

*Meeting the Diverse Needs of Our Public*

# *Strategic Plan*

## *2005-2010*

**Northeast**  
community college

August 11, 2005





# Northeast Community College

## Mission & Purposes

### *Mission*

Northeast Community College provides comprehensive, lifelong, learning-centered educational opportunities and services to meet the diverse needs of our public.

### *Purposes*

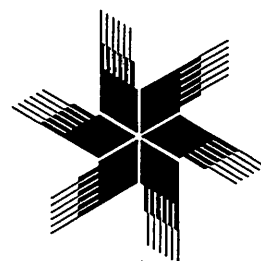
Northeast provides:

1. career education programs that develop knowledge and workforce skills;
2. the first two years of an undergraduate curriculum so students may successfully transfer to and perform at four-year colleges and universities;
3. a general education program that promotes the development of basic knowledge and skills;
4. customized educational programs that meet personal and professional needs of individuals, businesses, and industries;
5. student support services and student life opportunities that promote social, personal, and educational development;
6. transitional learning opportunities that enable students to be successful in subsequent related college course work;
7. resources and services that contribute to the intellectual and cultural life of the community; and
8. assistance to communities in furthering business, industry, community, and economic development.

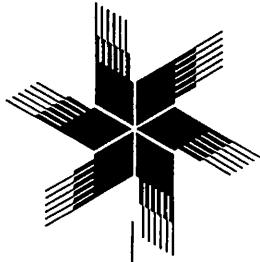


---

# Table of Contents



Introduction & Strategic Planning Goals .....	2
Meeting the diverse needs of our public through:	
Quality Education .....	3
Innovative Enrollments .....	4-5
Superior Services .....	6
Efficient Operations .....	7-8
Strong Partnerships .....	9-10
Implementation Guidelines .....	11
Evaluation Guidelines .....	12
Core Indicators of Institutional Effectiveness:	
Student Progress .....	13
Career Preparation .....	13
Transfer Preparation .....	13
Developmental Education .....	14
General Education .....	14
Student Satisfaction .....	14
College Participation Rates for Service Area .....	14



# Introduction & Strategic Planning Goals

## *Introduction*

This Strategic Plan consists of five institutional goals that should most dramatically allow Northeast Community College to achieve its stated mission over the next five years. Under each goal, there are up to five initiatives that reflect the most important activities Northeast should support to ensure the accomplishment of its goals. Initiatives may be new or related to current activities of the college. Under each initiative, there are up to five strategies that spell out how initiatives can be accomplished. Strategies specify methods to be used by college personnel that will most likely result in a particular initiative being achieved.

According to the Northeast mission statement, the college “provides . . . opportunities and services to meet the diverse needs of our public.” From its development to its implementation, this Plan has been designed to help ensure just that.

## *Strategic Planning Goals*

The planning and editing process has identified five goals as the most important priorities for the Plan:

- Goal A - To provide quality education
- Goal B - To recruit and retain students and expand markets
- Goal C - To maintain and expand student support services
- Goal D - To promote utilization and growth of institutional resources
- Goal E - To expand partnerships with emphasis on rural revitalization

---

**Goal A - To provide quality education.**

**Initiative 1:** To provide programs and curriculum that meet the needs of the people and communities served by Northeast.

**Strategies:**

- a. Provide developmental education and transitional programs that improve a student's potential for meeting educational goals.
- b. Deliver educational programs that address the general education goals for the Fundamental Academic Competencies and Skills (FACS) in four areas of communication, mathematics, problem solving, and social skills.
- c. Prepare students for successful transfer for continued education.
- d. Provide vocational programs that prepare graduates with entry-level job skills.
- e. Conduct a systematic assessment of student learning.

**Initiative 2:** To provide educational services and opportunities that enhance the learning experience.

**Strategies:**

- a. Continue to strengthen library resources.
- b. Maintain and foster the use of academic transition and support services.
- c. Provide a variety of student support services outside the classroom.
- d. Implement a comprehensive orientation to student life and student support services in conjunction with semester start dates.

**Initiative 3:** To encourage and support teaching methods that provide quality learning experiences.

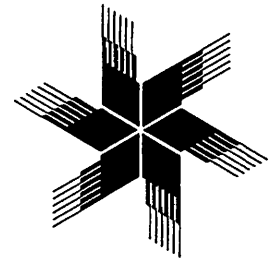
**Strategies:**

- a. Evaluate classroom technology and determine what technologies are needed to meet instructional needs.
- b. Remain current with instructional supplies, equipment, and technology.
- c. Implement a planned replacement/upgrade cycle for instructional technologies.

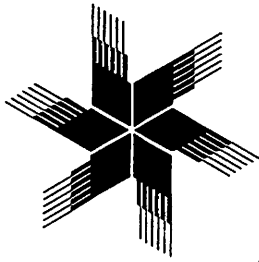
**Initiative 4:** To promote accessible alternative course delivery of educational programming that fosters lifelong learning.

**Strategies:**

- a. Evaluate patrons' needs in terms of course scheduling and delivery and determine which desired delivery method(s) the college will acquire/provide.
- b. Expand current course offerings using alternative delivery methods and technology to support delivery beyond the traditional classroom.
- c. Support faculty as they develop and deliver on-line and distance learning courses and provide training on newly acquired instructional technologies.



*Meeting the  
Diverse  
Needs of Our  
Public  
Through:  
Quality  
Education*



*Meeting the  
Diverse  
Needs of Our  
Public  
Through:  
**Innovative  
Enrollments***

**Goal B - To recruit and retain students and expand markets.**

**Initiative 1: To increase efforts to attract additional markets.**

**Strategies:**

- a. Develop recruitment formats targeted for nontraditional learners using mentors, support groups, and alumni.
- b. Design recruitment strategies to encourage new ethnic and cultural populations to attend Northeast.
- c. Promote on-line courses to attract Internet student learners.
- d. Investigate programs and processes that would appeal to area corporate employees.
- e. Explore methods of attracting students from beyond the Northeast service area.

**Initiative 2: To enhance marketing of college programs and services.**

**Strategies:**

- a. Create and implement a comprehensive marketing plan that focuses on all potential markets and populations.
- b. Market the benefits of Northeast's affordability, transferability, and accessibility.
- c. Explore ways to promote that attending college is an obtainable goal through financial assistance programs and flexible payment options.
- d. Inform potential students about the technologies used by the college and promote courses using alternative delivery methods.

**Initiative 3: To strengthen ongoing recruitment efforts.**

**Strategies:**

- a. Implement a recruitment plan to contact and communicate with prospective students.
- b. Continue the recruitment of traditional students from area and regional high schools.
- c. Include students and alumni in the recruiting process.
- d. Increase employees' awareness of their impact on the recruitment and retention process.

**Initiative 4: To develop college-wide student retention strategies.**

**Strategies:**

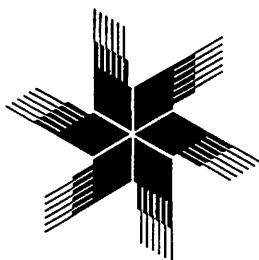
- a. Create and initiate a comprehensive retention plan.
- b. Develop support services and creative scheduling to meet the needs of the nontraditional learner.
- c. Investigate composition and needs of minority populations and devise a plan to best serve their identified needs.
- d. Ensure under-prepared students are placed in opportunities to succeed and transition successfully to college credit classes and programs.
- e. Bridge students from ABE/ESL/GED into college credit programs.

---

**Initiative 5:** To plan for the opening of the South Sioux City Campus.

**Strategies:**

- a. Determine programs and support services to be offered.
- b. Develop a facilities plan for the campus.
- c. Investigate and identify funding sources.
- d. Complete required approval processes.
- e. Hire staff.



*Meeting the  
Diverse  
Needs of Our  
Public  
Through:  
Superior  
Services*

**Goal C - To maintain and expand student support services.**

**Initiative 1:** To create, expand, and support an interactive technological learning environment.

**Strategies:**

- a. Enhance support services using Web-based and other current technology.
- b. Maximize the utilization of the college e-mail system.
- c. Assess student technology skills early to incorporate appropriate placement and training.
- d. Implement online COMPASS Assessment on- and off-campus.
- e. Ensure college operations process information efficiently through software and hardware upgrades.

**Initiative 2:** To develop, market, and evaluate a plan to enhance nonacademic services.

**Strategies:**

- a. Expand affordable, on-campus housing and food services.
- b. Increase and market nonacademic activities and the utilization of student life areas and services.
- c. Enhance and promote student health services.
- d. Promote and expand counseling services.
- e. Establish methods to evaluate the effectiveness and use of all student services.

**Initiative 3:** To create a professional, student-centered environment that focuses on seamless services.

**Strategies:**

- a. Seek ways to centralize academic support services.
- b. Establish a comprehensive "one-stop" welcome and advisement center.
- c. Enhance customer service efforts from all employees.
- d. Improve off-campus support services.
- e. Continue to promote the safety and security of students.

**Initiative 4:** To identify needs and methods of delivery for student support services.

**Strategies:**

- a. Provide a variety of college-wide programs and entrance exams that accommodate scheduling needs.
- b. Include on-line learning skills as part of a recommended College Success Skills class.
- c. Explore the need for an office of multicultural affairs to assist with assimilation and retention efforts for minority populations.
- d. Define outsourcing alternatives to increase delivery of support services.



---

**Goal D - To promote utilization and growth of institutional resources.**

**Initiative 1:** To ensure effective and efficient use of all financial resources.

**Strategies:**

- a. Provide efficient use of available financial resources through an annual budgeting process.
- b. Apply equitable distribution of funding to each administrative division.
- c. Ensure sound fiscal policies and practices to maximize use of financial resources.
- d. Review programs and services to ensure viability and cost effectiveness.
- e. Maintain compliance with external laws and regulations.

**Initiative 2:** To promote growth of financial resources in support of college operations.

**Strategies:**

- a. Enhance fund-raising activities of the College Foundation to support college initiatives.
- b. Strengthen relationships with businesses, foundations, and individuals to foster donations in support of college operations.
- c. Encourage increased grant development.
- d. Expand funding sources through increased interaction with federal and state lawmakers.
- e. Enhance Nebraska community college funding formula to ensure equitable distribution of funds.

**Initiative 3:** Provide, protect, enhance, and maintain college facilities.

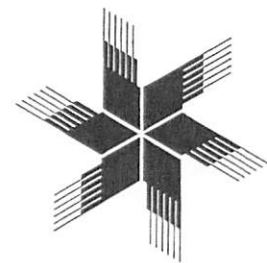
**Strategies:**

- a. Utilize the master facilities plan for maintenance, renovation, and new construction needs.
- b. Promote an appealing and inviting learning environment for students.
- c. Ensure compliance with federal and state environmental and safety mandates to include accessibility concerns.
- d. Provide custodial and maintenance services to ensure effective and efficient operation of facilities.

**Initiative 4:** To provide quality human resources in support of college operations.

**Strategies:**

- a. Recruit and retain a qualified faculty and staff.
- b. Offer competitive salaries, benefit packages, and quality support services to employees.
- c. Initiate an employee development plan through continuing education and in-house training opportunities.
- d. Broaden employee diversity.
- e. Provide adequate staffing levels in addressing workload issues.



*Meeting the  
Diverse  
Needs of Our  
Public  
Through:  
Efficient  
Operations*

---

**Initiative 5: To remain current with technology.**

**Strategies:**

- a. Establish standards of technology literacy for personnel and provide training for employees to master current and emerging technologies.
- b. Evaluate the college's technology infrastructure and enhance it to meet current and future needs.
- c. Utilize a technology plan to address deficiencies and provide for innovative learning environments.
- d. Ensure that technologies for support services are regularly updated and supported.
- e. Provide assistance for students in the area of technology.

---

**Goal E - To expand partnerships with emphasis on rural revitalization.**

**Initiative 1:** To create and foster partnerships with agencies and organizations.

**Strategies:**

- a. Identify entities and organizations for possible partnerships.
- b. Educate agencies regarding benefits of Northeast Community College.
- c. Explore common projects for expanded partnerships.
- d. Encourage divisions to become involved in off-campus activities and organizations.
- e. Expand and strengthen Lifelong Learning Center partnerships for higher education purposes.

**Initiative 2:** To expand partnerships with K-12 schools.

**Strategies:**

- a. Expand utilization of K-12 schools for training, lifelong learning, and workshops.
- b. Improve and expand K-12 activities on the college campus.
- c. Expand Project Challenge offerings.
- d. Expand technical/vocational opportunities to include: dual credit, articulated credit, and Tech Prep.

**Initiative 3:** To further partnerships with higher education.

**Strategies:**

- a. Expand partnership opportunities with higher educational institutions.
- b. Promote and enlarge associate to baccalaureate (A to B) programs.
- c. Continue to develop articulation agreements.
- d. Widen participation with statewide consortiums.
- e. Increase collaboration among the Nebraska community colleges in offering statewide programs and courses.

**Initiative 4:** To strengthen and expand business and industry alliances.

**Strategies:**

- a. Identify business and industry partnership opportunities.
- b. Expand customized corporate training opportunities in Northeast's 20-county area.
- c. Increase contact with business and industry by expanding the off-campus involvement of Northeast personnel.
- d. Partner with Business and Industry to increase acquisition of equipment and training resources.



*Meeting the  
Diverse  
Needs of Our  
Public  
Through:  
Strong  
Partnerships*



---

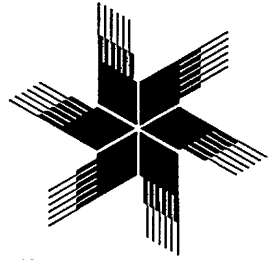
**Initiative 5: To facilitate community and economic development.**

**Strategies:**

- a. Partner with economic development agencies to package a series that includes economic development, grant writing, and leadership training.
- b. Expand community visits and marketing to increase awareness of college programs.
- c. Partner with entities that encourage youth and adults to reside in northeast Nebraska.

---

# Implementation Guidelines



This Plan is integrated into the institutional decision-making process used by all college leaders. The following guidelines permit college leaders to be directly involved in the implementation and the establishment of timetables and budgets for the Plan:

- President is responsible for the Strategic Plan and submits an updated Plan annually to the Board of Governors for their approval in August.
- The Strategic Plan is placed on the college Website. All employees are expected to become familiar with the elements of the Plan and seek ways to incorporate them into the daily operations of the college.
- Plan is respectful to the mission of Northeast. It shall be interpreted in the context of the mission and purpose statements of the college, as approved by the Board of Governors.
- President and vice presidents request appropriate groups and individuals to develop specific strategies for implementing the Strategic Plan and establish expectations and timelines for particular projects.
- Implementation of the Plan is subject to the availability of budgeted resources. Administration shall reconcile conflicts between the Plan and limited resources by developing budget proposals prioritizing budget requests in terms of their relevance and importance within the Plan.



## Evaluation Guidelines

To keep the Plan current, there must be a process leading to annual adjustments of the Plan. The guidelines, below, shall govern the evaluation and revision of the Plan:

- Annual evaluation of the Strategic Plan is conducted at the direction of the president.
- Executive Director of Institutional Advancement regularly reviews the implementation of the Plan by receiving reports from those accountable for various aspects of the Plan and conveys findings to the president and vice presidents. President reports regularly to the campus community regarding progress toward the goals of the Plan.
- Identified core indicators of institutional effectiveness are compiled each year by the Director of Institutional Research and used to assess the “well-being” of the institution.
- Taking into account implementation progress reports and core indicators of institutional effectiveness, the president, vice presidents and executive director oversee revisions to and extensions of the Strategic Plan.
- All subsequent Strategic Plan updates, revisions, and extensions are subject to the Board of Governors’ approval.



---

# Core Indicators of Institutional Effectiveness



This set of core indicators reflects the mission and purposes of Northeast Community College. These core indicators shall be quantifiable and measure institutional progress toward fulfilling the college's stated mission and purposes. If the Strategic Plan is a roadmap of how the college shall fulfill its mission over the next five years and if the college is effectively implementing the Strategic Plan, then progress should be observable at the "core" of the college - the fulfillment of its mission and purposes.

## **Student Progress:**

- **Fall-to-Fall Persistence**  
Proportion of a fall first-time, full-time student cohort who is still enrolled for at least one credit hour the following fall term and has not completed a degree or certificate, reported each year from entry to exit.
- **Degree Completion Rate (demonstration of mastery of program outcomes)**  
Proportion of a fall first-time, full-time student cohort who completes a degree or certificate, as reported at annual intervals.

## **Career Preparation:**

- **Placement Rate in the Workforce**  
Proportion of a graduating student cohort who obtains employment within one year of graduation and the proportion who gain employment in a field directly related to the obtained skill within one year of graduation.
- **Employer Assessment of Students**  
Proportion of a sample of regional employers in a given field indicating that their employees who received training at Northeast exhibit skills and job performance at rates equivalent or superior to other entry-level employees.
- **Employer Assessment of Programs and Services**  
Proportion of Advisory Committee members and employers who have indicated that the program requirements meet the entry-level skills and needs for that industry.

## **Transfer Preparation:**

- **Performance After Transfer**  
Proportion of regular college-level courses at the transfer (receiving) institution completed with a grade of "C" or better by students who previously attended Northeast, compared to a parallel proportion obtained for students who began their studies as first-time freshmen at the transfer institution or transfer students from other institutions.

---

**Developmental Education:**

- **Student Success in Subsequent Related Coursework**  
Proportion of a student cohort assessed as deficient in one or more of the basic skills (reading, writing, and computation) who successfully completes developmental work and a subsequent college-level course, with a grade of "C" or better, within one year.

**General Education:**

- **Student Demonstration of General Education Goals** (communication, problem solving, math, and social skills).  
Proportion of graduating students who score at or above the national norm on the Collegiate Assessment of Academic Proficiency (CAAP) exam. Additional evaluation of general education skills will be reported based on the results of a writing sample and a self-reporting survey.

**Student Satisfaction:**

- Northeast surveys its students to assess how the college is meeting the students' expectations in various areas.  
To establish benchmarks, the Noel-Levitz Student Satisfaction Inventory (SSI) survey will be administered every three to five years. An in-house Student Satisfaction Survey (SSS) will be used during intervening years for comparison with established benchmarks. Student satisfaction data is collected in the areas of access, affordability, courses, programs, and support services.

**College Participation Rates for Service Area:**

- **Enrollment Rate of High School Graduates**  
Proportion of high school graduates within the 20-county service area registered for credit courses as compared to previous years.
- **Enrollment Rate of Nontraditional Adult Learners**  
Proportion of nontraditional adult learners (25 years of age and older) within the 20-county service area who are registered for credit and non-credit courses as compared to previous years. Market participation rates are based on the 2000 census data and current graduation records.
- **Enrollment Rate of Minorities**  
Proportion of minorities enrolled at NECC compared to enrollment rates at other Nebraska community colleges, Nebraska population census, and the 20-county service area as compared to previous years.



Northeast Community College  
801 E. Benjamin Ave., P.O. Box 469  
Norfolk, Nebraska 68702-0469  
402-371-2020 [www.northeastcollege.com](http://www.northeastcollege.com)