



# NASH COMMUNITY COLLEGE

2018-2021 Strategic Plan

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## *Goal #1 Maximize Student Learning and Achievement*

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### **Objective 1: Provide Quality Instruction**

#### **Strategy 1: Establish and maintain College-wide baselines for evaluation within academic and operational units**

Measure 1: 100% of course assessments, faculty performance evaluations, operational unit evaluations, and academic program reviews are conducted based on uniform language and metrics

Measure 2: Strategic indicators for student success and progress, including but not limited to GESLOT, course completion ratios, and grade distributions demonstrate continuous improvement or are maintaining past satisfactory performance levels. Each indicator, measured independently, will aggregate into groups of Improved Performance, Maintained Performance, or Declining Performance. The College-wide goal is 85% scoring Improved or Maintained Performance across all indicators.

#### **Strategy 2: Cultivate an environment that promotes professionalism**

Measure 1: College-wide evaluation\climate survey score is above 85% satisfaction

Measure 2: Using a three-point scale of the aggregated average score of supervisor responses on the annual employee evaluations are above 2.1 (meets or exceeds job requirements) for faculty, staff, and administrators.

#### **Strategy 3: Promote Professional Development**

Measure 1: Increase access to professional development by increasing the number of events focused on teaching/learning and staff development by adding three additional sessions each semester.

Measure 2: Over the course of the planning cycle, increase participation in professional development by 15% for faculty and 15% for staff.

#### **Strategy 4: Conduct annual faculty position reviews**

Measure 1: 100% of faculty position reviews submitted before the end of the spring term.

## **Objective 2: Provide Student Support**

### **Strategy 1: Promote and increase the use of supplemental instruction**

Measure 1: Over the course of the planning cycle, increase the number of formal supplemental instruction offerings by 10%, by program.

Measure 2: Over the course of the planning cycle, increase course completion among those participating in formal supplemental instruction compared to those who do not by 15%.

Measure 3: Over the course of the planning cycle, increase average course grade among those participating in formal supplemental instruction compared to those who do not by 15%.

### **Strategy 2: Increase use of tutoring services**

Measure 1: Over the course of the planning cycle, increase the number of tutoring services\subjects offered by 10%.

Measure 2: Over the course of the planning cycle, increase course completion among those utilizing tutoring services compared to those who do not by 15%.

Measure 3: Over the course of the planning cycle, increase average course grade among those utilizing tutoring services compared to those who do not by 15%.

### **Strategy 3: Increase use of advising and related student services**

Measure 1: Over the course of the planning cycle, increase the number of students using the advising services by 20%.

Measure 2: Over the course of the planning cycle, decrease the number of course changes due to advising issues by 15%.

Measure 3: Over the course of the planning cycle, 100% of the programs of study will institute standardized protocols and policies for advising.

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## *Goal 2: Provide Comprehensive Programs*

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### **Objective 1: Ensure programs are relevant to and supportive of the students and community**

#### **Strategy 1: Utilize demographic, transfer, workforce, and employment trends in institutional and programmatic decisions and planning**

Measure: 100% of academic and non-academic reviews include relevant planning data

#### **Strategy 2: Implement regular evaluative processes for all instructional and service programs**

Measure: 100% of academic and non-academic programs will submit program reports complete and on-time.

#### **Strategy 3: Embed current, research-based improvement plans and resource prioritization that support student success across the college experience**

Measure 1: 5% annual increase of student utilization of campus resources as demonstrated through early alert systems and programmatic reviews.

Measure 2: 100% of academic and student support reviews include annual program improvement and resource plans.

#### **Strategy 4: Provide ongoing community connectivity and awareness through targeted marketing, advertising, partnerships, and outreach activities**

Measure: 90% of advisory, industry, graduate, and employer survey respondents indicate satisfaction with College programs and services

### **Objective 2: Ensure programs reflect a unified and flexible institutional approach to student retention and completion.**

#### **Strategy 1: Ensure the completion of regular review and evaluative process of policies, procedures, organization, resources (physical and human), technology, and system efficiency and effectiveness**

Measure: 100% of academic and non-academic programs will submit program reports complete and on-time.

**Strategy 2: Establish processes that include improved ability to adapt to changing or emerging data analysis trends**

Measure: 100% of College policy and procedures are reviewed annually based on academic and non-academic assessment processes.

**Strategy 3: Identify, distribute, and use data-driven reporting mechanisms to improve individual, programmatic, and institutional accountability for performance and outcomes**

Measure: 100% of academic and non-academic programs will submit program reports complete and on-time.

**Objective 3: Establish new programs, services and procedures based on economic development and workforce needs.**

**Strategy 1: Identify workforce skills gaps through surveying appropriate economic development trends**

Measure: 90% of advisory, industry, graduate, and employer survey respondents indicate satisfaction with College programs and services

**Strategy 2: Establish new programs, services, and procedures supportive of changing workforce needs**

Measure: 100% of new programs, services and procedures are established with the inclusion of supportive workforce needs and data

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## *Goal 3: Apply Operational Best Practices in All Areas of the Institution.*

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### **Objective 1: Maintain fiduciary responsibility and prudent practices related to prioritizing and optimizing initiatives**

#### **Strategy 1: Improve NCCCS performance measures and/or other internal/external measures**

Measure 1: The College-wide goal is 85% scoring Improved or Maintained Performance across all NCCCS performance measures.

Measure 2: 100% of all accredited/approved programs meet or exceed third party credentialing requirements annually.

Measure 3: Unqualified opinion on annual Financial Statement audit conducted by the North Carolina Office of the State Auditor

Measure 4: Maintain “Green Risk” level based on the North Carolina Office of the State Controller’s “Enhancing Accountability in Government through Leadership and Education” (EAGLE) internal control program with no exceptions noted during annual internal audit/review of internal controls.

#### **Strategy 2: Fully utilize allocated funds through decision driven budgeting process**

Measure 1: 100% of the College’s departments prepare and participate in the annual budget planning process.

Measure 2: Zero percent of the College’s budget will be reverted to the State.

#### **Strategy 3: Explore external funding sources aligned with priorities**

Measure 1: Increase grant applications by 5% annually.

Measure 2: Increase private contribution funding by 5% annually.

#### **Strategy 4: Leverage internal resources (fiscal/capital/human) (Cross Training)**

Measure 1: 100% of job descriptions reviewed annually as part of the employee performance evaluation process for effective and efficient utilization of staffing and cross training.

Measure 2: 100% of programs and institutional services are reviewed annually through the annual services reviews process to identify facilities and budgetary needs to efficiently plan for needs.

## **Objective 2: Improve processes through systematic assessments**

### **Strategy 1: Conduct Annual Reviews of SACSCOC Compliance/Program Evaluation**

Measure 1: 100% of academic and nonacademic programs will submit program review reports, complete and on time.

### **Strategy 2: Provide and ensure participation in Professional Development/Training/Communication**

Measure 1: Over the course of the planning cycle, increase participation in professional development by 15% for faculty and 15% for staff.

### **Strategy 3: Assess and improve workflow, processes, and procedures**

Measure 1: 100% of academic program cohort groups and institutional services are reviewed annually through the annual services reviews process.

Measure 2: Policies, procedures and academic catalogs are reviewed annually and revised based on systematic academic and non-academic reviews.

### **Strategy 4: Assess the needs of community stakeholder groups**

Measure 1: 90% of advisory committee members and other industries surveys indicate satisfaction with College programs and services.