North Central Missouri College

PLAN 2030

ACCESS ~ EXCELLENCE ~ IMPACT

Prepared by the PLAN 2030 Task Force

July 2025

PLAN 2030

This document is the third iteration of the North Central Missouri College (NCMC) strategic plan under the leadership of Dr. Lenny Klaver, President. The initial effort, PLAN 2020 (approved in the Spring of 2017), involved a lengthy process of situational analyses, including 30 focus groups, a complete SWOT assessment and the aspect of envisioning the future of the college began its journey toward its 100th anniversary in 2025. A set of immutable Guiding Principles were developed to serve as underpinnings for new Mission and Vision Statements. PLAN 2030 includes updated versions of the Mission and Vision statements.

GUIDING PRINCIPLES

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 demands by being responsive and nimble to changing economic conditions and the needs of business and industry
- Partnering with regional K-12 schools, career technical schools, colleges and universities where opportunities exist and arise
- Providing state-of-the-art technology in our learning and work environments
- 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
- Adherence to the Board Policy of Non-Discrimination
- Providing fair, distinctive and comprehensive opportunities
- 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 progressions and encouraging internal advancement when opportunity arises

MISSION

North Central Missouri College provides accessible, affordable, and quality educational programs, with emphases on excellence in teaching and learning, student services, and workforce development to all communities and rural areas of our service region.

VISION

North Central Missouri College aspires to provide exemplary academic programs and services to advance educational attainment and regional economic development.

INITIATIVES

Five Initiatives emerged via the initial planning process and continue to serve the Mission and Vision of NCMC: Academic Excellence, Student Success, Strategic Enrollment Management, Campus and Community, and A Culture of Responsibility. Each is defined accordingly in the following sections of PLAN 2030.

GOALS, OBJECTIVES, STRATEGIES, AND TACTICS

In addition to qualifying and solidifying the Initiatives, our planning process follows a path of each Initiative possessing broad Goals, each with Strategic, Measurable, Attainable, Reliable, and Time-sensitive (SMART) Objectives. The execution of Objectives are carried out through corresponding Strategies and Tactics.

ASSESSMENT AND EVALUATION

An assessment matrix consisting of goals and objectives under each initiative serves as our checkpoints and tracking of the time-sensitive aspects of the SMART objectives. Evaluation of the plan occurs through an on-going process of tracking assessments semi-semesterly and once in mid-summer.

The progress of PLANS 2020 and 2025 has catalyzed NCMC to grow with record enrollment (twice in the past two years), our largest number of combined degrees and certificates, twenty-one new or revised academic programs, the opening of the Savannah campus, a very successful major gifts campaign, purchase of numerous properties around the periphery of the Trenton campus, several million dollars of investment in technology, completion of the Geyer Hall renovation, construction of the new student center, two new residence halls, and an indoor practice facility for baseball and softball, and the addition of several new co- and extra-curricular programs.

The launch of PLAN 2030 in our centennial year takes NCMC into the new millennium.

Access ~ Excellence ~ Impact

The Importance of Access, Excellence, and Impact at North Central Missouri College

Access, excellence, and impact form the essential triad that defines the true value of the educational experience at NCMC. Through these three principles we ensure our mission and embrace our vision. We exist to educate but also to empower individuals and uplift the communities of our service region and beyond. Each principle is vital on its own, but their combined effect drives meaningful transformation on personal, institutional, and societal levels.

Access represents the gateway to opportunity. When higher education is accessible, financially, geographically, academically, and culturally, it becomes a powerful equalizer. At NCMC, we work to remove barriers that prevent students from succeeding in college. This includes affordability and offering support systems that address the whole student. Amidst in the aspect of access, we embed the element of uncommon attention to help student reach their potential.

Excellence speaks to the quality and rigor of education delivered. It is not enough for students to simply gain admission; they must also receive a rigorous and transformative academic experience. Excellence requires a commitment by our students, faculty, and staff to continuous improvement in teaching, learning, and the services we provide. We support faculty in their continuing pursuit of knowledge, new pedagogies, and innovation to provide students with robust educational experience. We challenge our students to think critically, communicate effectively, and grow intellectually. Excellence ensures that NCMC graduates are well-prepared for transfer, careers, leadership, and lifelong learning.

Impact is the broader result of our work. It is reflected in how NCMC contributes to smooth transfer to 4-year universities, workforce preparation, economic development, civic engagement, and social progress. As we operate with impact in mind as a result of the educational experience, we encourage students go forth to serve as active participants, catalysts of action and change, on their paths toward becoming pillars of their communities. The impact is also personal—it is seen in the confidence, mobility, and civic responsibility of graduates who go on to shape the future.

In summary, access opens the door, excellence defines the experience, and impact measures the outcome. Collectively, they form a solid foundation through which our students become prepared to face the future as forward-thinking, prepared, and essential contributors to society.

Academic Excellence

Academic excellence involves providing students with rigorous, relevant, and rich learning experiences. While course grades and graduation rates measure student success, the college is responsible for maintaining quality standards to ensure that success is meaningful. Rigor can be verified through external measures of student achievement like licensure pass rates and success after transfer. Relevance is demonstrated by internal assessment and job placement. A rich variety of experiences leads to student engagement, as well as increased civic and social responsibility.

Goal 1: Improve student academic engagement inside and outside class by ensuring appropriate support for student learning and resources for teaching.

Objective 1.1: Increase the CCSSE "Support for Learners Benchmark" Score to 60 **by July 2030.**

- **Strategy 1:** Develop a long-term plan for sustainable maintenance and regular updating of both teacher and student classroom technology.

  Tactics:

  - Convene IT team and faculty senate committee to draft framework.
  - Study best practices from other colleges.
  - Develop principles for scope and currency of classroom technology.
  - Approve plan with tracking method and assigned accountability.

- **Strategy 2:** Increase student interaction with the tutoring center by reimagining service scope.

  Tactics:

  - Conduct focus groups to identify the gaps experienced by students.
  - Assess the differing needs of various student populations.
  - Research best practices to tutoring services at other colleges.
  - Develop a department mission statement and plan.

Objective 1.2: Increase the CCSSE "Student Faculty Interaction Benchmark" Score to 60 **by July 2030.**

- **Strategy 1:** Assess current co-curricular offerings to determine their effectiveness in engaging students with academic programs.

  Tactics:

  - Evaluate HLC requirements for co-curricular programming.
  - Determine faculty position on co-curricular programming and its value.

    - Assess effectiveness of current offerings and follow up as needed.

- **Strategy 2:** Explore models for providing more instructional design support to faculty, particularly for courses with distance learning components.
  Tactics:
    - Establish scope of need for instructional design support.
    - Study other small colleges for ideas on efficient support models.
    - Evaluate best options for NCMC and develop a proposal.

- **Strategy 3** Strengthen procedures for observation and assessment, as well as information flow for oversight of sections taught by PT faculty.
  Tactics:
    - Meet with Faculty Standards Committee to develop draft procedures.
    - Seek Senate approval to implement.

- **Strategy 4:** Investigate strategies for posting faculty positions to increase the number of applications.
  Tactics:
    - Study best practices for small rural colleges.
    - Develop a faculty recruitment model that fits NCMC resources.

- **Strategy 5:** Develop an institutional generative AI policy that addresses appropriate use, copyright issues, and data security.
  Tactics:
    - Identify representative stakeholders for a task force.
    - Study similar efforts at other rural colleges.
    - Develop a policy for board approval.

- **Strategy 6:** Incorporate AI into the curriculum and tutoring center services.
  Tactics:
    - Identify a faculty team to study the issue and make recommendations to the senate.
    - Implement curriculum changes as appropriate.
    - Implement changes to tutoring services as recommended.

Goal 2: **Ensure programs equip students with the knowledge and skills that employers seek.**

Objective 2.1: Prepare a student workplace readiness plan **by July 2028**.

- **Strategy 1:** Survey graduates to benchmark their perceptions of career readiness.
  Tactics:
  - Write a survey instrument and determine how to reach target students.
  - Obtain assessment committee approval for the survey.
  - Implement the survey and analyze results.

- **Strategy 2:** Develop a rubric for assessing student workplace skills.
  Tactics:
  - Identify a college team to address this issue.
  - Study best practices for measuring workplace skills.
  - Design an appropriate rubric for college use.
- **Strategy 3:** Investigate need for additional career readiness services.
  Tactics:
  - Conduct surveys or focus groups to identify the gaps experienced by students.
  - Study models for service used by other small rural colleges.
  - Establish scope of need and develop an appropriate response.

- **Strategy 4:** Expand internship opportunities and use of work-study.
  Tactics:
  - Identify programs with needs for additional work experience options.
  - Identify employee(s) accountable for working to expand these and implement.
- **Strategy 5:** Conduct a comprehensive local needs assessment to verify that program options and completion numbers align with employer needs **by July 2017**.
  Tactics:
  - Identify a team to work on the strategy.
  - Organize mechanisms for necessary external stakeholder input.
  - Complete the needs assessment.

Student Success

Student success is complex because student needs and goals are diverse and may not always be congruent with institutional expectations and external demands. As a result, it is important to take a holistic look at student success and include outcomes that measure academic achievement, engagement, life skills, well-being, and advancement toward educational and occupational goals. Student success can be measured at the individual, micro level, as well as the macro level, governed by college assessment measures, accrediting bodies and state and federal performance measures. When considering the amalgamation of student success factors, ultimately, NCMC defines student success as successful preparation for personal goals, career goals and engaged citizenship through educationally purposeful activities that foster a sense of self responsibility.

Goal 1: Enhance Student Engagement

Objective 1.1 Review Orientation, Advising, and Registration (OAR) and other intake possibilities to increase number and quality of student engagement opportunities.
Timeline: **Review aggregate quantitative and qualitative OAR data and make subsequent improvements from August 2025-May 2027**

Strategy 1: Supplement OAR with additional educational and training opportunities.

Tactics:

- Conduct focus groups to identify the needs and gaps experienced by incoming students.
- Assess the differing needs of various student populations, including traditional and non-traditional students.
- Design and implement targeted interventions to address identified gaps and enhance student preparedness.

- **Strategy 2:** Explore the feasibility of an introductory college camp for children.

  Tactics:

  - Identify appropriate age groups and potential program offerings.
  - Assess community and institutional interest in the initiative.
  - Collaborate with relevant departments to plan and implement the camp, based on interest and feasibility.
- **Strategy 3:** Expand campus programming to support co-curricular and extracurricular engagement.

  Tactics:

- Develop a programming model aligned with intended student outcomes and compliance requirements.
- Collaborate with student organizations and the Campus Activities Board to design events that align with the model.
- Determine and allocate necessary resources.
- Create and promote a comprehensive calendar of student activities.

Objective 1.2: Increase awareness and utilization of campus resources and services.
Review and establish necessary changes from August 2025-May 2027

- **Strategy 1:** Establish consistent interdepartmental communication to promote resources and services.

  Tactics:
  - Organize interdepartmental exchange visits to foster collaboration and familiarity.
  - Utilize newsletters and articles to spotlight campus resources.
  - Offer faculty and staff guidance on how, when, and why to refer students to available services.

- **Strategy 2:** Strengthen student awareness of campus resources and services

  Tactics:
  - Identify and highlight specific resources/services on a monthly basis, tailored to students' immediate needs.
  - Develop a social media campaign to effectively promote these offerings to students.

Goal 2: Strengthen Support for Academic Persistence

Objective 2.1: Eliminate Barriers to Enrollment, Retention, and Academic Progress.
Review and develop semesterly outreach from August 2025 – May 2030

- **Strategy 1:** Identify Obstacles Impeding Student Persistence

  Tactics:
  - Conduct focus groups with internal and external stakeholders to identify barriers hindering student progress.
  - Analyze data on D, F, and withdrawal (W) grades to identify trends by course type and delivery format.

- **Strategy 2:** Provide Supportive Communication and Interventions to Address Persistence Challenges

Tactics:

- Develop and distribute resources that inform students about strategies for overcoming academic and personal challenges.
- Share relevant data with academic departments to inform and implement targeted interventions.

Objective 2.2: Strengthen Intervention Strategies That Promote Academic Success and Retention. **Period reviews as deemed appropriate from August 2025 – May 2028**

- **Strategy 1:** Enhance Tutoring Services to Support Student Achievement

  Tactics:

  - Assess the effectiveness of current tutoring services, including both in-person and online modalities.
  - Evaluate the impact of tutoring on student success and retention rates.
  - Utilize findings to develop and implement improvements in tutoring practices.

- **Strategy 2.:** Promote information literacy across the student body.

  Tactics:

  - Raise campus-wide awareness of the stages and significance of information literacy.
  - Partner with faculty to incorporate information literacy into course content.
  - Identify and implement strategies to enhance students' critical thinking when accessing, evaluating, and applying information

- **Strategy 3:** Expand Access to Student Support Programs (e.g., TRIO, SSS

  Tactics:

  - Pursue continuation and expansion grants to grow support services.
  - Increase the availability of tutoring, advising, and mentoring for first-generation and underserved student populations.
  - Monitor and assess program effectiveness using retention and GPA metrics.

Goal 3: Enhance the Student Conduct Process

Objective 3.1: Strengthen Collaboration and Communication Around Student Policies. **On-going process from August 2025 – May 2028**

- **Strategy 1:** Establish a Comprehensive Conduct Framework That Promotes Academic Integrity and Community Values

  Tactics:

- Collaboratively review and update the Student Handbook with input from student leaders and staff.
- Engage athletic coaches to define and uphold academic and conduct expectations for student-athletes.
- Partner with the Student Senate to develop a "Pirates Pledge" outlining behavioral expectations and shared community values.

- **Strategy 2:** Improve Communication of Conduct Policies and Procedures

  Tactics:
  - Evaluate current communication channels for conduct-related information and implement improvements.
  - Provide training and materials to faculty and staff to ensure a clear understanding of conduct procedures.
  - Regularly assess the consistency and transparency of sanctions and appeals decisions.

Objective 3.2: Improve Monitoring and Documentation of Academic and Non-Academic Incidents. **Case-by-case reviews from June 2025-December 2025**

- **Strategy 1:** Standardize and Centralize Conduct Documentation and Workflows

  Tactics
  - Develop and/or update forms, documentation, and workflows within Student Affairs, Residence Life, and Academic Affairs.
  - Establish a centralized library of all conduct-related forms and procedures.

- **Strategy 2: Implement Maxient Software for Conduct Case Management**

  Tactics:
  - Compile all relevant forms and workflows into an Excel database for implementation preparation.
  - Coordinate with IT and Maxient representatives to ensure a seamless platform rollout.
  - Provide user training and officially launch the system campus-wide

Strategic Enrollment Management

North Central Missouri College (NCMC) has experienced consistent enrollment growth over the past three years under our previous strategic plan. This success highlights the need for a renewed focus on Strategic Enrollment Management (SEM) to build on this momentum while addressing emerging challenges and opportunities. The comprehensive PLAN 2030 will strategically aim to optimize enrollment capacity at both the main campus in Trenton and the satellite campus in Savannah. Additionally, it seeks to expand access and educational opportunities for smaller communities and rural populations throughout our service region. By addressing the unique needs of these underserved areas, PLAN 2030 will play a pivotal role in strengthening regional educational outreach. A key focus of the plan will be improving student retention and persistence, ensuring that students not only enroll but thrive and complete their academic goals. Recognizing the distinct requirements of adult learners, PLAN 2030 will also emphasize the development and implementation of tailored strategies to support this vital demographic. Through these initiatives, NCMC reaffirms its commitment to fostering academic success, broadening access, and meeting the diverse needs of the communities it serves.

Goal 1: Maximize student enrollment by improving connection and entry.

Objective 1: Each year, exceed the previous three-year rolling average rate for prospective student connection, or meet the sustained excellence benchmark of 75%, by implementing targeted engagement strategies and measuring admissions progress of prospective students. **On-going process to be completed October each year.**

- **Strategy 1**: Grow non-traditional enrollment

  Tactics

  - Create a webpage dedicated to non-traditional students including links to request college/academic program information and requesting a virtual information session with an admissions representative.
  - Facilitate admissions presentations on-site with area employers to recruit employees and clients.
  - Utilize available hours (8 hours per month/site) through the MOU with the North Missouri Workforce Development Board to station an Admissions Representative in the two Missouri Job Centers within the service region (Chillicothe, St. Joseph).

- **Strategy 2**: Increase multimedia engagement.

  Tactics

    - Create a podcast for all things NCMC with an admissions perspective delivered through Apple Podcasts, Spotify, Amazon Music, and/or Google Podcasts to reach a wider audience
    - Explore all communication to be produced in non-English languages.
    - Utilize student-produced social media posts through students enrolled in Marketing courses, as well as a work-study through the Enrollment Management Department.
- **Strategy 3**: Explore pathway programs.

  Tactics
    - Identify low enrollment programs to promote exploratory camp-based, workshop experiences.
    - Identify target market for each pathway program.
    - Identify the appropriate workforce credential for each pathway program (badges, certificates).

Objective 2: Each year, exceed the previous three-year rolling average rate for prospective student entry, or meet the sustained excellence benchmark of 55%, by implementing targeted engagement strategies and measuring the enrollment progress of prospective students. **On-going process to be completed October each year.**

- **Strategy 1**: Create efficient workflows from application to registration incorporating targeted tactics for non-traditional students.

  Tactics
    - Create a webpage dedicated to non-traditional students outlining next steps within registration.
    - Promote cross-department collaboration to shorten time from online OAR completion to initial registration.
    - Evaluate OAR to ensure quality service to non-traditional students.
- **Strategy 2**: Evaluate programs to determine drop-out/non-selection rate, what happens to those students, and intervention and resources needed to redirect those students to alternative degrees/pathways.

  Tactics
    - Utilize the new SIS and CRM to develop a streamlined communication flow between departments working with pre-entry students and career program directors to ensure student interests are connected to related and available programs.
    - Explore advising strategies to consider other academic programs.

    - Create degree plan workflows to direct students to recommendations for alternative degree/pathway options while being conscious of financial aid criteria.
- **Strategy 3**: Explore ways to help students through financial, technological, and accessibility barriers to registration.

  Tactics
    - Increase access to Accuplacer testing for incoming students with financial and scheduling constraints.
    - Investigate non-course barriers to registration.
    - Investigate widespread adoption of inclusive access for textbooks through Vital Source.
    - Explore the feasibility of textbook costs being included within the tuition rate.
    - Investigate strategies to improve the IT onboarding of new students.

- **Strategy 4**: Introduce incoming students to opportunities available to them through campus life that fosters success, engagement, and support.

  Tactics
    - Develop strategies to encourage campus involvement through co-curricular participation (i.e., clubs, events).
    - Identify early connection points for students encouraging participation in campus life.
    - Involve Student Senate in the development of a peer-support team to support campus activities and peer-to-peer engagement.

Goal 2: Maximize student success by improving persistence, retention, and completion.

Objective 1: Each year, exceed the previous three-year rolling average rate for student persistence (fall-to-spring) and retention (fall-to-fall), or meet the combined sustained excellence benchmark of 75%, by implementing targeted engagement strategies and measuring the persistence and retention rate of enrolled students. **On-going process to be completed October each year.**

- **Strategy 1**: Implement resources and services for non-traditional students.

  Tactics
    - Develop a webpage dedicated to non-traditional students providing access to campus resources.

- Establish a non-traditional student organization to foster a learning community through connection, interaction, and support.
- Develop a Brightspace Learning Community dedicated to non-traditional students for enhanced connection, interaction, and support.
- Explore the development of a workshop series providing support for students in the areas of navigating course resources, technological troubleshooting, tips for succeeding academically, time management, and test preparation.

- **Strategy 2**: Improve awareness and support for students with academic concern.

  Tactics
  - Develop targeted messaging within Early Alert submissions to effectively guide student support measures.
  - Provide targeted resources to first-time probationary students.
  - Investigate the use of predictive analytics to determine students at-risk of non-completion.
- **Strategy 3**: Explore course scheduling strategies encouraging persistence and retention.

  Tactics
  - Investigate the implementation of Supplemental Instruction (SI) strategies in courses with high DFW rates.
  - Identify leaders of the SI program and send these individuals to SI training.
  - Designate academic space for Supplemental Instruction.
  - Explore faculty and tutoring partnership during scheduled office hours.
  - Explore partnership with academic services to assist advising department with outreach to enrolled students.
- **Strategy 4**: Explore the feasibility of an honors program.

  Tactics
  - Join National Collegiate Honors Council's new director institute to learn about community college honors programs with similarities to NCMC.
  - Investigate strategies to integrate PTK activities with an honors program.
  - Develop honors program admissions and persistence requirements and instructional needs.
  - Investigate scholarship opportunities for honors students useful for program promotion and recruitment.

Objective 2: Each year, exceed the previous three-year rolling average rate for student completion, or meet the sustained excellence benchmark of 35%, by implementing targeted engagement strategies and measuring the completion rate of enrolled students. **On-going process to be completed October each year.**

- **Strategy 1**: Implement targeted communication.
  Tactics
    - Contact "stopped out" students to determine needs for re-enrollment.
    - Create a FAQ webpage along with appropriate resources for "stopped out" students
    - Explore strategies to incentivize "stopped out" students to return.
- **Strategy 2**: Strengthen partnering opportunities with 4-year institutions.
  Tactics
    - Explore partnerships with regional institutions for academic recovery.
    - Continue the development of articulation agreements (transfer guides) with regional institutions which allows for seamless transfer.
    - Provide collaboration opportunities with regional institutions to share information for the purpose of creating seamless advising processes.
- **Strategy 3**: Explore strategies to better leverage CCSSE (Community College Survey of Student Engagement) data for continuous improvement in areas affecting completion rates.
  Tactics
    - Establish workshops for faculty, staff, and administrators to learn effective ways to utilize CCSSE data.
    - Utilize the Assessment Committee to examine and track CCSSE data.
    - Review and incorporate results of CCSSE data into operational strategy on an annual basis.
- **Strategy 4**: Creating engagement for a strong co-curricular experience.
  Tactics
    - Explore public, private partnerships which create operational efficiencies and improve student engagement.
    - Explore the use of engagement through technology, social media interaction, games, prompts, etc.
    - Explore strategies to incentivize faculty and staff involvement in developing student organizations aligning with student interest connected to CCSSE data.
    - Explore tutoring modalities and their usage, effectiveness, etc.

Campus and Community

Community colleges play an essential role in addressing a region's educational and workforce needs. As a leading education provider in north Missouri, NCMC aims to be a vital partner in promoting economic growth and community prosperity through collaborative efforts with businesses, organizations, and individuals. In an area where educational attainment and socioeconomic status are lower than average, NCMC provides critical access to education and training opportunities that can increase the region's standard of living. NCMC meets these needs through various programs and services, including postsecondary education, workforce development, and customized training. Additionally, NCMC engages its communities through regional programming and partnerships, establishing NCMC as a good community steward and a hub for educational, co-curricular, and extracurricular activities. NCMC's goal is to positively impact the region by fostering economic growth, community involvement, and educational advancement. Through PLAN 2030, we aim to expand and enhance these outreach efforts.

Goal 1: Define the physical footprint of Main Campus to better engage students/guests/alumni and assist with how they navigate campus.

Objective 1: Welcome Center on Main Campus. **Spring 2030**

- **Strategy 1:** Identify and define where the welcome center will be.
    - **Tactic 1:** Work with the master plan and groups involved to help establish location.
    - **Tactic 2:** Identify, with work with campus master plan, if this will be a remodel of current building/s, demo of existing buildings, or another location.
- **Strategy 2:** Identify what the welcome center will include i.e., defined guest parking. Offices for recruiters, alumni relations, marketing, community bulletin board, career placement staff. Conference Room for interviews.
    - **Tactic 1:** work with others in the campus master plan to help identify areas of want and need, campus future planning needs, and over-all aesthetically pleasing appeal.
    - **Tactic 2:** work with campus master plan group to shortlist ideas and present to the architect.

Objective 2: Way-finding signage on main campus. **Spring 2030**

- **Strategy 1:** Identify and define areas of need. This could include lighted campus maps – new reflective signs that are easy to read, names on the outside of the building over frequently used entrances.

    - **Tactic 1:** work with campus master plan group, marketing, and administration to help identify needs and locations.
    - **Tactic 2:** work with marketing to help brand, design, and place signage.
- **Strategy 2: Analyze vehicle flow patterns**
    - **Tactic 1:** work with the city to identify traffic flow for better routes in regard to pedestrian and campus safety.
    - **Tactic 2:** Establish routes for traffic and pedestrian crossing.

Objective 3: Improve sidewalks, stairs and visual markers to clearly show when someone is on Main Campus. **Spring 2030**

- **Strategy 1:** Identify areas of need for improvements and additions this could include large planters, other concrete/brick sculptures.
    - **Tactic 1:** Work with maintenance to identify areas of need and campus for wants/needs.

Objective 4: Enhance campus safety through comprehensive evaluation. **Spring 2030**

- **Strategy 1:** Assess Environmental safety hazards that focus on visibility and infrastructure.
    - **Tactic 1:** work with maintenance and campus beautification committee to do a campus-wide audit that focuses on areas of improvement, external lighting, and visibility.
    - **Tactic 2:** Identify and develop a priority action list based on immediate safety concerns and budget allowance.

Objective 5: Develop green spaces into recreational areas. **Spring 2030**

- **Strategy 1:** Identify areas of need/want through surveying students, working with campus master plan group, and others on campus with vested interest.
    - **Tactic 1:** Prioritize list for recreational areas i.e., Volleyball, basketball, corn hole, outdoor basketball, etc.
    - **Tactic 2:** work with campus master plan to identify locations for recreational areas and green spaces.

Goal 2: Uphold and educate faculty and staff on the importance of messaging, branding, reliable communication and coordinated marketing to share a clear well defined message on the College's vision and mission. (Trenton Main Campus, Savannah, Barton, On-line)

Objective 1: Established processes/protocols for news releases and social media. **Spring 2026**

- **Strategy 1:** Establish overarching efforts to maintain consistent branding, messaging, and image
    - **Tactic 1:** Eliminate unused and inactive social media pages
    - **Tactic 2:** Identify individuals eligible to create and maintain social media pages
    - **Tactic 3:** Include language in branding guide regarding messaging and communication

Objective 2: Training for faculty and staff on branding and standard messaging. **Spring 2026**

- **Strategy 1:** Create universal branding images use.
    - **Tactic 1:** create email signatures, letterhead, when to use the anchor and when to use the pirate.
    - **Tactic 2:** Establish a communication plan on when to provide information on branding and communication. This could be during in-services, annual messaging, new employee trainings, etc.

Objective 3: Improve internal campus communications and encourage interactions/collaborations between departments. **Spring 2026**

- **Strategy 1:** Allow platforms for sharing information across all departments
    - **Tactic 1:** Train employees and staff to submit information for *This Week* emails
    - **Tactic 2:** encourage information sharing at meetings, in-service, and emails
    - **Tactic 3:** Have leadership encourage departments to share information.

Goal 3: Enhance community partnerships, involvement, and resources

Objective 1: Create a campus and community advisory group at Savannah to hopefully create an avenue for on-going community input in regard to housing, employment, activities, academics, and overall campus planning.: **Spring 2027**

- **Strategy 1:** Identify what areas of feedback we are interested in collecting.
    - **Tactic 1:** Identify areas of feedback need i.e., housing, academics, growth, etc.
    - **Tactic 2:** Identify format for collecting feedback i.e., meetings, online forums, email, etc.

    - **Tactic 3:** Identify times for collection and/or meetings.
- **Strategy 2**: Create community advisory group with liaisons and advocates
    - **Tactic 1:** Identify areas of collection we want to obtain i.e., education, healthcare, city, parents, students, etc.
    - **Tactic 2**: Identify and select community members that fulfill the group
    - **Tactic 3:** Ask and secure group members.
- **Strategy 3**: Create an avenue for on-going community input
    - **Tactic 1**: Identify best practices to collect community input. This could include forums, surveys, townhalls, and collecting feedback from advisory groups, pop-up polls, or other.

Objective 2: Create a campus and community advisory group at Trenton to hopefully create an avenue for on-going community input in regard to campus master planning, campus appearance, activities, academics, building use, fine arts, , and overall campus planning.: **Spring 2027**

- **Strategy 1:** Identify what areas of feedback we are interested in collecting.
    - **Tactic 1:** Identify areas of feedback need i.e., housing, academics, growth, etc.
    - **Tactic 2:** Identify format for collecting feedback i.e., meetings, online forums, email, etc.
    - **Tactic 3:** Identify times for collection and/or meetings.
- **Strategy 2**: Create community advisory group with liaisons and advocates
    - **Tactic 1:** Identify areas of collection we want to obtain i.e., education, healthcare, city, parents, students, etc.
    - **Tactic 2**: Identify and select community members that fulfill the group
    - **Tactic 3:** Ask and secure group members.
- **Strategy 3**: Create an avenue for on-going community input
    - **Tactic 1**: Identify best practices to collect community input. This could include forums, surveys, townhalls, and collecting feedback from advisory groups, pop-up polls, or other.

Culture of Responsibility

The NCMC Board of Trustees, faculty, staff, administration, students, and alumni 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 with educational and legal requirements, e.g., The U.S. Department of Education (DOE), The Higher Learning Commission (HLC), Title IX and Title IV, Missouri Department of Higher Education and Workforce Development (MDHEWD). NCMC also prides itself on transparency and accuracy in fiscal management and fiduciary responsibility through well-executed balanced budgets, business transactions, and clean audits. Further, student and professional conduct are vitally important. This area includes the promotion of standards of professionalism, non-discrimination, and rejection of prejudices. Trust and reliability are paramount to sustaining a culture of responsibility. It is our aspiration and choice to be known and respected for establishing, sustaining, and continually enhancing platforms that reflect fairness, inclusivity, and opportunity.

Goal 1: Strengthen Institutional Compliance, Accountability, and Risk Management

Objective 1: Develop a Compliance Coordinator position that will establish a systematic compliance framework **June 2026**

- **Strategy 1**: Form a Compliance Taskforce with representatives from major institutional areas to oversee compliance initiatives and ensure campus-wide collaboration and compile regulations and compliance requirements for which NCMC is accountable.

  Tactics:

  - Appoint a chair and define responsibilities of Taskforce membership.
  - Create a centralized compliance calendar accessible to all departments.
  - Develop a shared digital repository (SharePoint) for compliance documentation and deadlines.

- **Strategy 2**: Establish a compliance budget line item to provide dedicated funding for legal reviews, compliance initiatives, and risk mitigation efforts and create a formalized process for engaging legal review and advice, including a tracking system for legal expenditures to improve budget planning.

  Tactics:

  - Conduct an annual compliance cost analysis to determine baseline funding needs.

    - Track legal consultation costs by category (e.g., HR, Title IX, ADA) to improve forecasting.
    - Include projected legal/compliance expenses in department budget

- **Strategy 3:** Conduct internal audits and reviews in targeted, high-risk compliance areas (e.g., financial aid, accreditation, Title IX).

  Tactics:
    - Identify top 3–5 high-risk compliance areas using historical audit findings, peer benchmarking, industry trends, etc.
    - Schedule internal audits as appropriate, rotating across departments.

- **Strategy 4**: Review and update policies to ensure they promote fairness, opportunity, and equal access without conflicting with federal and state program requirements. Ensure federal compliance by carefully aligning language and verbiage in publications and grant narratives while maintaining commitment to student success.

  Tactics:
    - Conduct annual crosswalk of existing policies against state & federal updates.
    - Develop policy revision document for transparency and version control.
    - Train policy writers and grant authors on inclusive, compliance-aligned language.

Objective 2: Promote Fiscal Transparency and Sustainability **June 2030**

- **Strategy 1**: Maintain an annual balanced budget to ensure accountability.

  Tactics:
    - Provide an annual budget document for appropriate stakeholders
    - Maintain decentralized annual budgeting process to allow for diverse campus input on financial needs and major budget decisions.
    - Use progress reports to ensure revenue, expense, and budget performance is transparent to appropriate stakeholders.

- **Strategy 2**: Implement an effective waste reduction strategy to identify cost-saving measures.

  Tactics:
    - Launch a campus-wide efficiency task force to identify high-cost inefficiencies.
    - Set baseline metrics and future reduction goals.

- Create an incentive program for departments that meet sustainability goals.

Goal 2: Foster a Culture of Professionalism & Responsibility

Objective 1: Strengthen Professionalism and Ethical Conduct **June 2030**

- **Strategy 1**: Implement a leadership training program for department supervisors focused on effective communication, conflict resolution, and team building.
  Tactics:
  - Partner with a leadership development organization or use internal HR to design a curriculum.
  - Offer regular workshops on communication, supervision, and team dynamics.
  - Launch a mentorship program pairing experienced leaders with new supervisors.

- **Strategy 2**: Establish recognition programs for faculty, staff, and students who exemplify high ethical standards and professionalism.
  Tactics:
  - Create an annual "Excellence in Ethics" award for faculty, staff, and students.
  - Feature nominees and recipients in internal newsletters and social media.
  - Allow peers to nominate colleagues through an online recognition platform.

Objective 2.2: Enhance Student Conduct and Campus Engagement **June 2030**

- **Strategy 1**: Implement a structured student conduct framework that reinforces academic integrity, respect, and sportsmanship.
  Tactics:
  - Review and revise the student handbook with input from student leaders and staff
  - Launch an awareness campaign at orientation around student rights and responsibilities.
  - Track conduct trends and publish an annual conduct report summary.

- **Strategy 2**: Develop campus-wide initiatives to promote student safety and well-being in all aspects of campus life.
  Tactics:

    - Host “Safety Week” each semester with workshops on mental health, campus security, and conflict resolution.
    - Expand the student wellness resource center with online and on-campus support.
    - Establish a 24/7 anonymous reporting system for conduct and safety concerns.

- **Strategy 3**: Strengthen policies and procedures to ensure consistent enforcement of student conduct expectations.

  Tactics:
    - Provide annual conduct training for faculty and staff, emphasizing due process.
    - Regularly review the consistency of sanctions and appeal outcomes.
    - Survey students for feedback on the fairness and clarity of conduct processes.

Objective 2.3: Advance and Ensure Access for Student Success **June 2030**

- **Strategy 1**: Expand and strengthen student support programs such as TRIO and Student Support Services (SSS) to provide equitable access to resources.

  Tactics:
    - Apply for continuation or expansion of TRIO and other student support funding.
    - Increase tutoring, advising, and mentoring options for first-generation and underserved students.
    - Monitor program effectiveness using retention and GPA data.

- **Strategy 2**: Uphold high standards of student conduct through all aspects of campus life (academic integrity, respect, sportsmanship, safety, etc.)

  Tactics:
    - Integrate discussions of conduct expectations into classroom syllabi and student clubs.
    - Develop a campus-wide pledge or code of conduct campaign with student signatures.
    - Track behavior-based outcomes (e.g., decrease in conduct violations) over time.