

## 2024 TACTICAL ACTIVITIES - REPORTED UPDATES

ACTIVITY #	ACTIVITY DESCRIPTION	NOTES
1	Create the academic framework and programming for the Centers of Excellence: Bertolon Health Simulation & Life Sciences Pathway Centers	
2	Launch three new certificate programs: High Tech Manufacturing Management, Health Care Management, and Gender and Women Studies	
3	Launch 4 new degree pathways: Dual Language Liberal Arts Transfer Degree, Finance, Accounting & Marketing (under BAT)	
4	Roll out completed Strategic Enrollment Management Plan and implement year 1	Goals are set and people are actively working on them. We (meaning me) just need to add some baseline #'s and percentages, which I'm aiming to finish next week! EXCITING!
5	Roll out completed Master Academic Plan and implement year 1	
6	Implement year 2 of NCAL Initiative.	
7	Implement year one of multi year Gray Associates Program Audit and Assessment process	Program audit slowed due to work to rule. The data was submitted, we held two workshops in January, and one in early February and the plan is for initial recommendations to be made to the BOT in April. "Completion" of the first year of this activity has largely been consumed with submitting data, reviewing data, and now looking at the data in Gray's system. Even after recommendations have been made, data review will continue and recommendations may take multiple years to implement.

8	Prioritize and create strategies to address top needs identified by the "Student Non Academic Needs" survey. (NUE Recommendation #10)	
9	Implement final steps (hire staff and finalize a permanent food source) of the NSCC Multi-Campus Food Locker Distribution Project grant	Lockers are fully functional on both campus and are a beneficial resource to minimize food insecurity for our students.
10	Case management: expand single point of contact, case management models and provide sustained proactive outreach to students via their primary point of contact (NUE Recommendation #4)	Hired a Director of Advising and Retention in December of 2023. We have begun the process of assigning all currently enrolled students an academic advisor. All new students are paired with a pathway navigator for their on-boarding process.
11	Career Education: Start the Integratration of career education and related services into curriculum (NUE Recommendation #6)	
12	Begin to Integrate faculty into the support services with early warning systems (NUE Recommendation #5)	
13	Improve insfrastructure and personnel for promoting social justice and holistic student support at NSCC,	
14	Implement year two of the Frederick Douglass Collegiate Academy. Pre-plan Facilities and Financing/budget for year 3 and 4, including assessment of lease of modular space	
15	Strengthen Early College Program by intentionally designing credential-focused pathways to improve outcomes and college going rates.	

16	Review and analyze the results of the Diversity & Equity Campus Climate Survey. Prioritize and create a plan to address top findings	Re-convened with the Campus Climate Results Analysis working group, goal is to share the results with Cabinet and BOT end of January, and the greater College community at the end of February.
17	Audit existing Professional Development opportunities and funding and create a future strategy for Professional Development	Collecting existing information, will resume with Campus Climate Survey results analysis.
18	Identify an initial area/zone and review/assess NSCC Policies and Procedures as related to DEI	Will share the Campus Climate Survey analysis results with parties listed under Operational Responsibilities to begin the activity from February onwards.
19	Establish a Bias Resource and Response Team	Have met with the Director of Community Standards and Compliance Officer to discuss charge, purpose, and approach for BRRT at NSCC. Will integrate with new Quadrian software and reconvene after the Campus Climate Survey results analysis have been shared; specifically pulling from "Discrimination and Harassment" and "Disparaging Remarks" to establish the BRRT.
20	Five year Deferred maintenance projects - (DCAMM funded): FY24 Complete study for "STEM MathSci entrance windows and doors" which relates to LifeSci Pathways Center/STEM Commons	

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21 Complete construction of the Bertolon Center of Excellence expansion for Summer/Fall 2023 - includes move of offices/staff Advising and Accessibility Services (FY23), establish budget sources, project supervision, tasks and timeline for completion

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22 Facilities master planning (DCAMM ) Phase 1 FY24 start process with DCAMM - Define Scope and space utilization data: potential areas include Learning Commons, Provost Division reorg, Entrepreneur Center in Lynn, ESL functions, Success fund, other Academic programs in Academic Master Plan

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23 Based on Academic Program Audit, assess potential projects for renovation or construction of new laboratories for Lynn campus, expansion and/or modification of gym for meeting space and/or entrepreneur/Innovation center

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24	<p>Finalize Facilities and financing plans to implement the Life Science Pathways Center of Excellence in FY2024-26. Prepare and complete renovation plans for Veterans' Center and Corp and Prof Ed spaces for move by December 2023; in conjunction with Academic Affairs and Cabinet decide post-renovation use for current lab spaces in Danvers Math and Science building</p>	<p>Facilities and finances Life Science Pathways Center. 100%. The study has been certified by DCAMM, and that has been turned over to the DCAMM capital construction division. The project is currently in design. Reno plans for Veterans' Center and Corp Ed spaces for move by Dec 2023; 25%. A final decision on the location to move the veteran center and Corporate Ed has not been made. Options have been suggested and investigated, meetings have been made with stakeholders and leadership on the potential options, it is pending a decision from the Provost office and Kathryn Nielsen (currently overseeing Corporate Ed) on the exact relocation for each area, but concepts for each option are known. The deadline has been changed to July 2024. Post-renovation use for current lab spaces in Danvers Math and Science building 5% A definitive institutional or academic priority for the backfill on the second floor lab spaces of the math and science building has not been defined. Certain ideas have been suggested, but not enough that would warrant a feasibility review and/or study. A rough order of magnitude estimate of 2.2 million to create general-purpose classrooms "white box" space was provided by the estimator of the math and science lab renovation project. At this point more direction is needed move this objective forward.</p>
25	<p>Community Funding Project (Federal Earmark T_HUD) to renovate LW307/308 for new physics lab space and shared (with LPS) biology lab</p>	<p>A concept has been discussed, but has not moved forward into feasibility review or study with house doctor. A decision to move this forward into a feasibility study and/or DCAMM certifiable study has not been made. Institutional funds would be necessary to perform the study.</p>

26	LE301 Fed earmark (HRSA) A&P laboratory renovation - continues into FY 24	Project completed from Facilities standpoint
27	Establish and implement use of JobLeprant Diversity Recruitment Advertising and HigherEdJobs	Implemented Summer 2023
28	Expand CARE Committee events	Additional Celebrations have been sponsored, occurring on both the Lynn and Danvers campus. Peer Recognitino Program is being launched in January 2024, Spirite Weeks are being offered each month, a new Employee Recognitions Week will occur in March 2024, with other new engagement activities planned for the new fiscal year.
29	Investigate and recommend Budget software and new budget process that provides for annual tactical plan inclusion and scenarios; ties in enrollment; building business plans for key areas (Entrepreneur Center, Corp Ed, Events, Facilities, etc)	
30	Rollout Zogotech to the college community	Completed
31	Explore options for a joint system that both replaces the Banner Advancement module and serves as a vehicle for tracking and managing relationships for community engagement purposes	Reviewed proposals, selected and demos completed. CRM teams will convene to determine which vendors to review in-depth.

32	Implement recommended CRM replacement and revise/streamline admissions process for improved services	<p>CRM- we have met with all the vendors. The committee is currently re-griding the vendors. If we are unanimous the process will advance with our top choice. If we are still torn, we may invite back our top two choices to help us finalize a decision.</p> <p>The application has been simplified and updated. However, due to our current CRM limitations it's still not as easy to navigate as I was hoping. However, the work we've done will hopefully make the process easier for students!</p>
33	Introduce more flexible scheduling by adopting Courshedog course scheduling and event management software (training and preparation for Spring 2024 semester implementation that starts in Summer 2023 and events scheduling	
34	<p>In FY2024, raise \$520,000* through private philanthropy.*</p> <p>*Note that the goal refers to bookable donations and pledges received 7/1/23-6/30/24 and does not include payment on past fiscal year pledges received during this fiscal year.</p>	As of Oct, raised \$552K
35	Implement Year 1 of the Alumni Program proposal - developing the program and determining staffing level.	Proposal submitted, Alumni Assoc meeting has not yet happened, next steps are on hold for now.
36	Evaluation of all grants, their impact, relevance, and alignment with the Strategic Plan.	Grants org and portfolio reviewed, grants concept process continued, awaiting discussion on strategy.