



Strategic Plan 1997-2002

“COMMUNITIES OF LEARNING”

In our vision of education in the 21st century,
we see a network of Communities of Learning
composed of lifelong learners,
offering comprehensive, interactive educational programs and services,
delivered by a quality faculty and staff, and
supported by effective services.

Northeast
Community College

Northeast Community College Philosophy

Northeast Community College is founded on the principle that everyone must have the opportunity to discover and develop their abilities. The college believes that all individuals have a right to an education, commensurate with these abilities.

The college recognizes its obligations to the communities which it serves, to help people participate in community life and make substantial contributions to society as thoughtful and responsible citizens.

Northeast Community College Role and Mission

Northeast Community College is devoted to the challenges of developing students' talents and providing opportunities for their achievement. The college encourages lifelong learning and is sensitive to individual needs and cultural, social, and economic trends in the geographic area served by the college.

Purposes

Northeast Community College is dedicated to meeting the challenges of developing learners' talents and opportunities for achievement in: Applied Technology Education, Transfer Education, General Education, Developmental Education, Adult/Continuing Education, and Economic and Community Development.

1. To enable students to qualify for successful entry-level career employment by providing educational programs leading to a certificate, a diploma, or an associate degree.
2. To enable students to qualify for successful transfer to a four-year college or university by providing educational courses and programs leading to a diploma or an associate degree.
3. To enable students to acquire a general education by providing educational courses and programs leading to an associate degree.
4. To enable constituents to acquire continuing education opportunities by providing programs and services for personal/professional improvement.
5. To enable students to gain personal and educational development by providing student support services and student life opportunities.
6. To enable students, with the ability to benefit, the opportunity to develop skills necessary for college success by providing developmental educational programs.
7. To provide the college community with the use of facilities and services.
8. To assist area communities in furthering business, industry, community and economic development.

Northeast Community College fulfills its statutory role and mission functions under the guidance of Nebraska's Coordinating Commission for Postsecondary Education, as set forth within the Comprehensive Statewide Plan for Postsecondary Education.

Northeast Community College Board of Governors and Employee Leadership

Ken Echtenkamp, 1997 Chairman
Gerald Petersen
Barbara Birmingham
Betty Curry
Don Smejkal

Jack Warrick, 1998 Chairman
Mervin Jacobsen
Larry Poessnecker
Steven Anderson
Clarence Schmitt

J. Paul McIntosh

Faculty Association President: Timothy Miller, Instructor, Audio Recording

Classified Staff President: Doug Cromwell, Maintenance

Professional/Managerial President: Nell Votruba, Purchasing Director

Student Senate President: Kevin Maas, Broadcasting Major

College President: Dr. James C. Underwood

Strategic Planning Steering Committee: Chair, Anne Ausdemore, Community Relations Director:

Karen Warner, Director of Library Resource Center, 1998 Administrative Council Chair:

Patti Gubbels, Director of Teaching and Learning Services:

Don Benjamin, Instructor, Agriculture, 1997 Administrative Council Chair:

John Miller, Mathematics Instructor

TABLE OF CONTENTS

	Page
Philosophy, Mission, Purposes	3
Board of Governors, Employee Leadership	3
A Message from the Board Chairman	5
Strategic Planning at NECC	6
Theme of Strategic Plan	7
Definition of College Planning Terms	7
Value Statements	8
Vision Statement and Components	9
 Goals & Strategies	
Goal A: Teaching/Learning	10
Goal B: Governance	12
Goal C: Administration	13
Goal D: Business and Financial Management	14
Goal E: Facilities and Grounds	14
Goal F: Human Resources	15
Goal G: Student Services	16
Goal H: Planning, Research and Evaluation	17
Goal I: Technology	17
Goal J: Academic Support	18
Goal K: Student Life	18
Goal L: Alternative Funding Sources	19
 Institutional Marketing Plan	21
 Master Facilities Plan	22

A MESSAGE FROM THE BOARD CHAIRMAN

Dear Constituents and Colleagues,

The development of the Strategic Plan has been a year-long process involving the Board, students, faculty, staff, and our public. The process started with the preparation of a shared vision, followed by the determination of value statements, and culminating with adopted goals and strategies. **All aspects of building the plan can be characterized as a "bottom-up" process. There was truly full participation in developing the components of this Strategic Plan.**

As a comprehensive community college, we are proud to be serving a diverse population with quality programs and services. Our vision of fostering "communities of learning" throughout our 20-county service area with lifelong learning opportunities is a vision that we are rapidly pursuing. The recent completion of the new Lifelong Learning Center and the expansion of our distance learning, interactive video technology will help us achieve our vision.

We are pleased that more and more of our area citizens are choosing NECC to pursue their educational goals. This past year, **the College enrolled a record 7,226 credit students and another 14,000 noncredit students.** Through the implementation of the Strategic Plan we expect these numbers to continue to grow as we reach new populations. The Board of Governors is extremely proud of our faculty and staff for all that they do in serving all of our students with high quality programs and services. **NECC is the college of choice for all first-time entering freshmen from our 20-county area, enrolling 36.5 percent,** which is more than twice the percentage any other higher educational institution receives.

Through our flexibility, we are responsive to the needs of our communities, and through our flat organizational structure under a consensus democracy decision-making model we are highly accountable and efficient. Also, we are committed to maintaining our tuition and fees at affordable rates. We will continue to be good stewards of tax funds.

Our future is predicated on working under partnerships with the other five Nebraska community colleges, Nebraska's four-year public and private colleges and universities, K-12 schools, ESUs, business and industry, and other public entities. **Together, we can effectively meet our challenges and realize our vision.**

Our sincere appreciation to those who work and support Northeast Community College. The ideas, thoughts, and creativity that went into this planning document came from many people and for this we are thankful.

Kenneth J. Echtenkamp

Chairman, Northeast Community College Board of Governors

STRATEGIC PLANNING AT NORTHEAST

Over the past two years, Northeast Community College has refined its college-wide planning process that has resulted in the adoption of this updated "Strategic Plan". This plan will lead the institution well into the 21st Century. Considerable progress has been made in perfecting the planning process, yet improvements are constantly being made. The integral objectives of the process were and remain:

- Maintain a fully participatory and consensus-based planning process that involves the entire College community.
- To integrate the vision, mission, goals, and strategies of the College's strategic plan into the operational and facilities planning.
- To develop the annual budgets of the College consistent with the strategic plan.
- To identify and collect the internal and external data and information necessary to assist with the planning decisions.
- To be informed on trends in higher education and the workplace for forecasting the future programming needs.
- To project future financial conditions that may or may not affect the institution.
- To access the needs of the community college area to be responsive.
- To have an understanding of the current resources, capabilities, and assets of the institution and needed new resources to meet the strategic plan.

These objectives were and continue to be considered as the institution considers elements of the strategic plan. This plan is a living document that must be updated on a constant basis in order to remain current and an effective tool for the College planning process.

The strategic planning process is a function of the College Administrative Council (AC). As such, the AC provided the leadership for acquiring the input and determining the results. Various methods and forums were utilized during the process. The "consensus" decision-making model was used for discussions and determining the results.

THEME OF THE STRATEGIC PLAN

The theme of the Strategic Plan for 1997 to 2002 is "Communities of Learning." We see Northeast Community College as one 20-county community of learning. Much has been done over the past 24 years in providing educational opportunities to the citizens of the 20-county area, but much remains to be accomplished. This plan builds on the past accomplishments by focusing on instruction, student services, educational delivery systems, teaching and learning, administrative support services, technology, professional growth and development, decision-making processes, college environment, outreach programs and services, leadership, facilities and grounds, and finances.

In short, everything we do is designed to serve students and the communities within our area with effective programs and services. Other major components of the theme are to provide through the learning process a "global" perspective and understanding of the world in which we live, and to foster the notion of "lifelong" learning. As boundaries are quickly eroding in this digital economy and as training and education is a lifelong process, we must be sensitive and understanding of our larger and ever expanding environment.

PLANNING DEFINITIONS

STRATEGIC PLANNING - The effort to identify the most important trends and forces that will have the greatest impact on the College over the course of the next five years; to analyze and interpret this information in order to identify key planning assumptions; to use these key planning assumptions to identify and develop consensus for a strategic plan for the College.

STRATEGIC PLAN - An outline of key planning assumptions incorporated into specific goals.

KEY PLANNING ASSUMPTIONS - A list of claims about current and projected trends and forces that will have an impact on the College's future direction.

THE VISION STATEMENT - A description of how the College envisions itself five years from now considering current trends, forces, and planning assumptions.

STRATEGIC GOAL - A general statement arising from the vision statement which identifies where the College intends to reposition itself in order to deal effectively with current and future trends and forces.

STRATEGY - A more specific, but not necessarily measurable, statement of the most important steps to take for accomplishing a particular strategic goal.

OPERATIONAL PLANNING - The effort to collect, sort, evaluate, and budget for action proposals that would most effectively implement the goals and strategies that arise from the strategic plan.

ENVIRONMENTAL SCANNING - The surveying, collecting, and analyzing of external trends and forces (economic, social, political, educational, technological) and internal trends and forces (faculty, staff, and student opinion; staffing allocations, curriculum developments; administrative effectiveness, instructional effectiveness) that directly relates to the College's future.

INSTITUTIONAL PLAN - A document that includes the elements of the Strategic Plan (goals, objectives) as well as strategies for implementation of the Strategic Plan.

VALUE STATEMENTS AND BELIEFS

*"How we pursue our mission, building on our basic values, is as important as the mission itself."**

We value LIFELONG LEARNING...

Northeast Community College values the concept of lifelong learning that:

- Is conducted in a *student-centered* institution in a *learning environment*.
- Incorporates *technology* in an *interactive environment*.
- Is accessible through *delivery* of programs, courses, and continuing education offerings throughout its service area by *onsite* and *distance education* methods.
- Recognizes and appreciates the *diversity* of its student population.

We value our COLLEGE COMMUNITY...

Northeast Community College values the quality of a college community that:

- Reflects *professionalism* exhibited by *trust* and *mutual respect*, *dedication*, and *positive attitudes*.
- Possesses a *high moral standard* and *ethical behavior*.
- Encourages *professional growth* and *recognizes excellence*.
- Maintains *college-wide decision-making process* and incorporates *teamwork*.
- Promotes a *friendly, open* environment.
- Encourages *thinking outside the paradigm*.

We value SERVICE...

Northeast Community college values service to its constituents that:

- Responds to *educational and avocational needs* wherever and whenever appropriate at an affordable cost.
- Is guided by a *locally-elected governing board* who provides the *leadership* and *support* for continued future development and growth.
- Contributes to the *economic development* of the region.

*Abrahams, J. (1995). The Mission Statement Book. Berkeley, CA: Ten Speed Press.

A VISION FOR NORTHEAST COMMUNITY COLLEGE

In our vision of education in the 21st century, we see a network of Communities of Learning, composed of lifelong learners, offering comprehensive and interactive educational programs and services, delivered by a quality faculty and staff, and supported by effective services.

Lifelong Learners

- Offerings in nontraditional time frames
- Programming in shorter blocks of time
- More courses off-campus
- College credit for work experience
- Emphasis on retraining or job upgrading training
- On-going needs assessments
- Student services to align with offerings schedule
- Staggered points of entry for courses
- Year around registrations
- Two-year master course schedule
- Program for students to be able to complete programs off-campus
- Enhanced Tech-Prep and School-To-Work programs

Educational Programs & Services

- General education competencies incorporated with technical curricula
- Short-term and fast-track courses
- Various modes of instruction used for teaching to learning styles
- Developmental instruction as needed
- Technology such as multimedia, Internet, distance education, and up-to-date computer systems provided
- Faculty and staff training and professional growth opportunities provided
- Collaborative relationships with business and industry
- Partnerships with schools and other agencies
- A broader network of Educational Centers throughout the area
- Expanded partnerships with post-secondary institutions

Faculty and Staff

- Expanded faculty and staff development
- New faculty and adjunct faculty with effective teaching techniques
- Faculty trained on distance learning technology
- Full participation in organizational structure
- Equitable salaries and benefits maintained
- Expanded use of adjunct faculty
- A faculty mentorship program for new and adjunct faculty
- An effective evaluation system maintained
- Culturally diverse employees
- Full-time faculty teaching at non-traditional times

Support Services

- Support services during nontraditional times
- Expanded services at off-campus centers
- Faculty trained to be effective academic advisors
- Student assessment scores emphasized for course placement
- As many students as possible reached with career counseling
- Intervention systems implemented
- An expanded College Foundation
- Technology support and instructional design services expanded
- Enhanced Website on the Internet
- Students attracted by Honors Program, PTK, Ambassadors, organizations and clubs
- Attractive and functional facilities and grounds

GOALS AND STRATEGIES FOR 1997 TO 2002

Each Strategic Goal is followed by the related objectives. Strategy topic areas for each objective are shown in bulleted lists.

GOAL A: TEACHING & LEARNING The College will provide comprehensive educational services through credit and noncredit, on-campus and off-campus programs and services to meet the needs of the college's students and of the service area.

1. Provide quality instruction that prepares students for gaining employment opportunities.
 - Area credit needs assessment
 - Program advisory committees
 - Evaluate/revise course content
2. Provide quality instruction that prepares students to effectively transfer to a four-year institution.
 - Strengthen articulation agreements
 - Evaluate feasibility of transfer guarantee
3. Provide quality instruction for continuing education and personal improvement.
 - Continuing education needs assessments
 - Continuing education advisory groups and focus groups
 - Regional & local coordinators
 - Evaluate value of avocational and personal interest courses
4. Provide opportunities for all students to be effective learners.
 - Developmental programs
 - Learning support services
 - Tutoring
 - "Learning to learn" & "teaching to learn"
 - Workshop on learning strategies
5. Provide equal access to programs/courses, both full-time and part-time, credit and noncredit, on and off-campus, traditional and fast-track programming.
 - Scheduling to better meet needs
 - Self-paced instruction
 - Convert noncredit to credit
 - Tech-Prep/School-to-Work
 - Project Challenge
 - Lifelong Learning Center offerings
 - Five-year Program (H.S. diploma/AA)
 - Short-term courses
6. Develop partnerships in teaching excellence.
 - Faculty mentoring
 - New faculty support group
 - Newsletter: Teaching for a Change
 - Teaching exchanges, professional development plans
 - Graduate education course on campus
 - Faculty evaluation
 - Teaching/Learning inservice presentations

7. Promote assessment as an integral part of institutional effectiveness.
 - Student Outcomes Assessment
 - Understanding assessment
 - Organize data management system
8. Promote systematic curriculum development and review.
 - Review general education and degree requirements
 - Quality, efficient educational programs
 - Early warning system
 - Faculty load system
 - Cultural diversity in instruction
9. Provide academic support services necessary for quality programs.
 - Meet student and staff needs with resources & technology
 - Allocation of educational resources
10. Provide area communities, businesses and industries with assistance in achieving business, industry, community and economic development.
 - Customized training for B&I
 - Needs assessment for B&I
 - Collaboration with B&I
 - Work Keys implementation
11. Acquire and maintain accreditation and certification for all programs where such is available and appropriate for the program.
12. Maintain active program advisory committees.
13. Incorporate appropriate "SCANS" competencies in all courses.
14. Provide Opportunities for advanced degrees through partnerships with other postsecondary institutions.

GOAL B: GOVERNANCE The College will continue to advocate and strongly support local control which provides for flexibility and responsiveness to the college area needs with highly accountable and effective programs and services.

1. Maintain a system that fosters on-going communications, accountability, and report and information sharing with local, state, and federal entities.
 - Regulatory compliance
 - Influence governmental decision-making
2. Support the Nebraska Community College Association (NCCA) as an effective and efficient centralized organization for the six community college areas to collectively pursue a wide range of initiatives.
 - Continue local control & local taxing authority
 - Remove property tax lid
 - Leadership at local & state level in legislative issues
 - Work with other community colleges; NCCA policy-making should be bottom-up
 - Make sure NCCA strategies are of benefit to NECC
 - State-wide NCCA council system
 - State-wide coordination of state gathering, marketing, program development, etc.
3. Provide systems for keeping the Board of Governors, students, faculty, staff, and the public informed on the happenings and issues involving the College.
 - Active committee processes with recommendations to board; continued board communication
 - Evaluate community relations materials
 - Annual report
 - Support faculty & staff involvement in area communities
4. Employ and retain qualified faculty and staff with leadership abilities to represent and assist the college in fulfilling its vision, mission and goals.
 - Support employees taking leadership role in local, state & national organizations
5. Maintain a fully participatory structure under a consensus model of decision-making.
 - Ensure model remains upward-driven
 - Review committee membership, train chairs
6. Maintain a funding partnership of 40-40-20, keeping tuition rates affordable and local taxes at equitable and accountable rates.
 - Support Development and Grants offices
 - Maintain local levy
 - Tuition and fees at affordable levels
 - Staff and Board consensus on funding, budget strategies
 - Explore sales tax as funding source

GOAL C: ADMINISTRATION The College will maintain an administrative model that reflects a shared-governance participatory structure for developing and recommending policies and planning functions. This is to be an upward driven system with representation from across the college. At the center of this structure is the Administrative Council. The model for executing and administering policies and plans, along with day to day operations, will be a flat structure with students at the center. Under this structure, everyone is recognized for what they contribute to the organization. They all are treated with dignity and respect in an environment that is non-threatening.

1. Maintain a shared vision and a system of values for the College.
 - Informational meetings on vision
2. Strengthen channels of communications internally and externally.
 - Proactive communication plan for all employees
 - Divisional communication plan
 - Staff involvement in decision & planning process
 - Evaluate & prioritize college functions related to mission & purposes
 - Evaluate organizational structure
 - Strengthen structure based on evaluation
3. Maintain policies and procedures in a current form.
4. Develop programs to assist employees in skill-upgrading and in meeting advancement goals.
 - Provide leadership training for employees
 - Ensure skill-upgrading training for faculty and staff
 - Provide for upward mobility for employees
5. Maintain a college-wide advisory committee
6. Build relationships and partnerships with secondary and postsecondary institutions, business and industry, and other public and private entities.
7. Support area-wide community activities and encourage employee participation.
8. Continue with the development of the Lifelong Learning Center operations, planning and implementation and infuse the project into the College operations.

GOAL D: BUSINESS AND FINANCIAL MANAGEMENT The College will provide accountable business and financial practices for the use of resources to support the educational goals of the institution.

1. Prepare a five year financial plan supporting of the College operations.
2. Maintain the three-year equipment plan, updated annually.
3. Maintain Master Facilities Plan funding forecast, updated annually.
4. Ensure financial, student-aid, and FTE/REU audits receive an unqualified opinion without findings or exceptions.
5. Maintain excellent banking relationships and equitable investment quoting practices.
6. Provide for budget monitoring practices and ensure the budget is kept in balance
 - Strengthen cashiering function & cash management
 - Provide on-line access to budget information
 - Link budget to institutional plan
 - Conduct open and fully participatory budget development processes
 - Evaluate tuition and fee structure
 - Evaluate auxiliary operations for possible cost allocations
 - Evaluate Rental/Use fees
7. Ensure the FTE/REU Audit guidelines are fair for the College.
8. Ensure the distribution of state-aid is fair to the College.
9. Assist with the accounting and investment of the Foundation funds.

GOAL E: FACILITIES AND GROUNDS The College will provide facilities in good working order that promotes an excellent learning environment and grounds that are well landscaped and attractive.

1. Develop and administer plans for on-campus and off-campus facilities.
 - Administer and monitor Facility Master Plan
 - Develop facility project funding guidelines
 - Ensure off-campus facilities provide adequate learning environment
 - Provide building utilization data
 - Oversee major renovation and construction projects
 - Maintain high standard of facilities cleanliness and appearance
 - Install preventative maintenance plan
2. Develop and administer plans for on- and off-campus grounds.
 - Maintain a campus beautification plan
 - Provide for a litter free, well-groomed campus.
 - Plan for the updating, replacing of equipment for maintenance and grounds
3. Maintain campus safety through implementation of state and federal regulations.
4. Maintain campus infrastructure.
 - Assist with campus wiring plans
 - Fiber backbone installation and maintenance.

GOAL F: HUMAN RESOURCES The College values each employee and is committed to the development and professional growth of all employees. The College is also committed to diversity and providing opportunities for advancement and growth.

1. Provide for personnel policies and procedures and ensure that they are administered in a consistent and fair manner.
 - Practices for enhanced employee diversity
 - Staff evaluation process that includes goal formation/achievement
 - Personnel evaluation systems
2. Provide for faculty and staff development and professional growth.
 - Formalized plan for professional development
 - Professional development funding
 - Faculty/staff exchange programs
 - Individualized professional development plans
 - In-service activities
 - Multiculturalism and diversity plans
 - Orientation for new staff and board members
 - Staff cross-training within divisions
 - Employee mentoring plan
3. Strengthen procedures for recognition of employees.
 - Procedures for recognizing length of service
 - Procedures for employee recognition program
 - Procedures for honoring retirees
4. Evaluate and update employee classification system and assignments.
 - Employee group classification evaluations
 - Maintain employee classification systems
5. Strengthen activities to make Northeast a more important part of the lives of each employee and their families.
 - Plan for employee involvement in college activities
 - Employee wellness program
6. Provide for excellent fringe benefits and consistent application of such.
 - Keep fringe benefits current and employees briefed on contents
 - Section 125 possibilities

GOAL G: STUDENT SERVICES The College supports services that are responsive to student needs and believes in providing student life activities and events in a collegial environment.

1. Provide for admissions and registration operations to meet the needs of students and staff.
 - Continue to improve admissions process
 - Continue to improve registration procedures
2. Provide student support services which meet the needs of students and staff.
 - Conduct a student satisfaction survey
 - Continue to improve record keeping procedures
3. Provide for student data for analyzing enrollments, workloads, and trends.
 - Expand the customized reporting capability
4. Improve recruitment efforts and marketing techniques.
 - More actively involve others in recruitment
 - Transition GED graduates into College programs
 - Marketing efforts with Project Challenge
 - On-campus recruitment efforts
 - "Academic bankruptcy" policy
5. Coordinate efforts to advise and retain students.
 - Strengthen advisement process
 - Address advisement needs of off-campus students
 - Strengthen use of computerized student information system
6. Develop systems to provide student support services that meet the needs of students and better comply with federal, state, and local guidelines.
 - Better meet needs of ABE and New Beginnings students
 - Summer financial aid program
 - Enhance Work Study program
 - Increase student progress monitoring
 - Develop plan for compliance with Student Right-to-Know Act

GOAL H: PLANNING AND INSTITUTIONAL RESEARCH The

College will provide an ongoing system of data analysis and reporting to assist with internal decision making and planning activities.

1. Strengthen research, information systems data management and report writing for users within the institution.
 - Develop an institutional research function
 - Develop a plan for needed annual and periodic reports.
 - Strengthen institutional reporting
 - Establish contacts for specific types of information
2. Maintain updated plans for focused and coordinated planning efforts in all areas of College.
 - Strengthen coordination of planning process in all college departments
 - Keep Strategic and Institutional Plans updated
 - Keep Master Facilities Plan updated
 - Keep Institutional Marketing Plan updated
3. Provide for an institutional assessment system for instruction and all support services.
 - Develop an institutional assessment system for programs and services
 - Strengthen criteria for new programs, services, staffing
 - Strengthen coordination of assessment outcomes with budgeting

GOAL I: TECHNOLOGY The College is committed to acquiring the needed technology to maintain instructional quality and effective support services.

1. Develop a plan to identify the needed multimedia technology for instruction and presentations.
 - Develop and conduct a faculty survey relative to multimedia
2. Complete the campus wiring to facilitate technology connectability.
 - Develop and implement a 1-3 year plan for campus wiring for technology
3. Complete the distance learning technology planning.
 - Develop equipment plan--new and replacement
 - Pursue alternative funding sources
4. Annually update the three-year equipment replacement fund.
 - Annual updates of three-year equipment replacement plan during budget process.
5. Update the College Theater with state-of-the-art technology.
 - Evaluate present equipment for possible replacement
6. Advance the College Website and e-mail capabilities.
 - Develop a webmaster position for systems development, monitoring, training
 - Ensure all college employees have access to e-mail.
 - Establish intranet for internal College information
 - Enhance student services features of website with on-line forms
7. Provide for expanded access to Internet for faculty, staff, and students.
 - Develop, implement plan for connecting all on-campus computer labs to Internet

GOAL J: ACADEMIC SUPPORT The College is committed to further enhancing academic support services in support of the teaching/learning process.

1. Review the staffing and functions of the AV Technology office.
2. Complete the Library Resource Center plan for expansion.
 - Utilize Library Expansion committee recommendations for expansion planning
3. Provide library support for needs of students of Lifelong Learning Center and off-campus NECC students.
4. Provide quality and timely service to the students, staff and patrons of College both on- and off-campus.
 - Review staffing requirements of L/RC
 - Review hours of operation of L/RC
 - Determine staff competency levels in reference resources
5. Fully implement the Excellence Connection office and function.

GOAL K: STUDENT LIFE The College is committed to providing a variety of meaningful student life activities to supplement and enhance the student's educational experience.

1. Work towards the establishment of a formal student organization for every educational program.
 - Development or reorganization of student clubs
2. Maintain a strong intercollegiate athletic program.
 - Improve atmosphere for audience members
 - Explore possibility of offering new sports
 - Continue to strengthen Hawks Booster Club
 - Work to find support for athletic scholarships
3. Support extracurricular activities in the arts, journalism and broadcasting, student boosters, etc.
 - Support the efforts of performing arts and related departments
4. Expand existing student life programs designed to meet special student needs.
 - Strengthen multi-cultural and diversity opportunities
 - Develop support groups for special needs groups
 - Increase number and variety of activities with increased awareness, participation

GOAL L: ALTERNATIVE FUNDING SOURCES The college is committed to the pursuit alternative funding for programs and services, supplementing or replacing funding from traditional sources.

1. Promote funding for scholarships, staff development, facilities and other project through College Foundation.
 - Plan and conduct formal fundraising strategies: annual giving, estate planning and corporate contributions
 - Move institutional scholarships from general fund to the Foundation
 - Increase number and value of ABE and New Beginnings Scholarships
2. Strengthen Foundation leadership and planning efforts.
 - Conduct quarterly meetings of Foundation Board of Directors
 - Establish Planned Giving Committee
 - Establish Foundation Board of Trustees
3. Foster relationships with individuals who can benefit Foundation efforts.
 - Conduct meetings in region with various groups: CPA's, bankers, attorneys
4. Provide funding of College programs and activities through grants and contracts.
 - Develop new grant funding sources
 - Educate faculty and staff about grant sources and Grants Office
 - Procure state, federal and private funding
 - Maintain existing grant programs
5. Develop a plan to address status of federal and state grant programs if funding is reduced or eliminated.
 - Develop plans to support New Beginnings other than traditional grant sources

INSTITUTIONAL MARKETING PLAN SUMMARY

Support Alternative Programming Delivery

- Promote off-campus degree programs in O'Neill and South Sioux City
- Support distance education efforts through public information and promotional efforts to encourage understanding and enrollment
- Support credit and continuing education programming in off-campus locations through promotional efforts
- Promote classes delivered in alternative times (evening, weekend, mid-term)
- Support Lifelong Learning Center programming and marketing activities
- Support Tech-Prep/School-to-Work marketing committee efforts

Increase Community Visibility

- Community Outreach Activities Establish Speakers Bureau, outreach involvement through local Chambers of Commerce
- Expand services and outreach activities on campus
- Develop programs to encourage campus visits by high school personnel and other constituents
- Enhance Website on the Internet
- Develop comprehensive college informational publications (annual report, informational brochure)

Enhance Campus Community

- Update & Continue Implementation of Campus Beautification Plan
- Develop plan for more employee interaction to develop stronger sense of camaraderie through Campus Community Committee

Support Enrollment Management

Recruitment Objectives:

- Enhance Off-campus Recruitment Efforts by Enhancing School Counselor Relationships establish counselor advisory board, host counselor conventions and events at conventions, co-host summer counselor camp; use distance learning technology in recruitment and advisement, market to Project Challenge students.
- Enhance On-campus Recruitment Efforts by developing recruitment informational videos, establishing a campus visitors center, enhance Student Ambassadors program, develop plans to transition GED students to degree programs.

Retention Objectives:

- Help faculty members improve advisement skills through improved materials and training sessions
- Evaluate newly established intervention procedures that identify and assist students who are at risk of leaving college.
- Improve campus quality of life in areas such as recreational opportunities, dorm activities, commuter student and non-traditional student concerns.

Improve Customer Service

- Continue Customer Service Training for all new employees
- Develop A+ Service campaign to reinforce concepts.
- Review Making It Happen Award criteria and selection process
- Establish on-going recognition program to profile everyday outstanding marketing accomplishments of staff

MASTER FACILITIES PLAN SUMMARY

Capital Improvement Fund Each fiscal year approximately \$500,000 is budgeted in the Capital Improvement Fund for new buildings and renovations. These building and renovation projects are grouped into four separate four-year budgeting periods, with each period consisting of approximately \$2,000,000 for new buildings and renovations.

Auxiliary Fund Building and Renovation Fund In addition to the Capital Improvement Fund Budget an Auxiliary Fund Building and Renovation Fund was established. This Fund is printed on page 34 of the Facilities Master Plan. Items include Auxiliary Fund needs for the Student Center Addition and Remodeling project, a new dormitory for 96 to 144 students, student apartments and dormitory renovations, and farm site additions.

Ten-Year Plan A ten-year plan of projected costs for ongoing maintenance and equipment needs is part of the new Facilities Master Plan. Approximately \$200,000 is planned per year for capital improvement maintenance and equipment needs. The Capital Improvement Fund for Maintenance includes maintenance or replacement of air conditioners, roofs, carpets, sidewalks, furnaces, ceilings, and fiber optic networks to buildings on campus. There is also an Auxiliary Fund for dormitory window replacement and a Student Center central utility's loop tie-in.

1996-97 was the first year of the sixteen-year Capital Improvement Fund Plan. As stated earlier the sixteen-year plan is divided into four separate four-year budgeting periods. In reviewing the new building and renovation projects for Year 1, all the 1-4 year projects were completed except for the Farm Vet Tech Classroom/Lab Remodeling, and the Library Resource Center Addition. The Farm Vet Tech Classroom/Lab Remodeling should be completed by the end of this fiscal year. The Library Addition will require two more years after this fiscal year to accumulate enough funds for completion of the project.

Two additional projects that were added to the Master Plan in the Spring of 1997 also have been completed. These projects included the addition of a parking lot south of the Diesel Technical Building. This lot has added over 80 parking stalls for student parking. A side walk on the north side of the Ag/Allied Health Building was also constructed. This side walk addition has eliminated a severe safety hazard for pedestrians entering the AG/Allied Health Building from the north parking lot.

The Vet Tech Classroom/Lab Remodeling project consists of adding two restrooms to the college farm classroom/lab area and redesigning/remodeling the two existing classrooms/lab areas.

Library Resource Center Expansion Planning for the Library expansion has begun. A project report has been prepared by the Library Expansion Planning Committee. The report has been presented to the Facilities Planning Committee, the Administrative Council, and the Northeast College Board of Governors and identifies the following needs for the new addition:

1. Centralized and easy-access reference and circulation area with staff telephones, computers and expanded reserve shelving.
2. 4 to 6 small study rooms and 2 conference rooms for student and staff use.
3. Computer center with up to 20 computers hooked to the college network.
4. Private office for the Director of Library Services.
5. A faculty and staff research/archives area and work room.
6. Technical support area for mail, mending, interlibrary loans, and library material processing.
7. Increased storage area
8. Multimedia development room which could be included in the computer center.
9. Custodial/mechanical services room

Additional space for the physical collection of books and periodicals will be considered with the initial need's list. The Library/Resource Center may need to maintain holdings for those seeking advanced degrees through the Lifelong Learning Center's Distance Education Programs and such space will be planned for this purpose.

The Library/Resource Center is an existing 8,100 sq. ft. building which was constructed in 1972. The proposed addition would be a two story addition consisting of 10,000 sq. ft. would be located on the north side of the building. This location would require construction of a utility tunnel to house some existing central utilities that run directly below the proposed addition. The addition would provide much needed space for additional book storage, as well as a large viewing room, conference area, small video viewing areas, typing and computer rooms, storage areas, and increased audio/visual areas.

Student Center Expansion As stated previously, the Master Plan includes renovation and expansion of the Student Center. These projects would be funded with Auxiliary Funds. The current two-story Student Center facility was completed in 1984. The 1996 Facilities Master Plan includes recommendations for the revision of the Student Center to facilitate Northeast's student needs in the kitchen/dining, bookstore, student lounge, and child care operations. The revision to the building is projected to be completed in three phases.

The first phase of the plan would include enclosing the existing patio area to allow for the expansion of the dining and meeting areas of the lower level as well as the expansion of the kitchen area to provide a more efficient serving arrangement. The central utility's loop would also be expanded to tie-in to the Student Center.

The second phase would provide for the expansion for the bookstore, student lounge and child care operations. This expansion could include relocation of these functions currently housed on the second floor of the building and/or expansion for the space by an addition to the second floor of the building.

The final phase of the Student Center Plan would provide for the construction of the two-story addition to the east of the existing building and approximately 4,000 additional square feet on each floor. This addition would allow for the expansion of the game room and child care on the upper level and dining/meeting operations in the lower level.

The revisions to the Student Center would be completed from funds accumulated in the Facilities Fees, Bookstore, and Cafeteria accounts within the Auxiliary Fund.

Dormitory Remodeling The first phase of the three-year plan for the remodeling to the Dormitory is to be scheduled during the 1997-98 fiscal year. Bid specifications are being developed for the replacement of approximately one-third of the exterior windows of the original Dormitory Building. Also, being developed are the plans for the replacement of the existing showers in the original Dormitory Building.

COSTS FOR NEW BUILDINGS & RENOVATIONS

Capital Improvement Fund

1 to 4 year Development Plan (Non-Prioritized)

Maclay Building Remodeling	
Mailroom & Wordprocessing	\$114,800
Personnel Offices	97,200
Phase I Student Services	44,200
Public Relations, School to Work,/Tech	39,500
Weller Building Remodeling	
Art Gallery	\$ 31,500
Art Classroom	37,500
Darkroom	40,000
Pottery Room	23,500
Drawing Room(s)	44,500
Art Office & Storage	13,500
Woman's Restroom and Exterior Vestibule	54,000
Social Science, Law Enf. & Corrections Remodel	215,600
Science Building Remodeling	
Remodel Classrooms and Offices	\$ 33,200
Library/Resource Center Addition	1,311,000
Farm Site Additions	
Veterinary Care Lab Remodel	84,300
Relocation of Temporary Building for Utility Line	20,000
Utility Line/ERC Classroom Enclosure	9,450
Total Projected Costs for 1 to 4 Year Plan	\$2,213,800

5 to 8 year Development Plan (Non-Prioritized)

Maclay Building Remodeling	
Phase II Student Services & Administrative Services	\$150,700
Weller Building Remodeling	
HVAC Lab Remodel	113,400
Science Building Remodel & AAH Addition	
Biology Remodel & AAH Addition:	
(Math, English, Nursing & Agriculture)	862,100
Farm Site Additions	
Livestock Judging Arena & Farm Mechanics Lab	296,000
Utility Line Relocation & Site Work Cost	20,000
Cox Activity Center Addition (Music Department)	570,700
Electronics/Broadcasting Remodel	37,700
Landscaping	29,300
Total Projected Costs for 5 to 8 Year Plan	\$2,079,900

9 to 12 year Development Plan (Non-Prioritized)

Broadcasting & Audio Recording Addition	\$ 990,000
Farm Site Additions	
Agriculture Equipment & Livestock Lab Building	\$ 241,000
Shed for Utility Line Vehicle Storage	127,500
Utility Line Shop and Classroom Building	106,200
Greenhouse for Horticulture Program	66,000
Student Mall Landscaping	39,300
Shipping and Receiving Warehouse	405,000
Total Projected Costs for 9 to 12 Year Plan	\$1,975,000

13 to 15 year Development Plan(Non-Prioritized)

Business/Industry Building	\$2,760,000
Total Projected Costs for 13 to 15 Year Plan	\$2,760,000

COSTS FOR NEW BUILDINGS & RENOVATIONS

Auxiliary Fund

Student Center Addition and Remodel	
Lower Level Dining Infill and Kitchen	\$435,000
Central Utilities Loop Tie-In	34,500
Student Lounge, Bookstore	183,500
Child Care Facilities	200,000
Two-Story Addition	649,500
Student Center Addition and Remodel Total	\$1,502,500
Farm Site	
Swine Finishing Building	\$55,500
Center Pivot Irrigation	15,000
Farm Site Total	\$70,500
Student Apartments	
Shingle Apartment Buildings	\$6,600
Heat Pump Replacement	16,500
Student Apartments Total	\$23,100
Student Dormitory	
Fan Coil Replacement	\$39,600
Rebuild Showers	52,800
Student Dormitory Total	\$92,400
New Dormitory	
96 Students Occupancy	\$2,667,800
144 Student Occupancy	\$3,744,300
Tennis Courts	53,200
New Dormitory Total (dorm + tennis courts)	
96 Students Occupancy Total	\$2,721,000
<u>OR*</u>	
144 Students Occupancy Total	\$3,797,500
Auxiliary Fund Totals	\$4,409,500 <u>OR*</u> \$5,486,000

*Totals vary depending on whether new Dorm is built for 96 or 144 students.



NORTHEAST COMMUNITY COLLEGE

801 East Benjamin Avenue • P.O. Box 469

Norfolk, NE 68702-0469

Campus: 402/644-0424 • 800/348-9033

O'Neill Education Center: 402/336-3590 • 800/421-6322

West Point Area Regional Coordinator: 402/372-5192

South Sioux City Education Center: 402/494-1964

Ainsworth Area Coordinator: 402/722-4235

Elgin Area Coordinator: 402/843-5421

Web Site: <http://alpha.necc.cc.ne.us>