

Strategic Plan
2015-2020

VISION **2020**
success starts here.

President's Letter

Northeast Community College continues to be recognized on multiple fronts as being one of the finest rural community colleges in the nation. This year, the Northeast Community College Board of Governors was named to America's top four list for "exemplary governance." In 2013, Northeast was also in the top four for "exemplary partnership with industry." So, the stage continues to be set for your community college to embark on a fascinating journey that will enable students to better achieve their educational goals.

Northeast Community College plays an integral role in the economy of our 20-county service area. We are a vital piece of the economic equation in this over 14,000 square mile region by convening, coordinating and partnering with others to create opportunities for new ideas in order to keep this region stable and growing whenever and wherever possible.

America is in dire straits when it comes to increasing the number of people with specialized skillsets. Over the next five years, Northeast will continue to experience pressing demands to deliver even more technicians to business and industry that are desperately short of these skilled professionals. Although the College does an outstanding job of producing highly skilled technicians, there is more work to be done.

Through our new strategic plan *Vision 2020*, Northeast Community College will chart the course to empower us to better address this increasing demand by delivering programs and services that will drive the success of our graduates and the economy of our region.

Vision 2020 is a dynamic road map that the Board and the president will use to move Northeast to meet the growing demands of the service area. Championed by the Board's new laser focused mission, "Northeast Community College is dedicated to the success of students and the region it serves," the course is now set and clearly outlined through **Vision 2020**.

I encourage you to study *Northeast's Vision 2020* as we continue to move your College forward. Thank you for '*Catching the Vision*' with us!

Sincerely,



Michael R. Chipps, Ph.D.
President

Vision 2020 Introduction

Northeast Community College created its new Vision 2020 through a comprehensive planning effort built on the foundation of past successes and designed to chart a new direction to meet the needs of 21st century students and communities. Northeast's Vision 2020 incorporates the principles outlined in the American Association of Community Colleges' implementation guide for *Empowering Community Colleges to Build the Nation's Future* to redesign students' educational experiences, reinvent institutional roles, and reset the system so it better promotes student success. The four foundational strategies addressed in the seven recommendations are to provide:

- Clear, coherent academic/career pathways
- Stackable credentials based on clearly defined competencies
- Alignment of learning across education sectors, within community colleges, and with labor-market demands
- Transparency and accountability

The implementation guide included the following seven recommendations to transform America's community colleges:

1. Increase completion rates by 50% by 2020
2. Dramatically improve college readiness
3. Close the American skills gaps
4. Refocus the community college mission and redefine institutional roles
5. Invest in collaborative support structures
6. Target public and private investments strategically
7. Implement policies and practices that promote rigor and accountability

The national agenda for community colleges focusing on student success and workforce competitiveness is complemented by the State of Nebraska's legislative intent for community colleges outlined in their four service priorities:

1. Applied technology and occupational education, and foundations education as necessary
2. Transfer education, and foundations education as necessary
3. Public service, including continuing education, economic and community development, business and industry training, and personal development
4. Applied research

As Northeast created Vision 2020 to meet national and state expectations and requirements, the College recognized its responsibility as a locally governed and supported community college to also align its priorities with the needs of its students and the region served. Students must

be prepared to live and work in a globally connected world by possessing cultural awareness and appreciation of diversity; technical and general education knowledge and abilities; and skills such as critical thinking and problem solving, which contribute to lifelong success.

To succeed as a premier rural community college, Northeast determined that it must strategically focus its resources (human, financial, facilities, and technologies) on those areas of greatest importance to its students and communities. As described in *Good to Great in the Social Sector* by Jim Collins, the College must “determine how to deliver on our mission and make a distinctive impact, relative to our resources... We must determine how to produce the best long-term results and then exercise the relentless discipline to say no to other opportunities.”

An analysis of internal and external environmental factors impacting the College over the next five years were considered in establishing Vision 2020, including:

- Changing student expectations, demographics, and success factors
- Impact of technology on higher education
- Declining population
- Low unemployment rate in the region and state
- Workforce shortages
- Decrease in career and technical education programs in area high schools
- Increased expectations for transparency and accountability
- Emphasis on data, analysis, and business intelligence to inform decision making
- Higher education funding for colleges and students
- Changing employee expectations and demographics

The Northeast Board of Governors established the overall direction for Vision 2020 by adopting a new mission and Board goals. The new mission states that ***Northeast Community College is dedicated to the success of students and the region it serves.*** The Board’s goals focus on student success, advocacy, connection with the College’s service area, and maximizing resources. These goals correlate with Vision 2020 and are included in Appendix B. This direction provided the framework for Northeast’s Vision 2020 Strategic Plan, which was created through a year-long process outlined in Appendix A.

Vision 2020 includes four strategic goals designed to fulfill the College’s mission. For each goal, objectives have been developed with performance measures for each objective identifying the expected outcomes that must be achieved. These objectives are supported by action projects, which outline the methods and tasks for completing the objectives. To provide accountability and transparency for Vision 2020, annual communication and reporting strategies will provide results of successes and challenges in achieving performance measures and completing action projects. To strengthen the integration of planning and budgeting, the College’s resource allocation and accreditation review processes have been integrated with Vision 2020 to assure a comprehensive, coordinated system of institutional planning and effectiveness.

OUR MISSION

Northeast Community College is dedicated to the success of students and the region it serves.

OUR VISION

Northeast Community College is recognized as a premier educational leader and partner, with student completion and success being our highest priority. We broaden our students' cultural awareness and global competitiveness, while providing academic programs that help our students meet the needs of our region's workforce.

OUR PURPOSE

Our purposes as defined legislatively include:

- applied technology and occupational education, and foundations education as necessary
- transfer education, and foundations education as necessary
- public service, including continuing education, economic and community development, business and industry training, and personal development
- applied research

OUR VALUES

THIS IS WHO WE ARE

Our values reflect the way we work together to achieve our mission. Our passion and dedication to the success of students and the region we serve is the key to our regional, national and international success. That is why we seek highly motivated, positive-thinking professionals who foster the core values behind who we are, how we work, and how we treat others. This allows us not only to be proud of our success in serving students and our region, but also to be proud of the way it is achieved.

WE ARE A TEAM

Team is our way of thinking and working. We trust and respect our teammates and commit to authentic relationships and communication. Together, we can succeed at anything. Apart, we are just talented individuals with good intentions.

WE ARE PROFESSIONALS

Respect and integrity are the foundation on which we have built our success, grown our culture, and developed our people.

WE ARE STEWARDS

Every day we dedicate our talents, resources, and passion to helping students achieve their educational goals. Their success is our success.

WE ARE LEADERS

Leadership at Northeast is about action and purpose. We each bring out the best in those around us and inspire others. We are expected to become an expert in our field and share that expertise with others and our customers.

Strategic Goals

A. Increase student success.

1. Objective: Increase the success of underprepared students.
2. Objective: Increase student engagement.
3. Objective: Increase student retention.
4. Objective: Increase student completion.

B. Increase student access.

1. Objective: Increase enrollments.
2. Objective: Expand the diversity of the student population.
3. Objective: Provide alternate delivery methods of educational programs and services.

C. Provide a globally competitive workforce.

1. Objective: Establish centers of excellence.
2. Objective: Prepare the workforce for the jobs of the 21st century.
3. Objective: Support the region's rural revitalization efforts.

D. Develop and maximize resources.

1. Objective: Implement an integrated planning, evaluation, and resource allocation system.
2. Objective: Maximize the skills and talents of employees.
3. Objective: Maximize financial resources.