

2023 – 2026

NorthwestState.edu



# Strategic Plan 2023–2026



**Prepared by**

The NSCC Strategic Planning  
Committee



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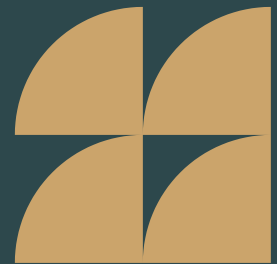
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# 01



## Message from the Board Chair

As the Chair of the Board of Trustees at Northwest State Community College, I am committed to the College's success – now and in the future. I have seen the thoughtful work that has gone into the new Strategic Plan, and I commend President Hernandez and his team for actively engaging the students, the employees, the business partners, and the community members for their insights.

The Board of Trustees formally approved the new Strategic Plan in its April meeting, and it officially takes effect on July 1, 2023, going through June 30, 2026. The Board and College administration have been actively engaged throughout the process, and we feel this new plan is an accurate representation of the many individuals that were polled in this process.

I am proud of the work that has gone into the new Strategic Plan, and on behalf of the Board of Trustees, I am excited about the strong and lasting impact it will have on the people, and the economy, in our region.

**Scott Mull**  
NSCC Board of Trustees, Chair





# 02



## Message from the President

Northwest State Community College has proudly served our six-county service area of northwest Ohio for over 50 years. We are resolute in fulfilling our mission on a daily basis:

*“To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities.”*

We have put great thought and care into the new Strategic Plan, having received valuable feedback and counsel from all avenues: our learners, our employees, our community stakeholders, and our Board of Trustees. The new Strategic Plan is largely a continuation of the previous one, which means the work we continue to do is also reflective of the current trends and needs within the communities we serve.

As President of Northwest State Community College, I am proud of the work we have done, and continue to do, in service to our community. Student by student, family by family, community by community, we will help northwest Ohio maintain a high quality of life and remain a great place to live and work.

**Dr. Todd Hernandez**  
NSCC President



# 03



## Mission

To serve by providing access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen communities.

## Vision

Northwest State Community College will be a leader in education that empowers individuals and communities.



## Values

### People

We believe in the power of teamwork, bringing people of diverse backgrounds and communities together to excel.

### Integrity

We believe that honesty, respect, and accountability are the basis of building trust.

### Learning

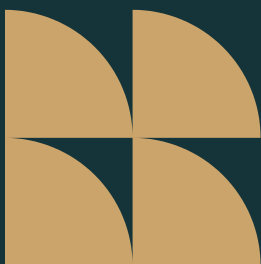
We believe that the acquisition and application of knowledge is the key to success, and to that end, we provide access to greater opportunities through education, training, and services.



# 04

## Introduction

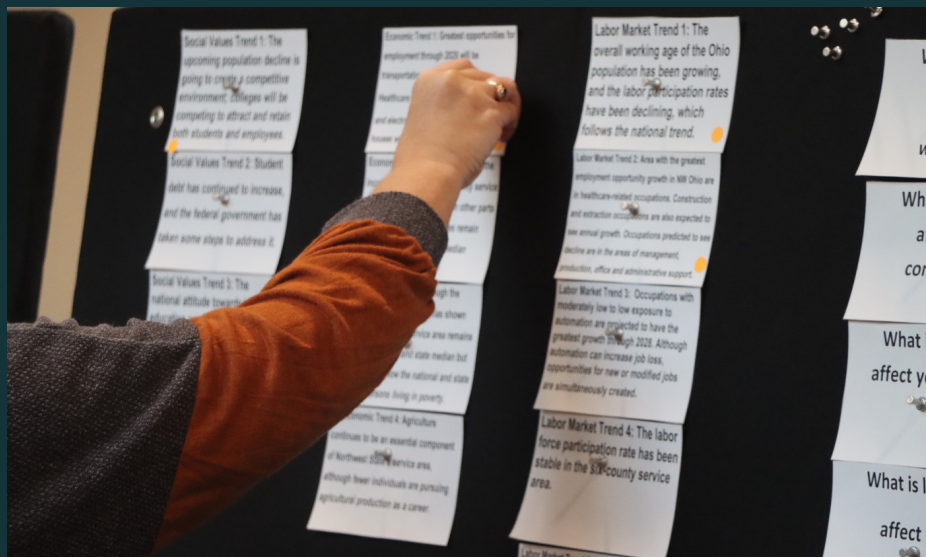
Northwest State Community College (NSCC) developed this Strategic Plan through a comprehensive, disciplined, and thoughtful planning process built on the foundation of past success. It will serve to guide the future direction of the institution. NSCC, as a state-funded institution, recognizes the responsibility to prioritize the needs of our students, faculty, staff, and citizens of our six-county service district. As the economy becomes more advanced and globally connected, students and employees must be prepared to live and work in this ever-changing environment. Students and employees must also be culturally responsive and affirm diversity, acquire and apply the knowledge to support innovative technologies and pursue lifelong learning. As NSCC expects students to be able to adapt to evolving circumstances and work environments, embrace learning, and seek continuous improvement, NSCC also must model this as an institution. Through a collective willingness to learn, grow, and adapt, the College will ensure success in the years ahead. Approved by the Board of Trustees, NSCC's Strategic Plan outlines the goals for the next three years. This comprehensive publication sets the agenda as the College provides access to excellent and affordable education, training, and services that will improve the lives of individuals and strengthen the communities of Defiance, Fulton, Henry, Paulding, Van Wert, Williams and beyond.



# Timeline

# 05

- Fall 2021: Master Plan with internal and external input
- Spring 2022: Environmental scans data collection
- Fall 2022: Community feedback sessions in all six counties
- Fall 2022: Employee feedback sessions
- Fall 2022: Learner feedback sessions
- January 2023: Strategic Planning Committee assessed common themes from the various listening sessions
- January 2023: Strategic Planning Committee developed goals further after revisions from the Cabinet and began to develop sub goals
- January 2023: Strategic Planning Committee revised goals and developed sub goals
- February 2023: Draft goals and sub goals were presented to the Board of Trustees
- April 2023: Board of Trustees approved the Strategic Plan
- **July 2023: Implementation of new Strategic Plan**



# 06

## Pillar One: Life-Changing Education



**Goal Statement: Expand high-value transformative education, training, and services that anticipate the needs of learners and community stakeholders.**

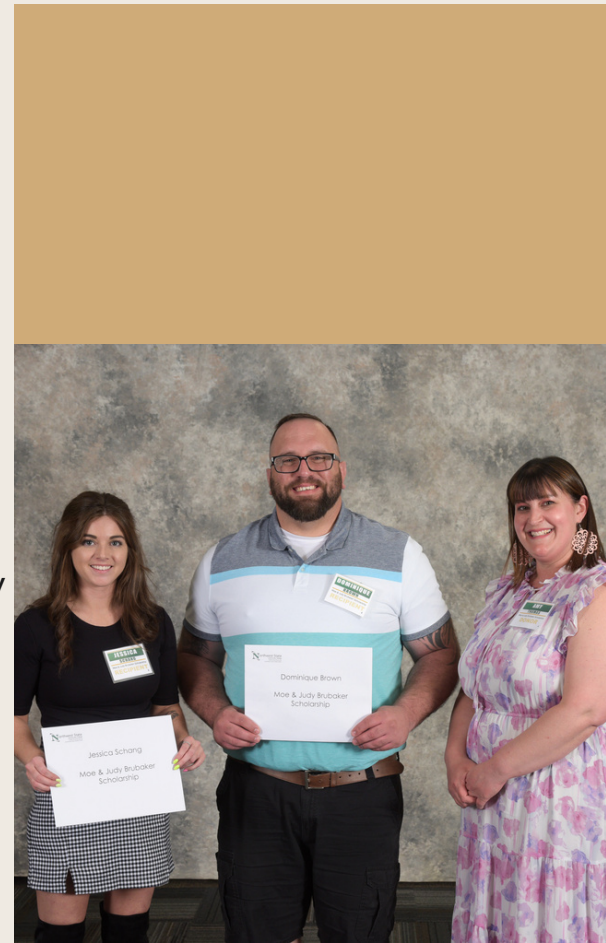
1. Improve learner outcomes by establishing a Professional Development and Learning Center.
2. Develop and scale learner-centered class and program offerings by expanding access in time, place, duration, and delivery.
3. Demonstrate the value of education, training, and services delivered by NSCC.
4. Increase the number of learners that obtain a degree, certificate, or industry recognized credentials.



## Pillar Two: Learning For All

**Goal Statement: Provide equitable and inclusive access to education, training, and services to increase enrollment, retention, and completion.**

1. Identify and address barriers that impede learner access and success.
2. Design learner-centered and holistic supports for enhanced retention and program completion.
3. Provide learning experiences that embrace diversity and inclusivity to foster a sense of belonging.
4. Encourage and support learner engagement in campus life.





# 07

## Pillar Three: Organizational Excellence



**Goal Statement: Increase institutional resources and advance operational efficiencies through data-informed decisions and continuous improvement.**

1. Seek and expand revenue sources for the advancement of education, training, and services.
2. Improve and encourage participation in the governance process.
3. Establish an institutional research structure to support assessment, accreditation, and effectiveness.
4. Align budget and resource allocation process with College's priorities.



## Pillar Four: First-Choice Employer

**Goal Statement: Provide a work environment that attracts and retains highly motivated employees, fostering collaboration, a sense of belonging, and purpose.**

1. Provide competitive wages, benefits, and flexible work schedules.
2. Facilitate a work environment where employees experience a positive work/life balance.
3. Provide professional development opportunities and resources that encourage career growth and empower employees to succeed.
4. Enhance the employee experience by creating a sense of belonging, employee engagement, and respect for all individuals.





# Pillar Five: Engaged Community

**Goal Statement: Strengthen and increase community partnerships through enhanced employer, learner, and community relationships.**

1. Present NSCC as a convener for community collaborations.
2. Empower and encourage staff, faculty, and learners to participate in outreach as ambassadors.
3. Optimize employer and community relationships to advance socioeconomic growth.

08



# 09

## Measures of Excellence



Academic Return on Investment

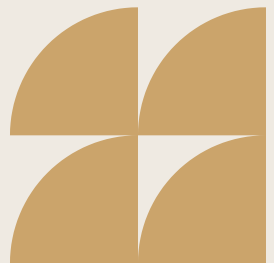
Academic Excellence & Career Readiness

Enrollment, Retention & Completion

Student Well-Being and Engagement

Fiscal Stability

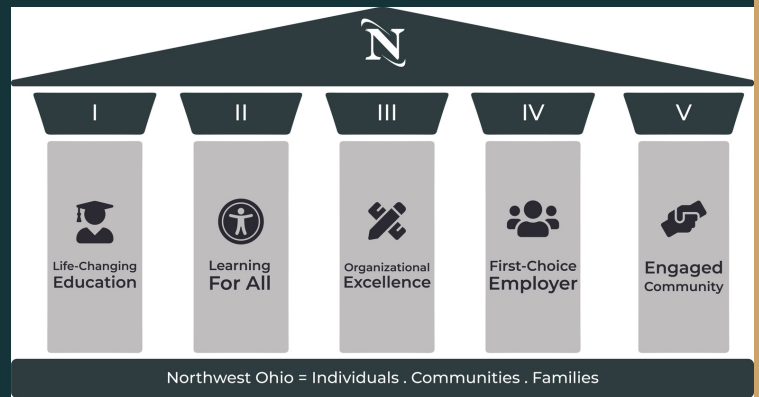
Employee Satisfaction



# Strategic Planning Committee

Northwest State would like to thank the following individuals, including faculty, staff, administration and learners who volunteered their time and expertise on the Strategic Planning Committee:

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