



*NORTH CENTRAL MISSOURI COLLEGE*  
***PLAN 2025***

# At-A-Glance



## Student Body

### Age Range



79%  
Traditional  
(Under 24)

21%  
Non-Traditional  
(24+ years)

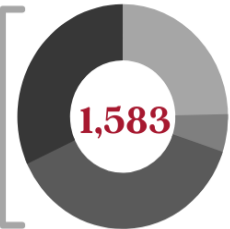


72.8%  
Female



27.2%  
Male

### Enrollment Fall 2020



38% Returning  
31.9% Dual Credit/Enrollment  
24.6% First Time Freshmen  
5.4% Transferred-In



**476** Largest Graduating Class in  
NCMC History, 2019- 2020

## Outcomes & Accolades



**98.3%** Placement Rate  
within 6 months of graduation\*

51.8% Competitively Employed  
46.2% Attending a 4-year college  
2% Attending a 2-year college

\*2017-2018 graduate  
outcomes among  
301 respondents 180 days  
post-graduation

### Best in the Midwest

#1 Practical Nursing Program  
Nursing Process (2020)

### Top 50 in the Nation

Online Associates degree in Criminal Justice  
thebestschools.org (2019)

### #3 in the state

Associates Degree in Nursing  
Nursing Schools Almanac (2020)

### #5 in the Nation

Online Associates degree in Business Management  
thebestschools.org (2019)

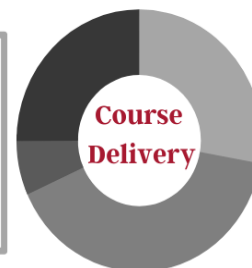
### Top 9 in the Nation

Pharmacy Technician Certificate  
OnlineSchoolsCenter.com (2020)

## Strong Academics & Support

**19:1**  
Student-to-Faculty  
Ratio

Free tutoring for all students  
Math and Writing Labs  
Online Tutoring  
Equipment Loans  
Academic Advising



40.8% Online  
27.7% On-Ground  
24.5% Dual Credit  
6.7% Outreach  
0.4% Dual Enrollment

**Over 35**  
Degrees & Certificates  
(10 available fully online!)

**65%**  
Retention Rate  
Fall-to-Fall

## Cost & Financial Aid



**92%** of students receive some  
type of financial aid

**\$1,227,594**  
in A+ Scholarship funds  
distributed to **691** students



Cost of tuition and fees is  
**37% less** than the cost to attend a 4-year  
Missouri public college  
(state average)

**363** students received **\$715,951**  
in institutional and Foundation scholarships  
(2019-20 academic year)

## A MESSAGE FROM THE PRESIDENT

Welcome to North Central Missouri College's **PLAN 2025**. The outstanding reputation this college, affectionately known by its acronym of NCMC, has developed over the years has been and remains centered on providing **academic excellence**. Whether associate degree transfer programs or applied associates degrees, NCMC offers a value proposition where affordability and quality of education merge to provide a first class total educational experience.

In addition, our strong sense of commitment to **student success, strategic enrollment management, community engagement**, and adherence to what we refer to as a **culture of responsibility** are our pillars of strength. Further, outreach, partnerships, workforce and economic development, as well as our focus on a mission that includes serving our multiple constituencies, makes NCMC a hub of activity and generator of progress in the region.

How has this prowess come about? It was woven into the fabric of the institution upon its founding in 1925, nurtured by an investment in high-quality teaching, supplemented by an emphasis on practical applications in learning, enhanced by continually keeping pace with technological advances, and held together by the most wonderful group of faculty, staff, and students, a college and community could wish for as their own.

Numerous partnerships with business and industry provide applied and expanded learning opportunities geared toward career entry and advancement. NCMC offers training programs aligned with career transitions and opportunities for developing expertise as technology and times change. The increasingly diverse population of learners in the region has created a need for expansion both geographically and through on-line delivery. In addition to the main campus and Barton Farm Campus in Trenton, NCMC also offers classes in Maryville, Country Club, Savannah, and Bethany. Furthermore, the variety of courses and programs delivered on-line have expanded considerably. We are accessible - no matter if you live up the street from campus or half-way around the world!

NCMC may be the smallest of the Missouri Community College Association (MCCA) in terms of enrollment but we serve the largest geographic region of the state – 16 counties predominantly comprised of small towns and cities in addition to an expanse of beautiful rolling green hills of farmland, pastures, and wooded areas. Our service region, like Missouri in general, is simply beautiful.



This five-year plan is designed to take the NCMC into its next century. **PLAN 2025** follows PLAN 2020, a rolling three-year plan where much was accomplished in the context of where NCMC was in 2017 and where it desired to be by 2020. The format and collaborative approach we employed back then worked very well. As such, our mission, guiding principles, and vision remain strong. Our **five major initiatives** are ready to continue moving forward in the spirit and essence of progress. You might have noted the reference to 1925 in the second paragraph. Yes, NCMC is approaching its centennial. PLAN 2025 will bring NCMC to the culmination of a 100-year journey. The year 2025 will be one of celebration. We welcome you to join us on this path and surely to help us celebrate when the year 2025 arrives.

A handwritten signature in blue ink, reading "Lenny R. Klaver".

**DR. LENNY KLAVER**  
**PRESIDENT, NORTH CENTRAL MISSOURI COLLEGE**



## ***NORTH CENTRAL MISSOURI COLLEGE: “OUR COLLEGE”***

North Central Missouri College is located in a community that has long valued the benefits of higher education, as college opportunities have been a tradition in Grundy County for more than 150 years. Grand River College, organized in 1850, was the first school west of the Mississippi to open its doors to women. The second institution, Trenton College, opened in 1867, and it was followed by Avalon College in 1890. Ruskin College, organized by Englishman Walter Vrooman, became the center of a socialistic educational experiment in the Trenton area. All these early institutions are defunct.

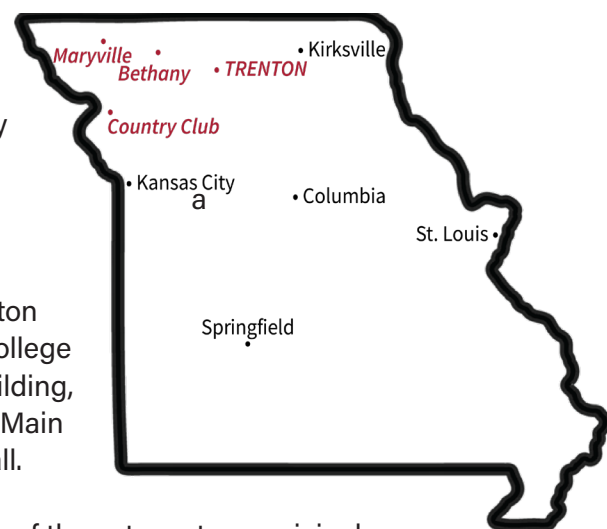
North Central Missouri College, formerly Trenton Junior College, was founded in 1925 and is the second oldest publicly-supported community college in Missouri. At its inception, it was part of a K-14 education system operated by a joint Board of Education/Board of Trustees and school superintendent/college president.

For more than 40 years, the college was located on the top floor of Trenton High School in a building located on East Ninth Street in Trenton. The college shared facilities, administration and staff with the high school in that building, but in 1967 the College moved to the former Central School Building on Main Street near downtown Trenton. That building is now known as Geyer Hall.

Trenton Junior College officially became an independent entity by action of the voters at a municipal election in April 1986, and its first Board of Trustees was sworn in and seated in July 1986. In July 1988, the College's name was changed to North Central Missouri College to better reflect its mission to serve all the citizens in its assigned 16-county service region in northwest Missouri.

Over the last several years, North Central Missouri College has added extended campuses and outreach sites throughout northwestern Missouri to include Bethany, Maryville, and the North Belt Center in Country Club. The College continues to look for opportunities to grow in order to serve our students where they live and work.

Today, North Central Missouri College continues to exemplify the values of higher education traditionally important to the citizens it serves. September 2025 will mark its 100th anniversary.



# ***MISSION***

North Central Missouri College provides accessible, affordable, and quality educational programs, with emphases on excellence in teaching, learning, student services, diversity and inclusiveness, and workforce development to the rural and small communities of our 16-county service region.

# ***VISION***

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

# ***GUIDING PRINCIPLES***

To fulfill the NCMC mission and strive to meet our visionary aspirations, we are committed to the following principles to guide our thoughts and actions:

- ▶ Upholding high academic standards, rigor, and uncompromising integrity that encourages and promotes intellectual growth
- ▶ Supporting faculty and staff in their professional development and progression
- ▶ Modeling and maintaining high-standards of integrity, transparency, and ethics through social and personal responsibility
- ▶ Providing a safe environment that supports diversity and inclusion as part of life and learning
- ▶ Meeting workforce demand by being responsive 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
- ▶ Active engagement as a community and regional partner
- ▶ 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 safe facilities
- ▶ Valuing co-curricular and extra-curricular opportunities as extensions of learning



# ***PLAN 2025 INITIATIVES & GOALS***

# ***ACADEMIC EXCELLENCE***

Academic excellence means 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.

## ***GOALS:***

1. Ensure academic excellence through continued monitoring and documentation of quality, adjusting as needed.
2. Increase student academic and co-curricular engagement to ensure rich, relevant, rigorous learning experiences.

## ***GOAL OUTCOMES:***

This component of the strategic plan will help ensure that NCMC provides an array of appropriate academic and non-academic experiences to students in support of the mission. A more robust evaluation and assessment plan will help us ensure we offer the best possible learning environment and make sure students are accomplishing their goals. The plan will also focus efforts to improve access to work-based learning, tutoring services, co-curricular activities, and diversity programming giving students a richer set of learning experiences.





## ***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.

Student success includes not only strong retention and degree completion rates, but also high-quality learning. It means that students are prepared for success in their personal, civic, and professional lives, and that they embody the values and behaviors that make their institution distinctive. The true measure of student success is how well students are prepared to accomplish their current and future academic, personal, and professional goals through the development of knowledge, a sense of responsibility and self-reliance, and a connection to the college and wider community.

### ***GOALS:***

Continuance on a path leading to Student Success by:

1. Measurement and assessment of student self-efficacy and learning satisfaction.
2. Linking current and new high-impact practices with student success measures.
3. Development of a compendium of anecdotal support of student achievements.
4. Measurement and assessment of accomplishments of learning objectives in diversity and societal views.

### ***GOAL OUTCOMES:***

The goals under Student Success increase high-impact practices and allow for implementation of assessment tools to gauge self-efficacy and student satisfaction. Through these goals, benchmarks will be established and monitored to gauge the impact on retention and completion. Measuring and assessing the effectiveness of these efforts will provide metrics to monitor improvements to student learning and success. Ultimately, NCMC will prepare students for successful transfer experiences and careers.



# ***STRATEGIC ENROLLMENT MANAGEMENT***

NCMC grew in enrollment over the course of the past three years of our previous strategic plan. 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 also significant components of the PLAN 2025. New and revamped academic, co-curricular, and extra-curricular programs and student services are included in PLAN 2025.

Additionally, on-campus housing has been defined as a clear need in the immediate future. The transition from Ellsworth and Selby Halls to a new concept of residence life in the form of more and smaller-capacity housing facilities as a response to student needs and cohort development for quality in on-campus living and retention goals. The combination of these factors point to a new phase of Strategic Enrollment Management (SEM). This detailed plan focuses on maximizing enrollment capacity at the main campus in Trenton.

In addition, serving the outer portions of our service region where larger populations exist, PLAN 2025 will enhance educational opportunities through developing consolidated offerings in Savannah as our key satellite center in the western/northwestern part of our service region and a new satellite center in Chillicothe to serve the southern/southeastern parts of the region.

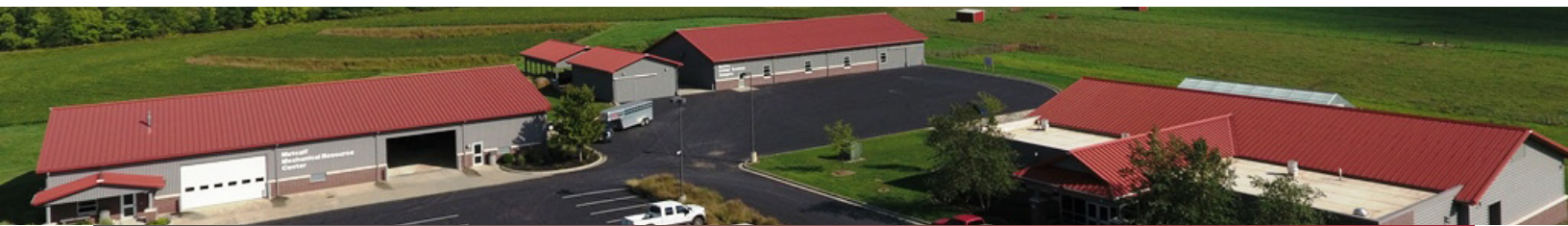
## ***GOALS:***

Via development of a Strategic Enrollment Management Plan (SEM-Plan) for manageable growth and sustainability leading to optimization of enrollment effectiveness and efficiency, the following will be achieved:

1. Each year, exceed the previous three-year rolling average for connection percentage.
2. Each year, exceed the previous three-year rolling average for entry percentage.
3. Each year, exceed the previous three-year rolling averages for persistence (fall-to-spring) and retention (fall-to-fall).
4. Each year, NCMC will exceed its previous three-year rolling average for completion percentage.

## ***GOAL OUTCOMES:***

The goals under Strategic Enrollment Management are designed to help NCMC determine, reach, and maintain optimal enrollment where optimal is defined in the academic context based on an understanding of the resources required to operate quality programs. SEM is driven by the college mission, institutional capacity, the strategic plan, and data analysis. Through these goals, targets will be set, progress monitored, and resource allocation determined to positively impact future enrollment.



# ***CAMPUS & COMMUNITY***

Community colleges accept a role of serving the needs of defined regions and the communities there-in. In NCMC's 16 county region where educational attainment and socioeconomic status trends toward lower levels, the provision of education and training 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, including customized training. Further, other community/regional programming such as Head Start and Upward Bound serve the region. NCMC is also 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. It is our goal to increase and enhance those services in PLAN 2025.

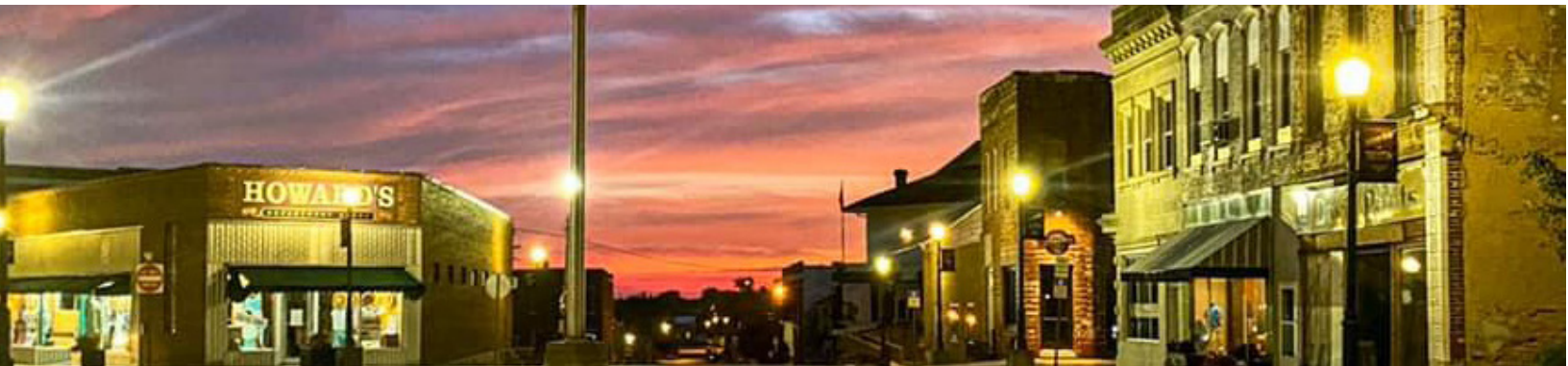
## ***GOALS:***

NCMC will enhance and increase our service to the region's communities via:

1. Physical Expansion of the NCMC Physical Plant to align with programmatic goals and objectives.
2. Development of a plan for Information Technology to meet infrastructure and functional needs for administrative and academic computing
3. Refresh Information Technology (IT) infrastructure to meet functional needs of administrative and academic computing.
4. Conduct a successful Centennial Comprehensive Capital Campaign leading up to the 100th anniversary of North Central Missouri College in 2025.
5. Establish and communicate a document (electronic and hard copy) of Professional Expertise of NCMC.

## ***GOAL OUTCOMES:***

The goals for the Campus and Community initiative will enhance our campus presence with modernized facilities and services. Construction of new residence halls as well as a student center, complete with a dining hall, student commons, and campus shop/bookstore will help create a more vibrant campus life as well as contributing to the area's economic development. Information Technology upgrades bolster the entire campus and enhance technological capabilities for teaching, learning, communications, and administrative efficiencies. Fundraising and resource acquisitions are paramount to success in these collective areas. Further, we will publicly offer a compendium of faculty, staff, and administrative expertise as a value-added component of NCMC's presence in the region.





## ***CULTURE OF RESPONSIBILITY***

The NCMC 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 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).

NCMC also prides itself on transparency and sound operations in the arena of fiscal management and fiduciary responsibility through clean audits and well-executed balanced budgets. Further, student and professional conduct are vitally important. This area includes the promotion of social justice, including the dismantling of racism, rejection of prejudices and all realms of discrimination are paramount to a culture of trust and reliability. Through 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, opportunity, and inclusiveness.

### ***GOALS:***

With pride and integrity, NCMC will undertake and complete the following:

1. HLC review status of accreditation and future goals
2. Develop a systematic financial framework for analysis, prioritization, and tracking of all strategic initiatives
3. Develop a matrix of compliance with governmental reporting responsibilities
4. Continuance of developing and execution of annual balanced budgets
5. Development of a plan for the promotion of social justice

### ***GOAL OUTCOMES:***

The goals under Culture of Responsibility help to ensure a high level of integrity at North Central Missouri College and codify the commitment to our staff, students and structures that will promote their success. As the higher education sector is one of the most regulated in the country today, completion of these goals will provide public reassurance and transparency in areas of compliance, financial stewardship, and inclusiveness. Through these goals, NCMC will safeguard financial sustainability for future generations of students while also adhering to high ethical standards and compliance with applicable laws, regulations, and policies.

# LOOKING BACK ► ► LOOKING AHEAD

As we look ahead, it is important to look back on 95 years of Trenton Junior College/North Central Missouri College (TJC/NCMC) with appreciation to all who have played a role leading up to the achievement of 100 years of history to occur in 2025. In the year 2000, NCMC's legendary professor of History, Tom Brown (1924-2018), began Chapter 1 of *Better Than They Knew*, with the title, *Roots Are Important*. As they were at that juncture in history, the 75th anniversary of the two-year college, now just North Central Missouri College, or simply, NCMC, indeed had established deep roots. Today, as we near the end of 2020, those roots have grown even deeper.

The first graduating class of TJC in 1927 was comprised of 29 individuals. Ninety-three years later, NCMC saw its largest graduating class in history with 476 in 2020, preceded by its second largest graduation class in 2019. What began as the vision of TJC's first president, Oren G. Sanford, the college has seen a dozen additional presidents, with current NCMC president, Dr. Lenny R. Klaver serving in his 5th year at the time of this publication in December of 2020. It's fair to say that NCMC has grown accordingly as the service region expanded with programs and services following suit.



Through the execution of PLAN 2025, NCMC will see new facilities on the main campus in Trenton. The transition to on-campus living begins with two new 16-bed apartment-like buildings to be open in August of 2021. The major construction project will be a new student center complete with dining services, student commons, and bookstore/campus store. More residence halls are also being planned as well as a possible joining of Alexander Hall and the Frye Administration Center. Further, expansion of the Ketcham Community Center will be in the future planning process. NCMC is also expanding to better serve the western/northwestern portion of the service region with a center in Savannah. Plans are also in the early stages for a store-front location in Chillicothe suited mainly for advising, on-line programs, and customized training, predominantly for adult learners in the southern/southeastern-most areas of the 16-county service region. A comprehensive capital campaign, geared toward completion in the 2025 centennial year will be embarked upon with rigor to make all of this happen in a timely manner. We at NCMC, believe the time and effort will certainly be worth our human capital and financial investments.

New and revised academic programs, along with our traditional two-year AA degree, nursing, agriculture, education, and business programs in a mix of two-year transfer and career technical education majors highlight the educational offerings. New co-curricular and extracurricular programming will also provide enhanced opportunities for NCMC students.

We are definitely on the move! Planning and the work to bring those plans to fruition will transform NCMC into its next millennium. NCMC desires to serve our region to a maximal level. PLAN 2025 will be the next step in that direction. Join us; it will be an enjoyable ride!

# APPENDICES

## TERMS AND DEFINITIONS

The following terms and definitions are presented to help understand the structure and presentation as well as to bring context to North Central Missouri College's PLAN 2025.

## GUIDING PRINCIPLES

A broad philosophy that encompass beliefs and values and guides the college throughout its life in all circumstances, irrespective of changes in its goals, strategies or scope of work. They create a culture where everyone understands what's important and when linked to the mission and vision, why they are core beliefs.

## VISION

Describes where and what an organization aspires to be as a result of advancing its mission.

## INITIATIVES

Initiatives are not "business as usual," they are critical keys for improving NCMC's ability to deliver our mission. Within the development and determination of initiatives are the ability to:

- ▶ Be proactive and think innovatively
- ▶ Define, analyze, and solve problems
- ▶ Approach matters with a sense of entrepreneurial motives
- ▶ Employ creativity
- ▶ Exemplify Leadership
- ▶ Develop confidence and the self-belief to embark on things that are new and important to the future of the college

Initiatives are the precursors of special projects and programs we undertake to achieve our goals, specific objectives, strategies, and tactics. They are anchors to help us achieve our mission, personify our guiding principles, and strive to meet our vision. Initiatives lead the pursuit of increasing the college's effectiveness and efficiencies. In essence, initiatives provide us with the power to take charge of the opportunities that arise for us to become the very best NCMC we can be. In our plan, there are five initiatives: Academic Excellence, Student Success, Strategic Enrollment Management, Campus and Community, and A Culture of Responsibility.

## GOALS

Goals in strategic plans typically represent the larger purposes we strive to accomplish during the time frame of the strategic plan. They do not have to be specific nor have clearly defined actions. Goals are general in nature. Goals describe what we expect to accomplish over a specific period of time. In the case of PLAN 2025, goals establish where we hope to be as a college in the year 2025 respective of the initiatives set forth to meet the NCMC Mission while adhering to our Guiding Principles, and the Vision we collectively have for the future. The goals of PLAN 2025 reflect the central tenets of each initiative.

## **OBJECTIVES**

Objectives are strategic, measurable, attainable, realistic, and time-sensitive (SMART) statements aimed toward achieving a goal. For an objective to be accepted in PLAN 2025, it must meet all five elements and fall under a goal.

## **STRATEGIES AND TACTICS**

Strategies and tactics serve as the actions taken toward meeting objectives as each objective falls appropriately under the general goals as presented. For the purposes of our planning process, we are using the following definitions:

**Strategy:** an action aimed toward meeting an objective.

**Tactic:** a more precise and specific action as a part or segment of a strategy. The full PLAN 2025 lists all strategies and tactics aligned appropriately under the specific SMART objective(s). Likewise, all SMART Objectives align appropriately under each Goal. Each Goal is a general outcome developed to exist appropriately under each Initiative.

## **MEASUREMENT AND EXECUTION**

The final aspects of the strategic planning process involve measurement. In essence measurement asks, how are we going to know if we are making progress, how much progress, are we meeting SMART objectives, and are we achieving goals?

The following are the definitions we are utilizing during the measurement and execution components of the process.

**Assessment:** a systematic process of gathering quantitative and qualitative information for making inferences or interpretations of a set of data.

**Evaluation:** a process of making an informed judgments regarding the success of an endeavor which can be based on assessment measures.

**Timeline:** a linear representation of important events in the order in which they occur.

**Dashboards:** A "dashboards" are another name for progress reports. They display key performance indicators, achievements, and check points along a timeline. Often, the visuals are fed by a database or other set of consistently measured information. The dashboard should fit a strategic plan's overall style and format with four key elements designed to:

1. Communicate succinctly and with clarity
2. Minimize distractions
3. Support initiatives with meaningful and useful data
4. Create and apply a visual presentation of key information

## PLAN 2025 Task Forces

Initiative ↓ Members →	Co/Tri-Chairs	Faculty	AMP	Classified	At-large	Board
Academic Excellence	Tristan Londre	Susan Stull	Whitney Bingham	Stephanie Dowell	Hilary Cooksey	Don Dalrymple
	Mitch Holder	Amy Guthrie	Linda Brown	Kerri Johnson	As needed	NiCole Neal
Student Success	Kristen Alley	Cassie Courdray	Kimberly Meeker	Shellee Castanada	Chris Engel	John Holcomb
	Tara Noah	Sterling Recker	Erin Gardner	Chris Flowers	As needed	NA
Enrollment Management	Kristie Cross	Tamie Wiebers	Tara Noah	Jane Meservey	Ryan Suttentfield	Chris Hoffman
	Megan Pester	Sara Bird	Marie Moulin	Jacob Tabbert	As needed	NA
	Jenna Stevens	As needed	As needed	As needed	As needed	NA
Campus and Community	Kristi Harris	Beth Caldarella	Jason Helton	Tricia Keys	Nate Gamet	Diane Lowery
	Lenny Klaver	Linda Cowling	Randy Young	Melissa Sims	As needed	NA
Culture of Responsibility	Jennifer Triplett	Maryellen Harman	Ryan Woodward	Joni Oaks	Sarah Williamson	Rob Maloney
	Tyson Otto	Lindsay Oram	Whitney Trump	Tobi Crippen	As needed	NA





***NCMISSOURI.EDU***

*@ncmcpirates*

North Central Missouri College is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, genetic information, veteran status, marital status, ancestry, gender identity, gender expression, or sexual orientation in its admissions, educational programs, activities, services, or employment practices as required by law, applicable statutes, and College policy. Sexual harassment, to include sexual violence, is a form of sex discrimination and is prohibited. Inquiries concerning NCMC nondiscrimination policies should be referred to: Dr. Lenny Klaver, President, Frey Administrative Center, 1301 Main Street, (660)359-3948 x1200, or [lklaiver@mail.ncmissouri.edu](mailto:lklaiver@mail.ncmissouri.edu)