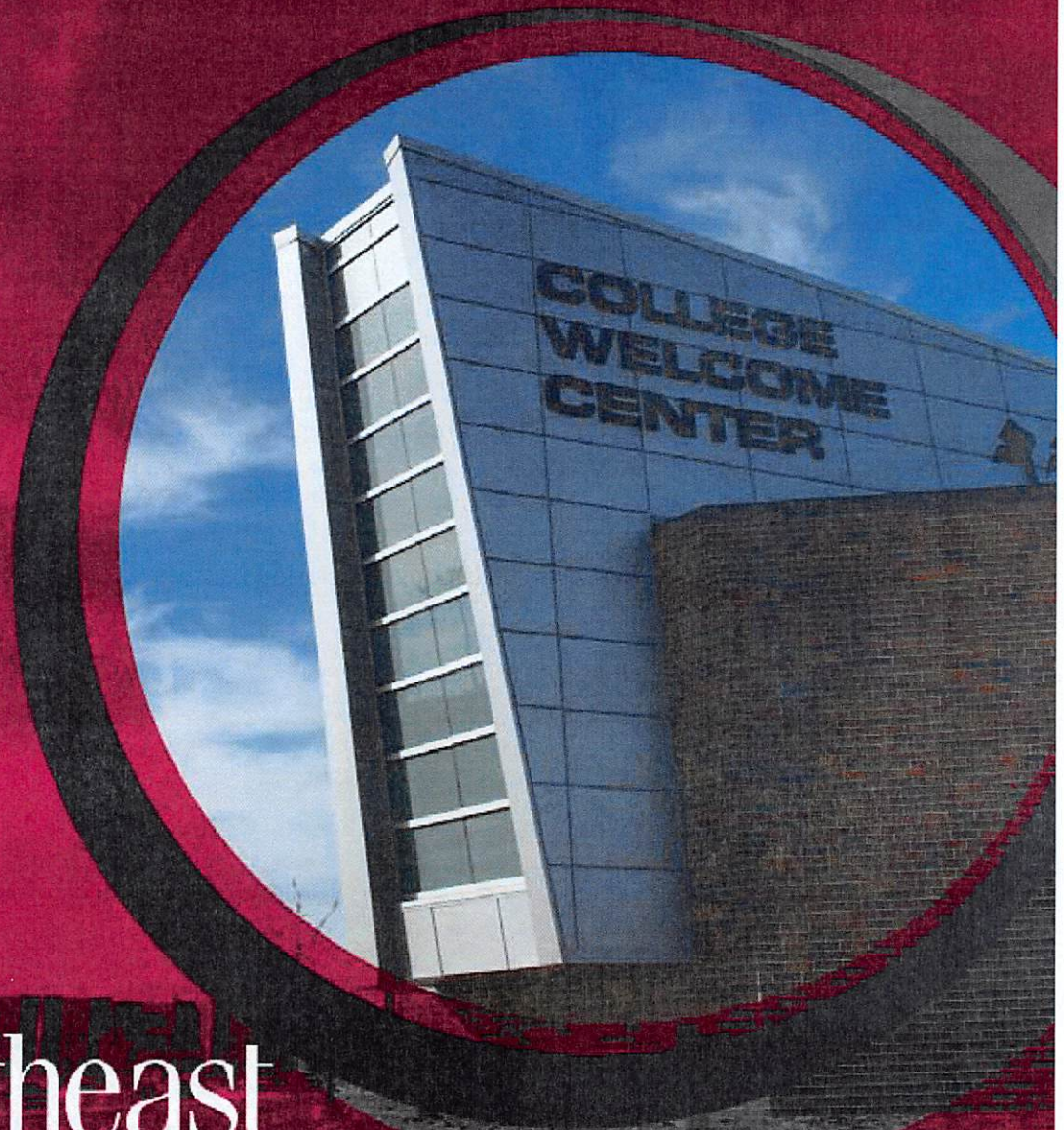


STRATEGIC PLAN

Revised July 10, 2014



Northeast
community college

2010-2015

Table of Contents

Introduction	3-5
Strategic Planning and Coordinating Commission for Postsecondary Education: Community Colleges' Role & Mission	5
Meeting the diverse needs of our public through:	
Quality Education.....	6-7
Innovative Enrollments	8-9
Superior Services.....	10
Efficient Operations.....	11-14
Strong Partnerships	15-16
Implementation and Evaluation Guidelines	17
Core Indicators of Institutional Effectiveness:	
Student Success	18
College Participation Rates for Service Area	18
Meeting the Needs of the Community	18-19
Addendum:	
2013 Higher Learning Commission Self-Study Conclusion	20-22

Introduction

The mission of Northeast Community College is to provide comprehensive lifelong, learning-centered educational opportunities and services to meet the diverse needs of our public. The Strategic Plan is designed to incorporate those goals that will assist the College in most effectively fulfilling its mission as measured through core performance indicators.

The foundation of the 2010-2015 Strategic Plan was established in 2002 when the president initiated a structured process that included input from employees, Board of Governors, and community/constituent representatives. The resulting 2003-2008 Strategic Plan included those goals, initiatives, and strategies which most dramatically allowed Northeast Community College to achieve its mission over the next five years. Each year since its inception, the plan has been reviewed, revisions have been made as strategies have been accomplished, and an annual report produced to demonstrate progress in fulfilling the goals of the plan.

The five strategic goals are:

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

Throughout this period, the administration has conducted an ongoing review of internal and external factors impacting the College. These factors have included areas such as enrollment and demographic trends, new program and partnership opportunities, assessment of student learning, accreditation, governmental reporting requirements, facilities planning, and technological changes impacting higher education. Surveys of students and employees have supplemented other sources of information to provide direction on strategic initiatives.

The administration sought the endorsement of the Board of Governors in the fall of 2009 to adopt a new strategic plan which would maintain the five strategic goals that had been developed in 2003, as these goals were still central to the mission of the College. The initiatives and strategies drafted for each of these five goals were more focused to reflect the major priorities designated to be completed over the next five years. In addition, administrative responsibility was assigned for each area to assure more continuity and accountability. The Higher Learning Commission Criteria for Accreditation were reviewed and correlated with strategic plan initiatives and strategies. The president then shared the draft plan with the College community at a series of open forums and requested feedback on the strategies. Finally, the president conducted a series of focus meetings in communities in the College's service area to provide opportunities for public response to the draft plan. The Board of Governors approved the 2010-2015 Strategic Plan on November 11, 2010.

In January 2012, the Board of Governors hired a new president. Over the ensuing spring and summer, institutional priorities aligning with the strategic goals were developed through a process involving a review within each College division of priority recommendations, an administrative retreat to evaluate the recommendations, and subsequent Board approval of the eight priorities.

The 2012-2015 priorities and their relationship to the five strategic goals are outlined below.

1. **Enrollment Management** – Developing recruitment, retention, and programming strategies to increase student enrollment, completion, and success. (Goals B and C)
2. **Transforming Teaching and Learning** – Transforming teaching and learning through the use of new instructional methodologies and mobile technologies. (Goal A)
3. **Institutional Effectiveness** – Creating and instilling continuous improvement through ongoing and systematic review and assessment of processes, best practices, and institutional systems. (Goal D)
4. **Facilities** – Planning priority facility and infrastructure projects to meet the needs identified in the 2010 Master Facilities Plan and also aligned with the newly established institutional priorities. (Goal D)
5. **Resource Development** – Identifying resource development strategies that align institutional priorities with opportunities for external support and funding. (Goal D)
6. **Professional Development** – Designing a comprehensive professional development plan which incorporates individual professional development and institutional educational and training opportunities. (Goal D)
7. **Rural Revitalization** – Developing enterprising solutions and sustainable practices for supporting communities through access to resources and business and industry training. (Goal E)
8. **Global Educational Opportunities** – Developing opportunities for faculty and students to engage in learning activities designed to enhance cultural awareness and workforce competitiveness. (Goal A)

Eight priority teams were established in 2012 to provide College-wide input into institutional planning. Each team was assigned a leader with direct responsibility for the priority area, generally at the administrative level, and a co-leader from another division. An additional eight

to fifteen members representing diverse areas of the College comprise the team. Each team recommends key initiatives for achieving the institutional priority. Operational strategies for each initiative are developed and implemented by teams and departments that have roles in completing the identified action projects. Revisions have been made to the Strategic Plan for 2014-2015 to incorporate the initiatives identified by the eight priority teams.

The College completed its Higher Learning Commission (HLC) self-study process in October 2013. The intensive review and evaluation culminated with the identification of six major areas of focus for institutional improvement. As the College continues to integrate the accreditation process within strategic planning, the areas of focus have been noted within the corresponding initiatives of the plan. As an addendum to the 2014-2015 Strategic Plan, the section of the HLC Self-Study Report identifying the changes recommended in response to the opportunities for improvement noted during the self-study process has been included.

The initiatives identified by a priority team (PI) or a self-study area of focus (HLC) are noted within the Strategic Plan.

Definition of Strategic Planning Terms

Strategic Goal – broadly defined statement outlining how the mission can be accomplished

Institutional Priority – area of focus to achieve a strategic goal

Initiative – activities designed to ensure accomplishment of an institutional priority

Strategies – action projects developed to implement the initiative

Coordinating Commission for Postsecondary Education: Community Colleges' Role and Mission

The Coordinating Commission for Postsecondary Education has outlined the community colleges' role and mission in its comprehensive statewide plan for postsecondary education. The priorities for the community colleges are included in Nebraska Revised Statute Section 85-962, and are as follows:

- First instructional and service priority – applied technology and occupational education, and foundations education to include developmental and remedial education
- Second instructional and service priority – transfer education, including general academic transfer or applied technology programs that may be applicable to the first two years of a bachelor's degree and foundations education as necessary
- Third instructional and service priority – public service, particularly adult continuing education for occupations and professions; economic and community development focused on customized occupational assessment and job-training programs for business and communities; and vocational and personal development courses
- Fourth instructional and service priority – applied research

The 2010-2015 Strategic Plan is designed to provide direction to Northeast Community College in fulfilling its role and mission as outlined in the statewide plan.

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

Goal A - To provide quality education.

Priority: Transforming Teaching and Learning

Initiative 1: To develop a strategy for the use of mobile technology to enhance learning (PI 2).

Strategy/Action Project 1: Develop an advising tool for students to purchase a computing device based on a student's major.

Strategy/Action Project 2: Collaborate with faculty to develop a professional development program to improve student engagement and learning.

Initiative 2: To redesign STEM (Science, Technology, Engineering, and Math) curriculum (PI 2).

Strategy/Action Project 1: Redesign the mathematics curriculum to help students progress successfully from their current individual skill level to the level needed for their middle-skilled STEM-related program of study and to connect mathematics concepts into work-related scenarios.

Initiative 3: To develop a five-year academic programming plan.

Strategy/Action Project 1: Collaborate with Student Services, Marketing and Educational Services staff to develop a five year plan for 2015-2020 to include the addition of new programs of study and a review of existing programs of study.

Priority: Global Educational Opportunities

Initiative 4: To provide opportunities for faculty exchange (PI 8).

Strategy/Action Project 1: Continue to support the faculty exchange effort with Aarhus Business College.

Strategy/Action Project 2: Provide a broader opportunity for international student study abroad and faculty exchange by forming a consortium with other Nebraska community colleges and/or community colleges regionally.

Initiative 5: To internationalize the curriculum (PI 8).

Strategy/Action Project 1: Identify and plan for professional development for faculty on how to fully internationalize their curriculum.

Initiative 6: To provide opportunities for student exchange and student travel abroad (PI 8).

Strategy/Action Project 1: Continue to support the North Lindsey College student exchange program.

Initiative 7: To establish an Office of Global Affairs.

Strategy/Action Project 1: Create a centrally-located office that will house all international activities, including processing and monitoring international students, faculty exchanges, short and long-term study abroad for students, and establishing relationships with partners.

Priority: Transforming Teaching and Learning

***Initiative 8:** To develop Industry Certifications.

Strategy/Action Project 1: Build a core of trainers who are prepared to train around industry and vendor developed certifications.

Strategy/Action Project 2: Provide training to current students related to industry certifications sponsored by the National Coalition for Certification Centers.

Strategy/Action Project 3: Provide training and certification opportunities for employees working in certification areas provided by Northeast.

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

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

Priority: Enrollment Management

Initiative 1: To develop a five-year athletic plan.

Strategy/Action Project 1: Collaborate with Educational Services, Administrative Services, and Student Services to develop a five-year athletic plan for 2015-2020.

Initiative 2: To implement an early intervention program (PI 1 / HLC 1).

Strategy/Action Project 1: Identify and set intervention flags in Salesforce.

Strategy/Action Project 2: Develop and implement Late Registration and Early Withdrawal procedures.

Initiative 3: To implement a student communication plan (PI 1).

Strategy/Action Project 1: Develop and implement a comprehensive Communication Plan utilizing the results of the Clarus Study. The Plan will reflect the collaborative efforts of Marketing, Web Services and Enrollment Management and will identify target audiences and timelines.

Initiative 4: To design and plan for a new dining facility and additional residence halls.

Strategy/Action Project 1: Collaborate with Student Services and Administrative Services to select an architect and construction manager. Collaborate with contractors and Chartwells to achieve completion for occupancy/utilization in spring 2016.

Initiative 5: To identify students' goals and measures of successful goal achievement (HLC 1).

Strategy/Action Project 1: Define student categories for goal attainment and identify measures and benchmarks for students' success.

Initiative 6: To implement an employee "Commit to Complete" support campaign (PI 3).

Strategy/Action Project 1: Expand faculty and staff engagement to support student success.

Initiative 7: To implement a “Tobacco Free” college to provide a healthy environment for students, employees, and guests.

Strategy/Action Project 1: Continue the “Tobacco Free” Initiative with the implementation goal of August 1, 2014, by providing communication, tobacco free/cessation classes, and procedure development.

Initiative 8: To expand access for students.

Strategy/Action Project 1: Increase merit and need-based tuition waivers.

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

Goal C - To expand and strengthen student support services.

Priority: Enrollment Management

Initiative 1: To strengthen student advising (PI 1 / HLC 1).

Strategy/Action Project 1: Complete the review of the National Academic Advising Association (NACADA) consultant's report, coordinate the attendance of a group of faculty and staff to attend the NACADA conference, review advisor assignments and make recommendations for process improvement.

Initiative 2: To expand tutoring.

Strategy/Action Project 1: Evaluate extended hours, resource requirements, and on-demand tutorial services offered through the Academic Support Center.

Strategy/Action Project 2: Develop an evaluation process to measure Math Success Center student usage and effectiveness.

Initiative 3: To implement a Service Center.

Strategy/Action Project 1: Implement phase 2 of the Service Center implementation plan, including a Service Management System and staffing plan.

Strategy/Action Project 2: Implement phase 3 of the Service Center implementation plan, including expanding hours of operation and supporting mobile device ownership and management.

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

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

Priority: Institutional Effectiveness

Initiative 1: To initiate a new Higher Learning Commission reaccreditation process.

Strategy/Action Project 1: Develop a system for implementing the Open Pathways process, including identifying employee roles and responsibilities for supporting the system.

Strategy/Action Project 2: Incorporate areas of institutional focus for improvement identified through the PEAQ (Program for Evaluation of Academic Quality) self-study process into the strategic plan.

Initiative 2: To develop and implement a strategic reporting and analysis system (PI 3 / HLC 3).

Strategy/Action Project 1: Identify a strategic reporting team and develop a reporting structure.

Strategy/Action Project 2: Develop and implement a report writing training system.

Strategy/Action Project 3: Create and maintain a report library.

Strategy/Action Project 4: Develop key performance indicators and dashboards.

Strategy/Action Project 5: Provide professional development for data analysis.

Initiative 3: To develop and implement an integrated planning, assessment, and resource allocation process (HLC 2).

Strategy/Action Project 1: Establish the framework for an integrated planning, assessment, and resource allocation process.

Strategy/Action Project 2: Identify strategic priorities and initiatives.

Strategy/Action Project 3: Collect feedback from the College community on strategies to accomplish the strategic priorities, including outcomes, measurements, and resource requirements.

Strategic/Action Project 4: Develop the new strategic plan.

Strategy/Action Project 5: Develop the budget plan aligned with the strategic plan.

Initiative 4: To develop a risk management and business continuity plan and system (HLC 4).

Strategy/Action Project 1: Develop capability to support running Banner in a virtualized environment.

Strategy/Action Project 2: Store all critical system data off-site through a redundant solution to synchronize data to a remote co-location.

Strategy/Action Project 3: Perform a network study to identify improvements in coverage and penetration to support a Bring Your Own Device (BYOD) environment.

Strategy/Action Project 4: Identify and create a risk and service management plan.

Strategy/Action Project 5: Perform end-user security knowledge professional development (digital citizenship).

Initiative 5: To implement an identity management solution.

Strategy/Action Project 1: Implement Forefront Identify Management System and synchronize Active Directory and Banner.

Strategy/Action Project 2: Implement single authority for identities (CAS System) through a cloud-based Single Sign-On portal to provide one login for various systems.

Initiative 6: To improve processes (PI 3 / HLC 4 & 6).

Strategy/Action Project 1: Develop a system to be adopted College-wide for reviewing and improving institutional and departmental processes.

Strategy/Action Project 2: Review the College's committee structure, priority planning teams, and operational teams to increase effectiveness and engagement.

Priority: Facilities

Initiative 7: To construct the O'Neill Extended Campus (PI 4).

Strategy/Action Project 1: Collaborate with Administrative Services, Institutional Advancement, Educational Services, and the Center for Enterprise on the design and begin construction of the new facility to be opened in the fall of 2015.

Initiative 8: To construct the Applied Technology Building (PI 4.)

Strategy/Action Project 1: Continue construction of the Applied Technology Building for opening for classes in fall of 2015.

Initiative 9: To construct the Physical Plant Building (PI 4).

Strategy/Action Project 1: Continue construction of the Physical Plant Building with a completion date of spring of 2016.

Initiative 10: To revise the master facilities plan (HLC 2).

Strategy/Action Project 1: Review and revise the master facilities plan following completion of the five-year academic and athletic programming plans.

Priority: Resource Development

Initiative 11: To provide additional forms of financial assistance (e.g. scholarships, other awards) for students (PI 5).

Strategy/Action Project 1: Review of processes and communications between the Financial Aid and Foundation offices to improve efficiencies and increase number of scholarships being awarded.

Initiative 12: To build a planned giving program (PI 5).

Strategy/Action Project 1: Conduct prospect research and analysis, develop a moves management program, and initiate a planned giving advisory council.

Initiative 13: To implement a customer relationship management system for the Foundation (PI 5).

Strategy/Action Project 1: Implement Salesforce phase 1 as a customer relationship management tool and utilize to develop stronger relationships with donors and potential donors.

Priority: Professional Development

Initiative 14: To develop a goal-based employee evaluation system (PI 6 / HLC 5).

Strategy/Action Project 1: Develop position description/evaluation template for staff, to include goals, professional development plan, and education plan.

Strategy/Action Project 2: Research implementation of a software program to better accommodate supervisors and staff with preparation, review and tracking of position descriptions, evaluations, and professional development activities.

Initiative 15: To develop a comprehensive employee recognition program (PI 6 / HLC 6).

Strategy/Action Project 1: Develop and implement a comprehensive employee recognition program.

Initiative 16: To develop ongoing College-wide professional development (HLC 5).

Strategy/Action Project 1: Develop and implement a policy, procedure, and ongoing professional development for Title IX compliance.

Strategy/Action Project 2: Continue SharePoint training.

Strategy/Action Project 3: Develop a training plan for process improvement.

Strategy/Action Project 4: Provide professional development on effective teamwork.

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

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

Priority: Rural Revitalization

Initiative 1: To expand short-term training opportunities (PI 7 / HLC 4).

Strategy/Action Project 1: Implement Augusoft as a noncredit registration platform to provide an online registration system for students and provide quality products and improve services.

Strategy/Action Project 2: Implement Salesforce as customer relationship management platform for the Center for Enterprise to further promote high-quality service and expand e-marketing opportunities in the Adult and Continuing Education and Business and Industry markets.

Strategy/Action Project 3: Deliver noncredit online programming to provide quality offerings to be taken at the convenience of the student.

Strategy/Action Project 4: Explore the establishment of an Ainsworth regional office.

Initiative 2: To expand early college.

Strategy/Action Project 1: Develop career academies and pathways in partnership with area high schools and educational service units.

Strategy/Action Project 2: Develop a career center model in South Sioux City.

Initiative 3: To establish a National Center for Agriculture and Water Excellence.

Strategy/Action Project 1: Continue work for a special United States Department of Agriculture designation.

Strategy/Action Project 2: Expand the opportunity to work with other educational and agency partners around water education.

Strategy/Action Project 3: Further develop and integrate with partners a shared vision for agriculture excellence.

Strategy/Action Project 4: Review curriculum and adjust to include water education/management and applied research student learning objectives.

Strategy/Action Project 5: Establish a Northeast East Campus primarily serving agriculture and agriculture-related industry.

***The following Initiatives – Strategy/Action Projects were added after the Board of Governors approval on July 10, 2014.**

Goal A - Priority: Transforming Teaching and Learning – Initiative 8

Implementation and Evaluation Guidelines

The Strategic Plan must be integrated into the institutional decision-making process. Administrative responsibility has been assigned to each area of the plan to assure accountability for reporting and implementation. The budgeting process of the institution will reflect the priorities of the Strategic Plan.

The plan will be reviewed on an annual basis and adjustments to the plan made as needed to reflect changing priorities based upon environmental scanning and institutional self-evaluation. The review process will include an annual report of accomplishments and core measures of institutional effectiveness.

The following guidelines shall govern the implementation and evaluation of the plan:

- The president shall be responsible for the Strategic Plan.
- The Strategic Plan will be shared with all employees who will be expected to become familiar with the elements of the plan as priorities for job responsibilities.
- The president and vice presidents shall request appropriate groups and individuals to develop specific action plans for implementation of Strategic Plan initiatives.
- The implementation of the plan shall be subject to the availability of budgeted resources. Budget requests shall be prioritized based upon their relevance and importance with the Strategic Plan.
- An annual evaluation of the Strategic Plan shall be conducted at the direction of the executive vice president. To facilitate this evaluation, the institutional research office shall compile the core indicators of institutional effectiveness. This evaluation shall be shared with the College community and the Board of Governors. The annual evaluation shall determine proposed revisions to the plan to meet institutional priorities.
- Strategic Plan revisions shall be approved by the Board of Governors.

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 Success:

- Student Progress (persistence, course retention, degree completion, goal attainment)
- Career Preparation (placement rate; employer assessment of students and programs; number and percentage of students who earn a certificate, diploma, associate of applied science degree, or associate degree in nursing)
- Transfer Preparation (academic performance, transfer rate)
- Student Satisfaction/Engagement
- Meeting the Needs of the Community (adult education, workforce training, continuing education)

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 Northeast compared to enrollment rates at other Nebraska community colleges, Nebraska population census, and the 20-county service area as compared to previous years.
- Student Recruitment and Admissions
 - Number of applications, acceptances, and matriculations for each of the following categories of entering students:
 - Freshman
 - Undergraduate Transfer

Meeting the Needs of the Community:

- Adult Education
 - Number and percentage of GED test takers who earn GED.
 - Number and percent of adults 16 & over w/out HS diploma & serviced by Northeast (AE)

- Percent of GED earners who matriculate at Northeast (AE)
- Workforce Training
 - Number of participants in business and industry training.
 - Number and types of training courses.
 - Participant/employer satisfaction with training courses/trainees and/or services.
- Continuing Education
 - Number and types of continuing education courses offered at Northeast.
 - Number of participants in continuing education courses.
 - Participant satisfaction with the quality of (continuing) education and services.

Addendum: 2013 Higher Learning Commission Self-Study Conclusion

Changes in Response to Opportunities for Improvement

The intensive planning and review which the College has undertaken as a result of the HLC self-study process, the development of eight priorities aligned with Northeast's Strategic Plan, and the Board of Governor's visioning for the College's future have resulted in the identification of areas of focus for institutional improvement. These areas of focus identified below are based upon institutional strengths and opportunities for improvement which are woven throughout multiple criteria in the self-study:

1. Redesigning the institutional focus of enrollment management on student success and completion to include:

- Review of the College's advising model;
- Implementation of an early intervention program to assist with student success;
- Development of benchmarks for student success which are reviewed annually as one component of the College's measures of institutional effectiveness; and
- Establishment of benchmarks to assist in measuring the effectiveness of mandatory placement and transitional education practices.

2. Development of an integrated planning and budgeting process designed to assist in transforming teaching and learning; improve institutional effectiveness; and align facilities, personnel, and resource development priorities, by including the following components:

- Annual review of the Strategic Plan and institutional priorities;
- Development of a comprehensive Enrollment Management Plan;
- Implementation of a facilities prioritization process aligned with Strategic and Enrollment Management plans;
- Revision of the Technology Plan; and
- Development of a three-year budget plan aligned with the Strategic, Enrollment Management, Facilities, Technology, and Resource Development plans.

3. Implementation of a strategic analysis and reporting system developed to provide support and information for designing and evaluating the College's institutional priorities and external accountability measures, including the following:

- Development of an annual review system for evaluation of key performance indicators of institutional effectiveness to assist with decision making and planning;

- Incorporation of the Voluntary Framework of Accountability established by the American Association of Community Colleges;
- Refinement of departmental and institutional data and reporting roles; and
- Development of a centralized location for executive and institutional reports for accountability and ease of access to information.

4. Review of institutional and departmental functions and processes to support continuous evaluation and improvement of effectiveness, including the following:

- Internal control, contract management, and risk management procedures for employees;
- Implementation and communication of comprehensive standards for academic honesty and integrity to students;
- Noncredit programming and registration; and
- Expanded emergency preparedness.

5. Development of a comprehensive professional development system which incorporates individual professional development and institutional education and training opportunities, including the following areas:

- Implementation of a goal-based performance evaluation system;
- Establishment and implementation of a professional development schedule for mandatory training requirements;
- Expanded professional development for assessment of student learning;
- Establishment of ongoing leadership and supervisor training; and
- Development of a succession plan, which includes consideration of a talent management system.

6. Review and development of communication and engagement strategies as follows:

- Review of the College's mission, purpose, and belief statements;
- Establishment of a new intranet for centralized information and document sharing;
- Review of the College's committee and priority team planning structures for effectiveness and employee involvement;
- Expansion of opportunities for employee interaction and dialogue with the President and Cabinet members through new employee orientation and open forum sessions;
- Establishment of an employee recognition system; and
- Expansion of faculty mentoring for adjunct (including dual credit) instructors.

Evaluative Summary

This report represents the theme of Northeast Community College's Self-Study, "We're Building Excellence. We're Northeast." The College has integrated the self-study process into an ongoing review of areas of strengths, as well as opportunities for improvement, resulting in the development of areas of focus designed to assist the College in fulfilling the eight institutional priorities and in meeting the needs of students and other constituents. During the two-year period of the self-study process, the College administration, faculty, and staff have initiated strategies to address many of the areas that have been identified. These areas will continue to be evaluated as Northeast outlines its future direction through ongoing review of the Strategic Plan and institutional priorities. The Board of Governors, administration, and self-study team believe this report provides evidence validating that the College meets the criteria for reaffirmation of accreditation and reflects the College's commitment to ongoing improvement.