

# NORTH CENTRAL MISSOURI COLLEGE

## *BRIGHT FUTURES 2020*

### Strategic Plan ~ Executive Summary



## OVERVIEW

North Central Missouri College (NCMC) began the process of comprehensive strategic planning in the summer of 2016. From its genesis to board approval, this process involved hundreds of campus and community stakeholders. These individuals and focus groups concentrated on continuing to build on NCMC's strengths while also devising new opportunities and initiatives as well as identifying weaknesses and threats with remedy or minimizing their effects. Along the way was the ever-present acknowledgment of challenges regarding resources and public policy. Further, a keen awareness of college costs and affordability was clearly on the table as future direction was considered.

In total, NCMC has solidified its mission with supporting guiding principles, created a new vision of lofty measure, and generated five major initiatives to drive the college forward. Under each initiative are numerous goals, objectives, strategies and tactics. As proof of accountability grows increasingly important in higher education accreditation and accountability to tax payers, a full measure of assessment, evaluation, and timelines are included. Further, web-based dashboards have been developed to measure progress of the *Bright Futures 2020* plan. After presenting the revised NCMC Mission and Vision, this executive summary will include only the goals and objectives as per each of the five respective initiatives. Literally hundreds of pages contain specific strategies and tactics aligned with the initiatives' goals and objectives while assessment, evaluation and timelines will be shortly appearing on the NCMC website.

## MISSION

North Central Missouri College (NCMC) provides accessible, affordable, and quality educational programs, with emphases on excellence in teaching, learning, workforce development, and service. To fulfill this mission, we are committed to the following principles to guide our thoughts and actions:

- Upholding high academic standards, rigor, and uncompromising integrity that encourages, promotes, and catalyzes intellectual growth through NCMC courses and curricula
- Modeling and maintaining high-standards of integrity, honesty, transparency, and social and personal responsibility

- Meeting workforce demand by being responsive and nimble to changing economic conditions and the needs of business and industry
- Partnering with regional K-12 schools and career technical schools where opportunities exist and arise
- Providing state-of-the-art technology in our learning and work environment
- Enhancing institutional effectiveness through a campus-wide culture of assessment
- Serving as good stewards of our financial and human resources
- Taking pride in the care and condition of facilities and spaces
- Active engagement as a community and regional partner
- Supporting diversity and inclusion
- Providing a safe campus environment, free from harassment, intimidation, and degradation
- Valuing co-curricular and extra-curricular opportunities as extensions of learning
- Supporting faculty and staff in their professional progression and encouraging internal advancement when opportunity arises

## **VISION**

North Central Missouri College aspires to become an exemplary comprehensive community college serving rural and small communities in its service region and beyond.

# ***The Bright Futures 2020 Initiatives***

## **ACADEMIC EXCELLENCE**

Academic Excellence is the demonstrated ability to perform, achieve, and/or excel in scholarly activities. It is often signified by achieving high grades and superior performance in academic activities or intellectual pursuits. Focusing on excellence in academic pursuits helps develop self-confidence, persistence and leadership abilities. In addition, it can help develop an attitude of social responsibility and an understanding of cultural and intellectual differences. This is increasingly important in the midst of the interwoven fabric of today's society and global economy. Further, and very importantly, excellence in academics helps people become competitive in the job market. At NCMC, it is imperative that we keep academic excellence as the anchor of our five broad categories of goals in the *Bright Futures* plan.

### **Goal 1: Continuous improvement in high quality academic and career technical education programming.**

- **Objective 1:** Ensure continual program quality improvement through an evaluation of the current assessment process to be completed by Spring 2018.
- **Objective 2:** Increase student learning through the use of technology in both on-ground and online courses/programs by fall, 2019.

- **Objective 3:** Increase the number of applicants who meet or exceed minimum qualifications for open positions by 10% in the next three years (May 2020).
- **Objective 4:** Increase the retention of faculty who contribute to the mission of NCMC to 90% within three years (May 2020).
- **Objective 5:** A revised General Education curriculum will be implemented by Fall 2019

**Goal 2: Develop and Implement new academic programs**

- **Objective 1:** Develop and implement a Certificate in Agriculture Mechanics by fall of 2018
- **Objective 2:** Develop and implement a Certificate in Livestock Management by fall 2018
- **Objective 3:** Implement new Associate of Applied Science in Computer Science & Information Systems by the fall of 2017 with enrollment of 10 students and 5 part time students
- **Objective 4:** Implement non-credit Manufacturing/Industry Skills stackable mini-courses for implementation by fall 2018.
- **Objective 5:** Investigate Associate of Applied Science in Manufacturing/Industry Technology degree with implementation by Fall Semester 2018.
- **Objective 6:** Develop and implement meta-major process for advising and student scheduling by December 2017.
- **Objective 7:** Develop and implement the AAS in Medical Laboratory Technician (MLT) by fall 2018 with 5 students enrolled.
- **Objective 8:** Develop and Implement the AAS in Fire Science Technology by fall 2017 with 4 students enrolled
- **Objective 9:** Implement new Associate of Applied Science in Behavioral Health Support by the fall of 2018 with enrollment of 10 full-time and 5 part-time students.
- **Objective 10:** Investigate the potential for an Agriculture Business certificate and make a recommendation by fall 2018

**Goal 3: On-line program growth**

- **Objective 1:** 100% of online courses/programs offered at NCMC will utilize Blackboard Collaborate or alternate technologies by fall 2018
- **Objective 2:** Implement a marketing plan for online courses/programs by fall 2017

**Goal 4: Develop multiple entry scheduling plan and pilot**

- **Objective 1:** Implement a multiple-entry point schedule by Fall 2019.

## STUDENT SUCCESS

Student success can be difficult to define. A single comprehensive statement or simple set of metrics simply cannot offer a complete and meaningful picture of the many ways in which students succeed. Student success may best be determined by the goals and personal situation of each individual student. However, standards, expectations, and performance may not be completely congruent with the goals of the student. Thus, the efforts of students combined with high impact practices and established assessment measures by the college and accrediting bodies shall be considered the best indicators of student success.

### **Goal 1: Defining, Developing, and Implementing Success Programming leading to improved persistence and timely completion**

- **Objective 1:** Develop and implement a First Year Experience program
- **Objective 2:** Develop a Returning Student Experience program for implementation by Fall 2018 with a goal to increase retention and completion rates. (M. Pester)

### **Goal 2: Develop and implement successful student health and counseling services**

- **Objective 1:** Research the need for student health services with plan of service delivery and service implementation by summer 2018

### **Goal 3: Increase IT resource availability to students and administrative unit**

- **Objective 1:** Reduce helpdesk ticket response time 20% by Spring Semester 2019
- **Objective 2:** Implement Document handling processes in all administrative offices by Spring Semester 2020
- **Objective 3:** Implement fully functioning website for external constituents by Fall Semester 2017

### **Goal 4: Increase Scholarship Offerings**

- **Objective 1:** Form committee to plan and implement scholarship program enhancements by February 28
- **Objective 2:** Develop a comprehensive marketing plan by March 31.
- **Objective 3:** Increase Current Endowed Scholarship Funds to \$4.5 Million.
- **Objective 4:** Develop At Least Two New Scholarship Pathways by increasing pass through scholarships

## ENROLLMENT GROWTH

The charge presented to the new president by the NCMC Board of Trustees is to reverse a 10-year trend of gradually declining enrollment. The development of the Barton Farm Campus, Cross Hall, and renovation of Geyer Hall have created state of the art learning facilities possessing greater carrying capacity. New recruiting and retention goals, objectives, and strategies are significant components of the *Bright Futures* plan. Further, new and revamped academic, co-curricular, and extra-curricular programs and student

services are included in the plan. Additionally, on-campus housing has been defined as a clear need in the immediate future. The combination of these factors point to a distinct focus on enrollment growth with a target of 2,000 students by Fall 2020.

**Goal 1: Enhancing and intensifying recruiting and retention efforts to meet on-campus, on-line, and extended campus carrying capacity.**

- **Objective 1:** 1. Develop and implement a comprehensive Strategic Enrollment Management (SEM) plan by the fall of 2017.
- **Objective 2:** Develop a comprehensive marketing plan aligning with and complementing the Strategic Enrollment Management plan

**Goal 2: Research and investigate residence life expansion and renovation possibilities**

- **Objective 1:** To research the possibilities of additional housing for students on or near campus during the spring semester of 2017
- **Objective 2:** Construction Process – (time frame determined by results of Objective 1)
- **Objective 3:** Occupancy – (time frame determined by results of Objective 2)

**Goal 3: Increase international student recruiting and enrollment**

- **Objective 1:** Increase international enrollment by 25% over the next three years.

**Goal 4: Begin planning for a student union/commons; aligned with campus master plan**

- **Objective 1:** Implement a plan by Summer 2017 to prioritize and construct a student union to the degree that it is affordable and within a necessary timeline

## **CAMPUS & COMMUNITY**

Community colleges accept a charge of serving the needs of defined regions and the communities therein. In NCMC's 16 county region, one where educational attainment and socioeconomic status trends toward lower levels, the college is acutely and extremely important. It is through a wide variety of programs and services that NCMC meets needs by offering: associate degrees, applied associates degrees, certificate programs, specific workforce development needs, and other community/regional programming such as Head Start and Upward Bound. NCMC is a regional hub for educational, co-curricular, and extracurricular activities. Numerous college employees serve on boards and committees of communities and regionally across the 16-county expanse. NCMC is highly and widely known for service to its region.

**Goal 1: Develop "Extended Campus" program, broadening the reach of NCMC course and program offerings to wider coverage of the 16-county service region.**

- **Objective 1:** Enhance existing offerings and develop new Career Technical pathways leading to the AAS degree over the next three years.
- **Objective 2:** Respond to a continually changing economic environment by meeting workforce training needs, internships, and apprenticeships monthly or as timelines warrant per communications with WIB, Office of Corporate & Business Relations (J. Helton), local and regional planning groups and organizations.
- **Objective 3:** Explore expansion of sites in neighboring and regional communities, planning for a four-year growth agenda (2017-2020)

**Goal 2: Develop campus-community fine arts programs as co-curricular and co-community opportunities**

- **Objective 1:** To spend the Spring 2017 semester in task force work to determine options and viability of both co-curricular and extra-curricular Fine Arts start up(s) for the Fall 2017 Semester
- **Objective 2:** TBD

**Goal 3: Explore new potential revenue streams**

- **Objective 1:** During January-March 2017, develop scenarios for tuition and fee restructuring and adjustment
- **Objective 2:** Research the potential for tax base expansion by late fall of 2018
- **Objective 3:** Expansion of programs in the extended campus plan by way of a strategic 3-4 year rollout

**Goal 4: Broaden the base of the annual fund**

- *Foundation board will align with their strategic planning process*

**CULTURE OF RESPONSIBILITY**

The Board of Trustees, employees and students of North Central Missouri College take great pride in the integrity of its academic offerings and services as well as its high level of business acumen. As such, responsibilities such as accreditation, federal and state compliance (educational and legal), the arena of fiscal management and fiduciary responsibility, student conduct, NJCAA compliance, as well as the landscapes of social justice and anti-discrimination are paramount to a culture of trust and reliability. As coined in the Bright Futures plan, it is our aspiration and choice to be known and respected for establishing, sustaining, and continually enhancing the NCMC Culture of Responsibility.

**Goal 1: To develop and implement an updated model of fiscal operations and fiduciary responsibility**

- **Objective 1:** Align NCMC's business operations to improve financial strength, support future growth and accomplish strategic goals by FY2020

**Goal 2: Future Campus Expansion**

- **Objective 1:** Develop a campus master plan with space utilization recommendations for the Trenton campus proper and Barton Farm Campus by December 1, 2017

**Goal 3: Develop a position scope and description for a compliance officer**

- **Objective 1:** Determine overall scope and feasibility for a compliance officer position by September 30, 2017

**Goal 4: Foster diversity and inclusiveness through campus programming and community education**

- **Objective 1:** Develop a college-wide diversity plan that will provide guidance for all college activities and enhance the climate of inclusion by May 2018

**Goal 5: Develop an enhanced campus security plan to align with enrollment growth**

- **Objective 1:** Assess security environment and develop goals and objectives for a campus security plan by August 2017
- **Objective 2:** Compile and implement a college-wide security plan by beginning of 2019-20 academic year

**Goal 6: Improve communication regarding policies, procedures and protocols**

- **Objective 1:** Update and bring all campus and Board policies under one umbrella by May 2018