

Introduction

Preparation of Self-Study

The formal process of planning and preparing the self-study began in September 2008. All full-time staff and faculty were invited to participate in the process. In honor of our new riverside campus, our theme was *Sailing to Success*. The President appointed Janet Jefford, the VP for Institutional Effectiveness and Danielle Wilken, Chair of the Health and Natural Science department as "co-captains". Eleven standard teams were formed, each with a "First Mate and Second Mate" to steer the teams to their final destination. A steering committee, comprised of the chairman of each standard team, and the co-captains, directed the self-study process. A total of 124 faculty and staff members served on the standard teams. All Board members, administrators, staff and faculty have participated in the process. Drafts of each standard were posted on the college website. Board members, faculty, staff, and students were notified by e-mail when the drafts were available and were invited to send any comments or suggestions to the co-chairs. Students were also asked to participate in the process by attending our Strategic Planning retreat and by meeting with individual standard teams to review self-study drafts. Once finalized, all self-study material was made available to the entire college community.

Goals of the Self-study Process

The main goal of the self-study process was to create an opportunity for everyone on staff to participate. The process was meant to be a time to reflect on how far we have come since the first NEASC visit in 2004. As a relatively new college still struggling to find comfort with its identity as a baccalaureate institution, looking at the progress we have made over the last five years allowed us to celebrate our many accomplishments.

Another goal of the process was to create an opportunity for faculty and staff to learn more about the areas and departments of the college that they might not be familiar with. Members of the President's cabinet were assigned to standards that covered "unfamiliar ground". The time spent researching current practices and discussing strengths and weaknesses became a true learning experience for the participants. As a result, we all have a better understanding of, and appreciation for, the contributions made by all staff and faculty that makes Goodwin the unique place that it is.

Areas of Focus after Last Evaluation Visit

At the March 2005 meeting of the Commission on Institutions of Higher Education, the Commission recommended to the Board of Trustees of NEASC that Goodwin be granted initial accreditation and that the college submit a report by December 2005 describing our progress in:

1. Making a successful transition from a for-profit to a not-for-profit institution;
2. Establishing and implementing a program review process; and
3. Planning the successful transition to new campus facilities, including projections for the enrollment and financial resources to support the transition.

We feel we have successfully met these three benchmarks.

Transition to a Non-profit Institution

The current Board consists of 17 members with experience in finance, business, health care, community and social service agencies, nonprofit agencies, marketing/public relations, and institutional development. Many have served or are serving on other non-profit boards. The Board of Trustees has the ultimate responsibility for determining and achieving the

institution's mission and purpose, overseeing the administration and finances, approving strategic plans and major academic initiatives, and evaluating the President's performance. In addition, the Board has the authority to appoint and/or terminate the President of the College as required. The Board of Trustees has fiduciary responsibility for Goodwin College and controls the prudence and ethics of all organizational practices. There is now a separate and independent Audit Committee. The new Audit committee is comprised of board members with the skills and time to discharge the committee's fiduciary duties and responsibilities. All necessary policies and procedures are in place. The board holds an annual strategic planning retreat each March which includes training on the roles and responsibilities of nonprofit boards and fiduciary responsibilities and internal controls.

Program Review

To begin the process of establishing and implementing a formal program review, a standing college committee, the College Committee on Assessment (CCA), was formed in April 2005. From the beginning, we envisioned that as the scope and mission of the committee evolved, so would its membership to include representation from all constituencies. The CCA adopted an instrument based on the Houston Community College System's Model. The instrument was revised to specifically conform to NEASC standards. The first cycle of program review began in late 2005. Several months into the process, it became apparent that we did not have the resources to commit to this endeavor. Moreover, we realized, to fully engage the college community in creating a culture of assessment, we needed someone to champion the effort. In response, the college hired a Director of Educational Assessment in 2008. We are currently well into our second cycle of formal program review and have added an annual review process of each academic department that focuses on student learning outcomes. Additionally, every service area participates in formal and annual reviews that focus not only on efficiency of operation but also on student learning. We are proud of the progress we have made.

Transition to New Campus

The college successfully moved to its new campus in December 2009. The building project came in under budget and on-time. The Connecticut Board of Governors approved the move to the campus. The NEASC Commission on Institutions of Higher Education accepted our plans to relocate to the river campus in December 2009. In the approval letter, they requested that the self-study being prepared for the Spring 2010 comprehensive evaluation provide an update on the relocation with emphasis on the college's success in achieving the enrollment and revenue goals needed to support the campus. Current data indicates that we have met that goal. Enrollment increased by 31% from Fall 2009 to Fall 2010. As of this writing, preliminary numbers for entering students for January 2010 has increased by 60% over January 2009. On balance, for calendar year 2009, our revenue and expenses have achieved or surpassed our estimated numbers. Included in the appendix is the audited statement, including the management letter, for FY 2008 which ended on September 30, 2008. The audited statement and management letter for FY 2009 should be completed in early February and will be sent to the team before the visit.

In summary, the Commission also recommended a review of the administrative and academic structure to better align the institution with a higher education model; the implementation of a broader and more participatory budgeting process; a more formalized planning and assessment process; and the adoption of an assessment model designed to provide feedback to improve the effectiveness of teaching and learning.

The College has worked diligently over the last five years to follow these and other recommendations from the Council. Changes implemented include a new organizational chart for administration and academics; a detailed budget process that is tied into

departmental objectives, all of which are tied to our Strategic Plan and the fulfillment of our Mission; and a college-wide assessment process focused on student learning. In this self-study we hope to show a picture of a College that is managing growth and planning for the future, while maintaining the spirit and culture of a small school that offers a diverse student population the personal attention needed for student success.

NEASC Standard Teams

Members

Standard 1

Mission and Purposes
Claudia Lange, First Mate

Mary Ellen Rund – Second Mate
Tony Harrington
Kim Campbell
Jennifer Harrison
Maria Cruz

Marilyn Portilla
Barbara Morey
Roger Ellsbury
Regina Salvio

Standard 2

Planning & Evaluation
Henriette Pranger, First Mate

Catherine Thomas- Second Mate
Jack Mathews
Ann Clark
Dan Williamson
Eleni Beka
Anna Robertson

Ivy Kimble
Lee Sawyer
Heather Kies
Karen Gilbert

Standard 3

Organization and Governance
Tracey Jackson, First Mate

Lisa Martin - Second Mate
Bryant Harrell
Jessica Greenleaf
Ann Zajchowski
Fred White

Pedro Pozo
Jan Costello
Christine Boudreau
Andrew Jaffe
Charles Wilkerson

Standard 4

The Academic Program
Rosemary Hathaway, First Mate

Jayanti Roy - Second Mate
Andrea Brown
Jerry Emlet
Georgeta Moarcas
Paula Dowd
Alina Ciscel
Paula Lackups
Kim Ressin
Regina Salvio

Sandy Pearce
Leia Bell
Denise Schwabe
Lakisha Grant-Washington
Debra Rajaniemi
Ed Kobylanski
Qiona Woffard
Bruce Morton

Standard 5

Faculty
Cynthia Hendricks, First Mate

Kim Mansfield - Second Mate
Todd Andrews
Bryan Mitchell
Kori Kentfield
Andrea Young
Liz Lane

Sandra Arguelles
Frank Ruotolo
Simona Burgio
Gerry Simpson
Susannah Landis
Kim Reese

Standard 6

Students
Nicole Olson, First Mate

Tammy Webb - Second Mate
Dan Noonan
Ronald Rivera
Lori Jarvis
Jenn Vamvakas

Joy Castello Butler
Marlene Harris
Zoe Durkin
Pam Walker
Vinod Dhar

Pat Hickey
Linda Fellows
Armando Perez

Tyesha Woods
Stacy Routhier
Karri Van Blarcom

Standard 7

Library and Other Information
Resources
Marilyn Nowlan, First Mate

Teresa Twomey - Second Mate
Mia Thompson
Jim Nargi
Guy LaBella
Kavita Leone
Christina Deptulski

David Ehler
Holly Greene
Mary Henderson
Alicia Cornelio
Latanya Kennedy
Tanya Schwabe
Kristen Moreland

Standard 8

Physical and Technological Resources
Bud Salemi, First Mate

Barbara Charley - Second Mate
Judy Zimmerman
Miranda Downing
Tim Gilmore
Katie Shutts
Marcia Scanlon

Roman Brook
Derrick Seldon
Serayban Alcantara
Juana Toro Sanchez
Bajram Hidri
Diana Aldrete

Standard 9

Financial Resources
Matt Chmielewski, First Mate

Michael Rotondo - Second Mate
Sharon Daddona
Adrella Jordan
Nell Bourgojn

Gary Wright
Salvatore Secondo
Eric Emet

Standard 10

Public Disclosure
Nick Lentino, First Mate

Paul LaRocca - Second Mate
Bill Mangini
Cheryl Mobley
Nancy Li
Gerry Jarvis
Caleb Prue

Bruce LeBeau
Kara Simmers
David Zoppoli
Jordan Raineault
Pam Kudra

Standard 11

Integrity
Nancy Peer, First Mate

Susan Hogan - Second Mate
Mark Scheinberg
Laura Donner
Mark Juliano
Kristen Mason

Joe Gillen
Dan Larson