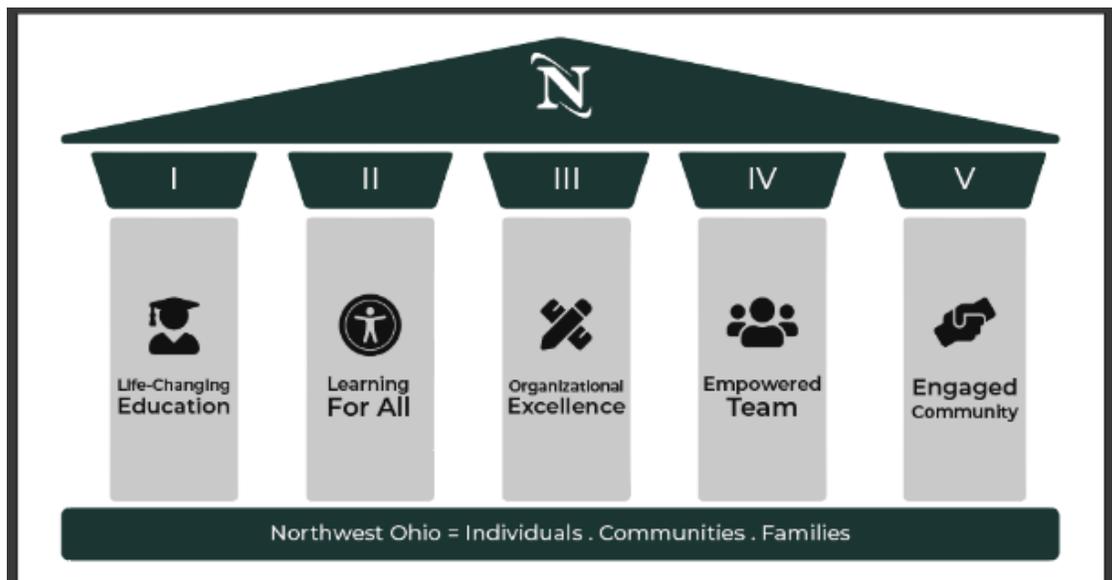




Northwest State Community College

Completion Plan: 2020-2022 Strategic Objectives





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

Goal Champions: Vice President of Academics

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

Strategies:

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



Important Objectives and Initiatives

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

Metrics

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



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

Goal Champion: Vice President of Enrollment Management & Learner Affairs

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



Goal Two Strategies:

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

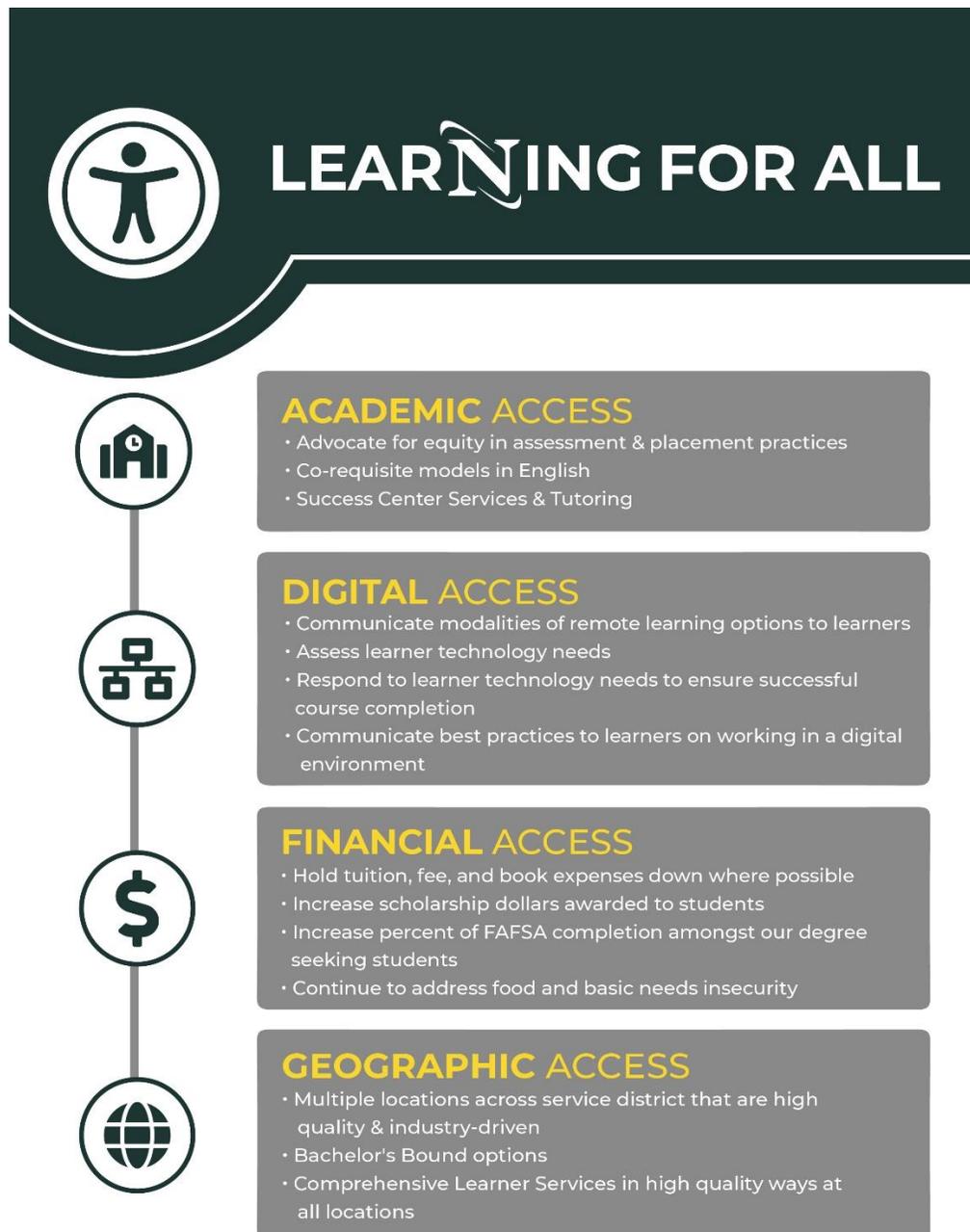
Important Objectives and Initiatives:

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

Metrics

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

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





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

Goal Champion: Executive Vice President

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



Goal Three Strategies:

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

Important Objectives and Initiatives

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

Metrics

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



ORGANIZATIONAL EXCELLENCE



STRATEGIES

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



OBJECTIVES

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



METRICS

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



INVESTMENTS

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



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

Goal Champion: Vice President of Human Resources

Goal Teams: HR Team, President's Leadership Team

Goal Four Strategies:

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



Important Objectives and Initiatives

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

Metrics

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





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

Goal Champion: President

Goal Teams: Marketing / Community team; Campus Events team

Goal Five Strategies:

A. NSCC Marketing Theme: “Your community’s college” Increase our overall marketing footprint in the service area. (President; Marketing)

B. Foster, facilitate and manage community involvement within each county. Strengthen alumni participation and scholarship giving. (Foundation)

C. Develop specific campaigns to support the College’s enrollment management and partnership plans. (EVP / VP EM / EM Team)

1. *We strengthen local communities*
2. *We get people back to work*
3. *We make transfer easy!*
4. *We help you finish what you started.*
5. *We hear you Paulding and Van Wert.*



Important Objectives:

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

Metrics:

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

Northwest State Community College
Completion Plan: 2018-2020 Outcomes





CONNECTION

Outcomes from 2018-2020

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Connections to prospects / applicants	<p>Increase inquiries that convert to applications;</p> <p>Increase applicants to enrolled students;</p> <p>Increase applications of 25 and older students that convert to enrollments;</p>	<p>FY19: 15.5% FY20: 20.3%</p> <p><u>New Student</u> FY19: 40.9% FY20: 40.6%</p> <p><u>Guest Student</u> FY19: 51.0% FY20: 48.2%</p> <p><u>Transfer In</u> FY19: 37.5% FY20: 37.4%</p> <p><u>Over 25</u> FY19: 37.8% FY20: 34.8%</p>	<p>% yield of inquiries to applications;</p> <p>% yield of applications to enrollments</p> <p>% yield of applications to enrollments</p>	<p>Established Enrollment Management Team (EMT) to support this goal;</p> <p>Website update;</p> <p>Adopted Signal Vine;</p> <p>Established Adult Learner Initiative;</p> <p>Created and filled the Enrollment Specialist Position;</p> <p>Joined ATD;</p>
Connections to High School Learners	<p>Maintain or increase recruitment of high school learners;</p> <p>Maintain or increase recruitment of early admit learners;</p>	<p>FY19: 71.9% (97 of 135) FY20: 69.9% (86 of 123)</p> <p>FY19: 48.9% (173 of 354) FY20: 48.8% (183 of 375)</p>	<p>% yield rates of high school applicants to enrollments;</p> <p>% converted to “New” NSCC learner after high school graduation;</p>	<p>Admissions has two recruiters dedicated to maintaining strong relationships with area high schools.</p> <p>NSCC adopted a district-wide MOU with the ESC.</p>
Connection to Learners	Increase the number of students in Bachelor’s	<p>FY17: 192 FY18: 184 FY19: 178</p>	# of students in Bachelor’s Bound	Established Bachelor’s Bound Initiative (brand



	<p>Bound (i.e. transfer programs & degrees)</p> <p>Increase the number of learners earning credit via Prior Learning Assessment (PLA)</p>	<p>FY20: 181</p> <p>FY17: 12 FY18: 180 FY19: 33 FY20: 33</p>	<p>(AA, AS, and Transfer Module [TM] majors;</p> <p># of PLA credits awarded.</p>	<p>identity, awareness presentations on and off-campus, and established an Attribute on Admissions application; revised Advising procedures to support Bachelor's Bound; Remind Texting Tool;</p>
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FIRST-YEAR ENTRY

Outcomes from 2018-2020

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
<p>Assess the impact of the newly-established Advising Center (January 2018)</p> <p>Assist students in major selection through career and transfer decision-making;</p> <p>Explore required advising for at-risk students;</p> <p>Assist students in making informed decisions about transfer options (General Education Courses, Transfer Pathways Articulation)</p>	<p>Fewer students list undecided as a major within 15 credit hours;</p> <p>Barriers to student success will be discovered earlier and interventions implemented;</p> <p>Increase the number of students that transfer with an AA or AS;</p>	<p>FY18: 42.8% FY19: 38.8% FY20: 46.8%</p> <p>FY20: 700</p> <p>FY20: 129</p> <p>Four new transfer pathways were created during FY19/FY20.</p>	<p>% undecided students with 15 or more credit hours earned;</p> <p># of students advised by the advising center per term;</p> <p># of early alerts identified by the advising center</p> <p>Increase the number of 2+2 and 3+1 pathways articulated with four-year partners and available to advisors and students; increase availability of pathways (U Drive, web site)</p>	<p>Graduation Pathways for Success (GPS) in place. GPS is a Title III funded project. Currently in the 3rd year of the project.</p> <p>The goals of GPS include:</p> <ol style="list-style-type: none"> 1. Increase Student Success through Advising 2. Establish a Culture of Professional Development to support Student Success 3. Develop data capacity to increase data-informed decision-making 4. Improve fiscal stability through increased tuition revenue
Assess impact of accelerated Math;	Improve success rates in College Math (includes	FY18: 79.7% FY19: 81.0% FY20: 83.5%	Course enrollments and pass rates for	Fewer learners are placed in Dev Math in Fall 20.



	<p>MTH105, STA120, and MTH109);</p> <p>Improve success rates in developmental Math</p>	<p>FY18: 69.2%</p> <p>FY19: 66.9%</p> <p>FY20: 68.1%</p>	<p>entire mathematics sequence;</p>	<p>Currently assessing whether this is due to new lower minimum score requirements, new decision tree with multiple measures, or some other reason.</p>
<p>Develop Guided Pathways and curriculum guides (FT and PT) for all majors</p>	<p>Program plan templates created for all majors (Certificates and Degrees)</p>	<p>Degree Templates</p> <p>Two-year templates: 100%</p> <p>Three year templates: 78%</p> <p>Four-year templates: 78%</p> <p>Certificate Templates: 65%</p>	<p>% of majors that have an academic plan;</p>	<p>Template development is an ongoing activity. The templates are being used by advisors to develop individualized plans of study.</p>



PROGRESS

Outcomes from 2018-2020

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Re-evaluate the Early Alert System/Process	Consider AdvisorTrac as possible new system for early alert referrals and ability to provide tracking and follow-up.	Use of Accudemia was retained. No new system was implemented.	Compare utilization of new system to previous early alert system;	Spring 2020: Modified the existing process to incorporate the advisors into the process for outreach. We are still examining new options.
Explore requirement of meeting with advisor prior to withdrawal	Reduce number of student withdrawals	FY17: 54 (1.6%) FY18: 62 (2.1%) FY19: 71 (2.5%) FY20: 57 (2.1%)	# of students that withdraw after the attendance verification	The advising center is now involved in the early alert process; this was done to enhance completion.
Enhance career engagement for students	Increase students ability to explore careers through curricular and co-curricular activities	FY17: 11 FY18: 100 FY19: 295 FY20: 307	# of students participating in internships and co-curricular events.	The full time internship coordinator launched CareerCon in FY19. It brings learners from all areas together with local employers in a variety of co-curricular activities (dinner, informal Q & A, mock interviews, etc)
Year long schedule - sequencing and course offerings of courses required for student completion.	Fewer course cancellations and students have available the courses that they need. Plans of study	FY20 Spring: 60% of students have plans that extend beyond current semester.	Increase # of plans of study that extend beyond current semester.	The templates are used by advisors to create individualized plans of study.



	can be completed for a full calendar year.			
Provide professional development to faculty and staff on best practices for students success, including intrusive advising	Increase student success through advising and student centered services.	<p>FY19: 41% of staff participated; 44% of full & part-time faculty participated.</p> <p>FY20: 76% of staff participated; 55% of full & part-time faculty participated.</p>	# of attendees participating in training (Goal: 50% of full- and part-time faculty)	Professional development opportunities include: Student Success Leadership Institute; OACC Leadership academy; Online learning via Innovative Educators; faculty orientation; presentation by Jose Bowen



COMPLETION

Outcomes from 2018-2020

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Assess student progress to ensure timely completion	More students complete certificates or degrees.	<p>FY18: 287 graduates; 80.5 credits; 9.3 terms</p> <p>FY19: 225 graduates; 78.8 credits; 8.9 terms</p> <p>FY20: 225 graduates; 82.0 credits; 9.4 terms</p>	Credit hours to completion - % of degree audit completion, # of terms registered.	We implemented 4 completion coordinators during this reporting period. They are charged with: creating tactics to decrease time to completion, increase average credit hours, and increase graduation rates.
Fully utilize DegreeWorks plan to degree completion.	Students will have academic plans to completion.	<p>Fall 2020: 476 of 1171 (40.6%) learners have plans beyond 2 semesters.</p> <p>78% of non-agency students registered for fall 2020 have a plan in DW beyond fall term.</p>	# of students with DegreeWorks plans beyond 2 semesters	This is an ongoing activity within the advising center.
Improve resources available to students and faculty to facilitate transfer.	Up to date resource information on transfers. (Transfer pathways, 2+2 and 3+1 articulations, statewide guaranteed pathways)	Four new pathways were created in FY19 / FY20; none can be completed entirely on campus.	Increase # of bachelor degree completion programs available on campus.	The new pathways include Nursing, Engineering Technologies, Applied Sciences, and Cybersecurity.



WORKFORCE

Outcomes from 2018-2020

Strategy/Goal:	Outcome:	Progress:	Measure:	Comments:
What did you plan to improve?	What did you establish as your outcome?	What progress did you make towards strategy/goal?	What were measures of progress/success?	What contextual points are worth noting?
Maintain currency of curriculum	<p>Positive internship/ job placement experiences for student and employer</p> <p>Students are prepared for transfer or job market</p>	<p>All learners participating in an internship are required to write a reflection paper. The internship coordinator conducts employer interviews as well. A majority of interns stay with the employer as the graduate and start their careers.</p> <p>FY20 AS: 26 AHPS: 42 BS: 42 STEM: 91 NURS: 64</p> <p>FY19 AS: 36 AHPS: 34 BS: 74 STEM: 92 NURS: 58</p> <p>Class of 2018 AS: 100% AHPS: 88% BS: 88% STEM: 82% NURS: 100%</p>	<p>Internship Site / Employer Surveys</p> <p>Student Focus Groups/Surveys</p> <p># of graduates by division</p> <p>% of graduates working in the field of study or continuing their education by division</p>	<p>These activities were scheduled for Spring 2020 but could not be performed as planned due to the pandemic.</p>



Maximizing internship opportunities				Maximizing internship opportunities - Potential interns are coached to maximize learning and professional growth potential. In 2018, our interns accounted for over \$1 Million in our local economy.
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