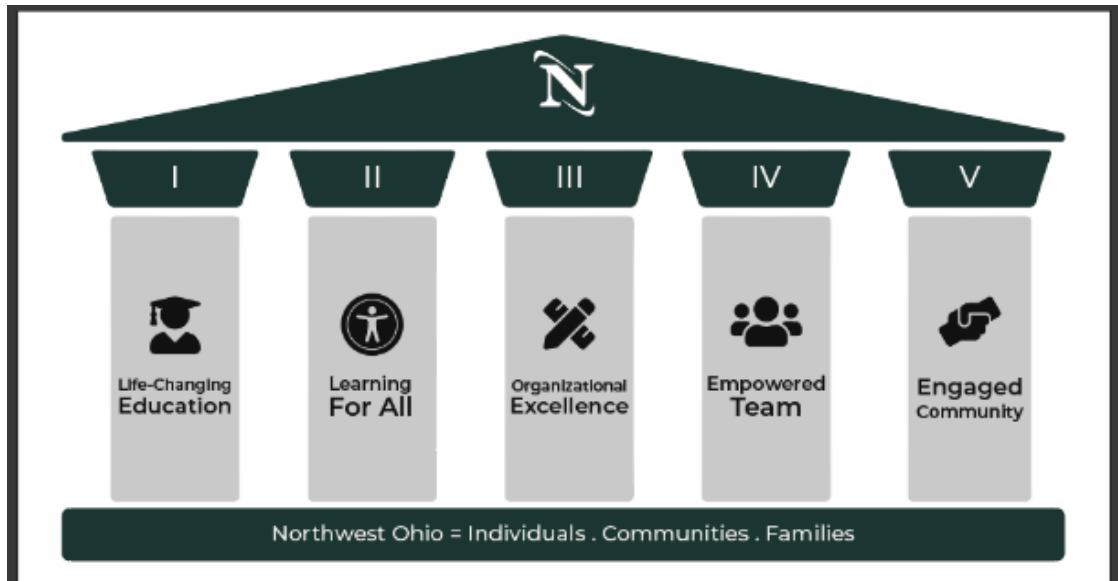




Northwest State Community College

2020-2023 Strategic Plan





Goal #1 Life Changing Education: Create and maintain high quality, transformative, and safe educational environments that meet the needs of our current and future learners.

Goal Champions: Vice President of Academics

Goal Team: Dean's Council, Faculty Council, Achieving The Dream (ATD) Core Team

Strategies:

- A. ***Ensuring high quality learning experiences*** by creating opportunity and inspiring faculty to optimize the learner experience in the classroom and beyond the classroom.
- B. ***Ensuring transformative educational experiences*** by increasing both the opportunities and the rate of credential attainment, and reducing the average time that learners take to attain their credential.
- C. In response to pandemic efforts, plan and deploy digital ***strategies for rapid response to public health demands*** and student needs.



Important Objectives and Initiatives

1. Acquire a ten-year HLC accreditation, as well as maintain other program specific accreditations.
2. Expand the faculty role both to include leadership and oversight as well as expanded course load.
3. Increase awarded credentials by providing more opportunities, increased flexibility in offerings and modality, and ensuring equitable access to a more diverse learner.
4. Decrease the average time to acquire a credential through increased retention, increased load (average credit hour) per term, and more effectively utilizing non-traditional credit awards such as PLA, proficiency, etc.
5. Automatic credentialing process for various programs beyond typical associate or one-year certificates such as apprenticeships, or short-term certificates related to CCP or community partnerships.
6. One-year schedule, allowing learners to register and plan a year of coursework at a time.

Metrics

1. Two-Three new positions led by faculty such as assessment, completion coordination, etc.
2. Three-Five new credentials established tied to the completion of area apprenticeships, CCP programs, or associated degree programs.
3. Annually decrease average time to completion (degrees/certificates) by 3-5% and increase the graduation rate by 1%.



Goal #2 Learning for All: Promote collaborative partnerships that serve our learners and provide an equitable opportunity to succeed.

Goal Champion: Vice President of Enrollment Management & Learner Affairs

Goal Teams: Enrollment Management Team (EMT), Achieving the Dream Team (ATD), Student Success Leadership Institute Team (SSLI).



Goal Two Strategies:

- A. *Align efforts across NSCC EMT and Success & Completion Committees*** and identify new recruitment and retention strategies.
- B. *Identify segmented enrollment streams*** and set strategic enrollment goals.
- C. *Employ Graduation Pathways to Success (GPS) Key Performance Indicators (KPIs)*** to monitor and assess enrollment progress of segmented enrollment streams.
- D. *Deploy specific tactical teams to implement Enrollment Management strategies*** that reflect evidence-based best practices centered on access and equity.
- E. *Develop three specific agreements / grants partnerships with civic, not-for-profit, and governmental partners*** to directly address Learners' barriers to success such as childcare/eldercare insecurity, financial insecurity, food insecurity, healthcare insecurity, and transportation insecurity.

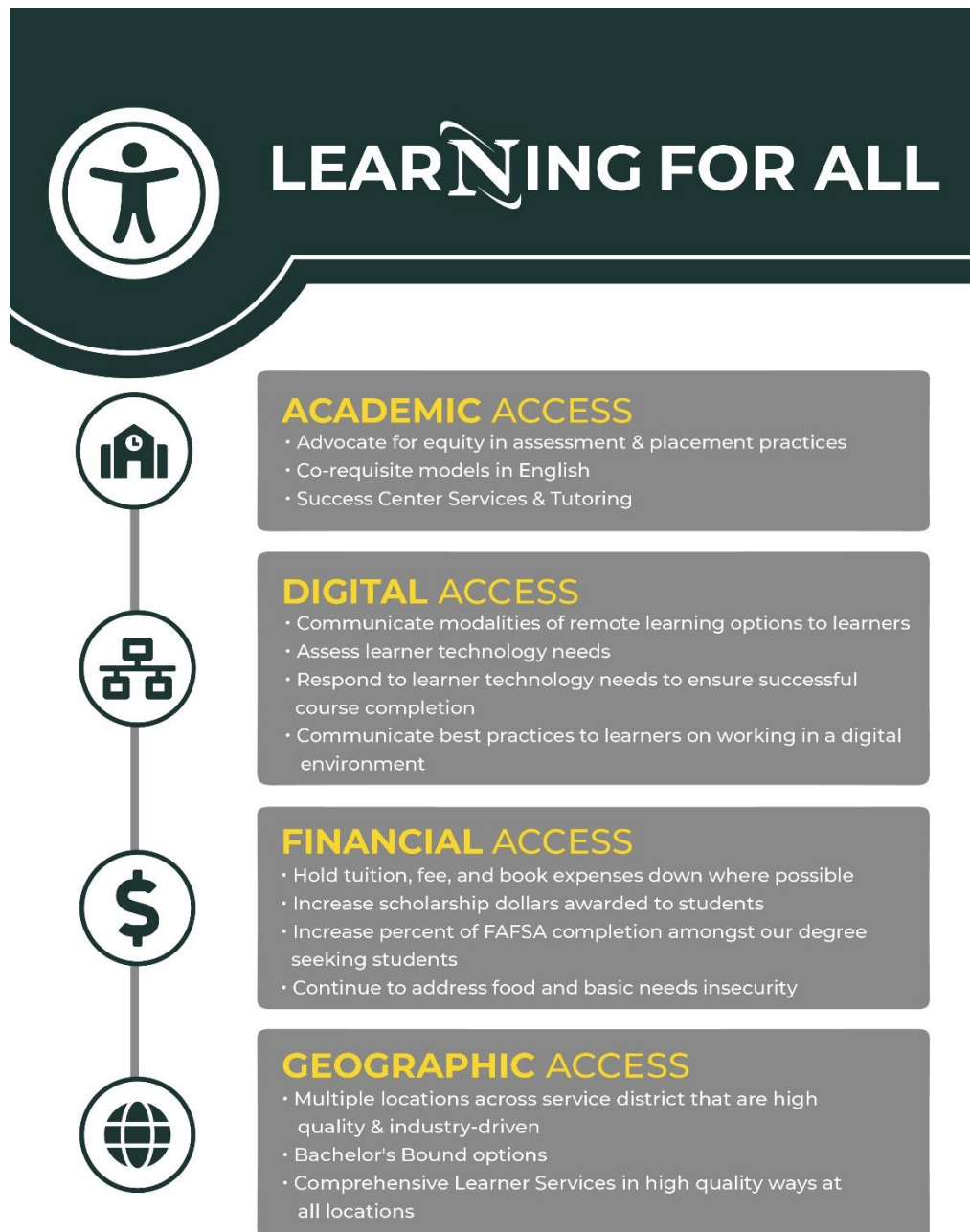
Important Objectives and Initiatives:

1. Nurture the relationship with Achieving the Dream (ATD) engaging the entire campus in a process to identify and reduce equity gaps.
2. Serve Paulding and Van Wert learners locally.
3. Initiate and expand the Adult Learner Initiative to give mid-career adults clear paths to credentials and degrees.
4. Develop Career Pathways Model that visually demonstrates NSCC's career clusters and that includes training, certification, and degree options and earnings potential by credential earned.)
5. Expand Bachelor's Bound awareness and use through creative programs, services, and advising.
6. Establish the Student Success Center to meet the goals and objectives of the TRIO SSS grant award.

Metrics

1. Identify the two largest equity gaps and reduce each gap by 5%.

2. Start 20 total classes offered at Vantage Career Center at local high schools.
3. Launch Adult Learner programming to serve 100 learners over the first year.
4. Develop and advertise a Career Pathways Model for the major program in each deanery.
5. Increase Bachelor's Bound program participants by 75 headcounts.





Goal #3 Organizational Excellence: Improve NSCC’s institutional effectiveness to create a sustainable, stakeholder-focused and high-performing organization.

Goal Champion: Executive Vice President

Goal Teams: College Lean for Higher Education (LeanHE) Team, HLC Criterion Teams



Goal Three Strategies:

- A. *Provide support to the teams*** working on the five other goals.
- B. *Submit NSCC’s decennial self-study*** (December, 2020) and successfully host an HLC site visit (February 2021).
- C. *Identify three – five processes*** that can move to remote operations permanently.
- D. *Identify and redesign three – five policies*** towards “learner-friendly.”

Important Objectives and Initiatives

- 1. HLC Comprehensive Review
- 2. Policy Updates -> Learner Friendly
- 3. Process Improvement -> Remote Work

Metrics

- 1. Achieve maximum HLC renewal period
- 2. Complete 3(5) policy revisions
- 3. Conduct 3 (5) lean events for process improvement



ORGANIZATIONAL EXCELLENCE



STRATEGIES

- Provide support to the teams working on the five other goals
- Submit NSCC's decennial self-study (December, 2020) and successfully host an HLC site visit (February 2021)
- Identify three – five processes that can move to remote operations permanently
- Identify and redesign three to five policies towards “learner-friendly.”



OBJECTIVES

- HLC Comprehensive Review
- Policy Updates - Learner Friendly
- Process Improvement - Remote Work



METRICS

- Achieve maximum HLC renewal period
- Complete 3(5) policy revisions
- Conduct 3 (5) lean events for process improvement



INVESTMENTS

- HLC preparation: \$40,000
- Lean HE: \$15,000



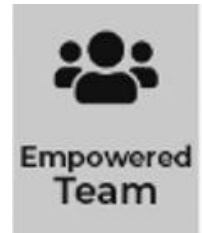
Goal #4 Empowered Team: Cultivate and sustain a positive culture that empowers team members to fulfill our mission.

Goal Champion: Vice President of Human Resources

Goal Teams: HR Team, President's Leadership Team

Goal Four Strategies:

- A. *Create and deploy college events* that reinforce and improve the current positive culture.
- B. *In response to pandemic efforts, develop digital tools* to connect team members.
- C. *Encourage team care and self-care* part of the regular team regiment.
- D. *Successfully complete faculty negotiations* for a renewed labor agreement.
- E. *Emphasize the role of professional development* with Cabinet member individualized plans and a second year of the President's Leadership Team curriculum.



Important Objectives and Initiatives

1. Develop a list of training topics and subject matter experts to deliver training for the President's Leadership Team.
2. Work with the HR and IT teams to select and implement an applicant tracking system.
3. Provide support staff compensation data to Findley Davies for compensation study.
4. Continue campus events and introduce virtual events to keep the positive campus culture momentum.
5. Working with the HR Team to find speakers on self-care and coordinate employee engagement events on self-care.

Metrics

1. Ten campus events for employees
2. A minimum of six training topics presented to the President's Leadership Team.
3. Applicant tracking system installed in 2020.
4. A minimum of three self-care lunch topics offered.





Goal #5 Engaged Community: Create intentional communications and interactions between the College and its stakeholders to strengthen our community relationships

Goal Champion: President

Goal Teams: Marketing / Community team; Campus Events team

Goal Five Strategies:

- A. NSCC Marketing Theme: “Your community’s college”** Increase our overall marketing footprint in the service area. (President; Marketing)
- B. Foster, facilitate and manage community involvement** within each county. Strengthen alumni participation and scholarship giving. (Foundation)
- C. Develop specific campaigns** to support the College’s enrollment management and partnership plans. (EVP / VP EM / EM Team)
 - 1. *We strengthen local communities*
 - 2. *We get people back to work*
 - 3. *We make transfer easy!*
 - 4. *We help you finish what you started.*
 - 5. *We hear you Paulding and Van Wert.*



Important Objectives:

- 1. Increase brand awareness
- 2. Create marketing plans for individual EM campaigns
- 3. Develop and maintain lifelong relationships with Alumni, Donors, and Business leaders
- 4. Re-design how we inform the community and host College / community events
- 5. Re-design how we communicate with our constituents

Metrics:

- 1. Increase brand awareness by 2% each year
- 2. Meet established EM goals for individual campaigns
- 3. Attend each Camber/Rotary Economic Development meetings (2x year)
- 4. Create 20 video & photo content yearly
- 5. Initiate and orchestrate a NSCC Proud marketing campaign
- 6. Create 10 new digital content pieces using faculty, student and alumni voices



Goal #6 Fiscal Stability: Using a people-centered, data informed, and measured risk approach, navigate the current fiscal uncertainty to complete the FY 19-20 budget and create / complete the FY 20-21 budget within Board authority.

Goal Champion: CFO Jenn Thome

Goal Teams: NSCC Finance Team, NSCC Cabinet, Board Budget Committee

Goal Six Strategies:

- A. Mentor President’s Leadership Team (Budget Unit Leaders) in public finance, fiscal stewardship and fiscal transparency.
- B. Create standard reports for use by the PLT and the Board to improve short and long-term fiscal stewardship.
- C. Develop and lobby for an FY 19–21 capital budget plan that strengthens our strategic position in the area.
- D. Complete the FY 19-20 Budget within the fiscal boundaries of the NSCC Board.
- E. Create and execute the FY 20-21 Budget, balancing the need to keep the team employed, fiscal security and uncertainty (SSI and enrollments).
- F. Work with the Cabinet and HCM Strategists to maximize NSCC funding via the Ohio State Supplement of Instruction (SSI) as well as new funding mechanisms available in the Ohio budget.

