career center-- student development, curriculum integration, and employer relations.				
	2.3.4	Assess a need for an Office of Diversity.	Ongoing work with the Diversity Committee established in May 2018 continuous work to the present			
	2.3.5	Assess and refine the student services plan.				

Notre Dame College Strategic Plan 2017-2022
Prioritization - Campus Environment

Strategic Initiative 2: Campus Wide Environment (Dean of Students, Mission Office, OIE)			Comments on Progress
	2.3.6	Assess and refine the residence life plan.	
	2.3.7	Enhance internal communication.	Ongoing: eFalcon weekly, General Meetings, HLC bi-monthly newsletter
HLC P1	2.3.8	Improve the student complaint process, including the creation and publication of annual report. (FedComp) [ADDED 10/2017]	Semester student complaint reports to Operations or President's Cabinet
Goal 4: Standardize organizational policies and procedures.			
	2.4.1	Develop, document and publish institutional policies and standard operating procedures.	Ongoing SOP manual for Office Services, Rentals, updates in policies and procedures
HLC P1	2.4.2	Implement a process that integrates the entire College organization in budget preparation, evaluation, execution and completion.	Integration continues to evolve. Departments receive monthly budget actuals reports. Program review process includes future plans/faculty & program needs, PLO closing the loop includes future plans
		<ul style="list-style-type: none"> Provide a complete cycle of evidence where student learning outcome assessments inform operational planning and budgeting processes at the college. (FV5) 	Education department software for IEP experience; Redesign FYF, Reduction in small classes for operation efficiency, use of Weave Assessment platform
		<ul style="list-style-type: none"> Provide evidence of continued efforts to align resources and expenditures. (FV7) 	FV report confirms that NDC is ingagin in strategies to successfully align expenditures with revenue: Trakc Team example, program prioritization, focus on expanding program/Majors as targets for Admssions

Notre Dame College Strategic Plan 2017-2022
Prioritization - Enrollment Management

Strategic Initiative 3: Enrollment Management (Beth Ford)			Comments on Progress			
Goal 1: Move to an admission model that leads to graduation and sustainability.						
HLC P1	3.1.1	Complete the enrollment model being developed by the Institutional Analysis Committee (IAC)	Ongoing work of Admissions Office team, reognaization, work with Baker Group			
		<ul style="list-style-type: none"> • Provide results of efforts to reverse downward enrollment trends. (FV8) 	Work of retention Group under S. Grassman, new programs and target enrollment goals for majors			
	3.1.2	Examine various admission models.	Ongong work with the Baker Group			
HLC	3.1.3	Improve the College persistence and completion rates. [ADDED 2/20/2018]	Ongoing work of STOUT Team, Student Success Group, and Advisors			
Goal 2: Identify and evaluate program initiatives that attract students.						
	3.2.1	Measure and Evaluate Current Specialty Programs in concert with the OIE				
		· Academic Support Center/Thrive	Ongoing MJ Levand			
		· College Credit Plus	Ongoing T J Meeks			
		· Community College Partnerships	Ongoing OAA and Dean Hoelker			
		· Athletics/Club sports	Ongoing with coaches			
		· Performing Arts	Ongoing with M Krueger			
		· Enterprise Development Center				
		· First Generation Program	Ongoing B Peppard and TRIO Team			
		· Honors Program	Ongoing with K Palko			
		· STEMM Program	Ongoing Science Faculty D Kirby			
		· Direct entry Nursing policy	Ongoing C Sweeney			
		· Legacy Program/retuns of former returning students - FRS	Ongoing			
		· Master Programs	New Programs Cyber and MBA and M.ED. C&I			
		· Certificate Programs	Ongoing Poelking/T Jurcisin			
		· Adult Programs	Ongoing Adults - B.Viol			
	3.2.2	Explore new initiatives for possible implementation				
		· Summer programs				
		· Guaranteed graduation in four years				
		· Non-traditional life options, e.g., day care				
		· Community college pathways	Initiativew with Criminal Justice Program			
		· Veteran friendly school	Ongoing B.Ford			
		· Immersion and mission trips	Ongoing Campus Ministry - Guatamala - TJMeeks - Abroad study			

Notre Dame College Strategic Plan 2017-2022
Prioritization - Enrollment Management

Strategic Initiative 3: Enrollment Management (Beth Ford)			Comments on Progress
		External accreditation	Ongoing OIE/HLC - Nursing and Education - Business 1st steps
	3.2.3	Assess and clarify the role of athletics in the enrollment management plan.	Ongoing Ford/Pressimone/Swain
HLC P1	3.2.4	Assess and refine the enrollment management plan; provide results of efforts to reverse downward enrollment trends. (FV8)	See retention work above: Grassman, Student Success, Advisers, and STOUT
Goal 3: Enhance affordability of a Notre Dame College education.			
	3.3.1	Develop strategic pricing policies, including exploration of a four-year guaranteed tuition.	
Goal 4: Enhance external communication.			
	3.4.1	Assess and refine the marketing plan.	St. Louis Group, Studiothink, P. Baughn
	3.4.2	Assess and refine the website.	Above group work ongoing and P. Laughlin

Notre Dame College Strategic Plan 2017-2022
Prioritization - Capital Resources

Strategic Initiative 4: Stewardship of Capital Resources (Cheryl Noviski and Tom Meeks)			Comments on Progress
Goal 1: Optimize facilities for cost effectiveness and maximum benefits.			
	4.1.1	Examine and evaluate current uses of all facilities.	Ongoing academic year & summer
	4.1.2	Seek synergies where facilities may serve multiple uses and users.	Ongoing work OAA/Plant Grounds/Others
	4.1.3	Assess whether our facilities and services meet the needs of our students.	IT updates in Res Halls spring 2021
	4.1.4	Prioritize a comprehensive list of deferred maintenance projects.	2019 Funding Priorities Document T. Meeks
	4.1.5	Review and revise the campus facilities master plan with a focus on sustainability.	
Goal 2: Assure that technology meets administrative, faculty, staff and student needs.			
	4.2.1	Evaluate equipment, software, and capacity needed by the institution.	Ongoing evaluation by IT
	4.2.2	Develop a software acquisition policy.	Software purchased as requested by Divisions/Depts
	4.2.3	Evaluate the availability of data to various constituents.	Director of Institutional Research position and data request process in place for all departments and units
HLC P1	4.2.4	Build data base and institutional research to support accountability and assessment.	VP of Inst Effect, Strat Plan Graduation Success, Operations assessment in process
		Evaluate initiatives which have been implemented based on data analysis. (FV6)	Ongoing work to evaluate new programs like MBA, FirstGen,
	4.2.5	Construct an Information Technology plan.	IT plans cycle of replacement for hardware; bandwidth needs attended to on annual basis

Notre Dame College Strategic Plan 2017-2022
Prioritization - Human Resources

Strategic Initiative 5: Stewardship of Human Resources (Judy West and President's Cabinet)			Comments on Progress
Goal 1: Attract and retain the highest caliber of people.			
P 1	5.1.1	Conduct a comparative compensation study.	Completed S. Anderson
	5.1.2	Assess and refine job descriptions.	Ongoing work S. Anderson and J. West
	5.1.3	Determine salary ranges.	S. Anderson and HR
P 1	5.1.4	Conduct an employee satisfaction survey.	Diversity Survey conducted 2019 - Respondents – 67 = 34% of full time administration, faculty, and staff
	5.1.5	Assess and refine the evaluation process for faculty, staff and administrators.	Faculty assessment updated in 2020
Goal 2: Clarify organizational structure.			
P 1	5.2.1	Assess and refine institutional organizational structure.	Ongoing work of Departments - Org Chats
HLC P1	5.2.2	Implement an institutional program prioritization process. Provide evidence of continued efforts to align resources and expenditures. (FV7)	Program prioritization completed
Goal 3: Provide for employee learning, growth and success.			
	5.3.1	Support employees by providing a comprehensive orientation program.	Ongoing work S. Anderson and new work J. West
	5.3.2	Foster an employee mentoring program for staff.	Individual units provide mentoring for new employees
	5.3.3	Implement a professional development program for staff.	Professional Development across all employees F 2020; individual PD by departments
	5.3.4	Perform a cultural audit, assess campus culture and articulate the workplace culture of Notre Dame College.	

Notre Dame College Strategic Plan 2017-2022
Prioritization - Philanthropy

Strategic Initiative 6: Philanthropy (Culeen Carey)			Comments on Progress
Goal 1: Increase the capacity of institutional advancement.			
HLC P1	6.1.1	Identify and prioritize long and short-term fundraising goals within the College's divisions and for the overall college needs for the next three to five years; provide results of efforts to build the college revenue base through institutional advancement and fundraising. (FV9)	Ongoing work C. Carey and Advancement
HLC P1	6.1.2	Build a foundation for a future capital campaign that will support the vision of the College; provide results of efforts to build the college revenue base through institutional advancement and fundraising. (FV9)	Ongoing work C. Carey and JM Pressimone
	6.1.3	Effectively convey philanthropic needs, goals and achievements to constituents, alumni and the greater community through increased print and electronic	
	6.1.4	Introduce innovative opportunities to increase the endowment for the College through a newly created planned giving program.	
	6.1.5	Provide programs to develop alumni, faculty, staff, administration and families as philanthropic ambassadors for the College.	
	6.1.6	Provide continual training and support that will enable department heads, in concert with the development staff, to become effective fundraisers	
	6.1.7	Establish a strong volunteer network to support fundraising through increased efforts to work collaboratively with the College's Board of Trustees and the Vice President of Community Outreach by creating "Just One Name," a yearly request to board members for introductions to new potential prospects and donors.	
	6.1.8	Establish a recognition program to properly acknowledge contributions of both financial and in-kind support.	
Goal 2: Increase and strengthen alumni and external stakeholder engagement and participation.			
	6.2.1	Expand the core of activities and active alumni by reorganizing the Alumni Association to better serve the three identified constituency groups and by focusing on the unique affinity for the school of the recent alumni.	Ongoing work N. Hamilton and C. Carey
	6.2.2	Prior to graduation, introduce students to alumni activities and instill a sense of philanthropy.	Ongoing work specifically during senior week prior to graduation
	6.2.3	Increase unique opportunities to develop a young alumni network.	
	6.2.4	Engage alumni in the philanthropic process and provide opportunities for them to serve as ambassadors.	
	6.2.5	Increase and strengthen external partnerships.	

Notre Dame College Strategic Plan 2017-2022
Prioritization - Philanthropy

Strategic Initiative 6: Philanthropy (Culeen Carey)			Comments on Progress
	6.2.6	Strengthen partnerships with student organizations and career services to increase opportunities for students and future alumni.	
Goal 3: Cultivate a consciousness of mission-centered philanthropy.			
HLC P1	6.3.1	Create and maintain a contemporary case statement which will result in measureable and increased fundraising opportunities; provide results of efforts to build the college revenue base through institutional advancement and fundraising. (FV9)	
HLC P1	6.3.2	Provide consistent, strategic planned activities each year which will enhance and increase fundraising opportunities for all identified constituency groups; provide results of efforts to build the college revenue base through institutional advancement and fundraising. (FV9)	
	6.3.3	Expand and coordinate a targeted corporate relations strategy to secure and increase philanthropic and sponsored programs from the corporate community.	
	6.3.4	Increase philanthropic foundation support through targeted research and more consistent collaboration with faculty.	
	6.3.5	Provide a model for campus-wide awareness, showcasing the importance of philanthropy for the College.	
	6.3.6	Begin planning a year-long philanthropy focused Centennial giving campaign to support capital, programmatic and endowment priorities.	
Goal 4: Develop a communication plan.			
	6.4.1	Create collateral materials for use in development of proposals and for solicitation purposes.	
	6.4.2	Share the College's mission, service and entrepreneurial spirit with the community through printed and on-line publications and on social media outlets.	