



2026-2029 STRATEGIC PLAN

Nighthawks Forward



Clear priorities. Purposeful action. Measurable progress.

August 2026

Vision

Nash Community College will be a leader and primary educational partner in elevating the region's economic prosperity and educational attainment.

Mission

The mission of the college is to provide an educational environment that meets students where they are and prepares them for successful and rewarding careers in a global and diverse society.

Values

- ***Student Success*** – Nash Community College values an environment where all students are supported and provided with the resources needed to achieve their goals and to gain skills needed for future adaptability and success.
- ***Teaching and Learning*** – Nash Community College values innovative, high-quality instruction and service to facilitate student growth and development.
- ***Integrity*** – Nash Community College values honesty and uncompromising adherence to ethical principles and responsible stewardship.
- ***Respect*** – Nash Community College values each of its stakeholders, believing that all should be treated with fairness and dignity.
- ***Community*** – Nash Community College values its role as a regional hub of educational advancement, economic development, and cultural enrichment.

2025-2026 Strategic Planning Committee Members

KJ Askew	Director, Marketing & Strategic Engagement
Franchesca Battle	Department Chair, Digital Teaching & Learning
Wendy Cook	Vice President, Student Services
Carol Dornseif	Vice President, Finance/Chief Financial Officer
Carla Dunston	Associate Vice President, Continuing Education
Amy Harrell	Vice President, Instruction/Chief Academic Officer
Lew Hunnicutt	President
June Kearney	Associate Vice President, Instruction
Ken Lewis	Vice President, Institutional Technology/Chief Information Technology Officer
Marcus Lewis	Director of Institutional Research
Wendy Marlowe	Vice President, Continuing Education and Economic/Workforce Development
Ronnie Raper	Executive Director of Facilities, Safety and Risk
Ashlyn Wilson	Associate Vice President, Advising and Onboarding

A Plan Built for Focus

“Aim small, miss small” does not mean thinking small. It means concentrating institutional energy on the priorities most likely to improve student success, strengthen the college, and serve the community. The inclusion of a strategic priority does not imply that every unit will address every priority each year. Institutional leadership and reporting units will identify annual areas of emphasis based on evidence, need, urgency, capacity, and opportunity.

The 2026-2029 Strategic Plan builds on the progress of the previous planning cycle while refining the institution's focus. This plan organizes the College's work around three enduring goals, a focused set of objectives, and measurable indicators of progress.

The plan is intended to function as a practical decision-making framework. It connects institutional priorities to annual unit planning, resource allocation, assessment, program and service review, and continuous improvement. Each reporting unit will identify the goals, objectives, and strategic priorities it can most directly influence and translate them into annual actions with clear ownership and evidence of progress.

The result is a plan that is ambitious in purpose, disciplined in scope, and designed for execution.

Planning Principles

Principle	What It Means in Practice
Focus	Prioritize a manageable number of institution-wide outcomes and avoid diluting resources across too many initiatives.
Continuity	Build on established strengths and maintain the goals that continue to reflect the College's mission and community context.
Alignment	Connect strategic priorities to annual assessment, program and service review, budgeting, and operational planning.
Evidence	Use disaggregated student outcomes, labor-market information, stakeholder feedback, and other institutional data to guide decisions.
Accountability	Define ownership, timelines, indicators, and annual milestones so progress can be monitored and adjusted.
Adaptability	Review progress annually and refine implementation as student, workforce, technology, community, and institutional needs change.

Strategic Framework at a Glance

The framework carries forward three broad goals that provide continuity while organizing objectives and strategies around the College's most important opportunities for 2026-2029 based on evidence collected during the planning cycle.

Goal 1

Provide a continuum of programs, training, and supportive services that meet the needs of students, employers, and the community.

Strategic Outcome: NCC provides innovative, accessible educational pathways and services that prepare students for successful careers, transfer, and lifelong learning while meeting regional workforce needs.

Goal 2

Cultivate community engagement as well as local and regional partnerships that support the college mission.

Strategic Outcome: NCC serves as the preferred educational partner for employers, schools, community organizations, and lifelong learners.

Goal 3

Promote a supportive and collaborative culture that fosters growth and development.

Strategic Outcome: NCC fosters an engaged campus community where employees and students thrive through collaboration, continuous improvement, and evidence-based decision-making.

How the Plan Works

1. **Collegewide Direction:** Goals, objectives, and strategic priorities establish the College's direction and define what NCC seeks to advance during the three-year planning period.
2. **Annual implementation:** Reporting units translate the strategic plan into action through the annual assessment process by identifying outcomes that support applicable strategic objectives and priorities.
3. **Progress Monitoring:** Institutional key performance indicators (KPI) and unit evidence are reviewed at least annually to assess progress.
4. **Continuous Improvement:** Results inform adjustments to strategies, resource allocation, and subsequent annual priorities.

Goal 1

Programs, Training, and Supportive Services

Provide a continuum of programs, training, and supportive services that meet the needs of students, employers, and the community.

The objectives below define the primary areas of institutional attention. Strategic priorities describe the types of work that may be advanced over the three-year period. Annual assessment and implementation activities define the specific actions taken each year.

1.1 Advance student learning and educational excellence

Strategic Priorities

- 1.1.1** Strengthen evidence-based and innovative teaching practices that improve student learning and course success.
- 1.1.2** Use student learning, course success, licensure, and transfer outcomes to guide continuous improvement of instruction and curriculum.

KPI

#	Indicator
1	General education/student learning outcome achievement
2	Course success rate
3	NCCCS Performance Measures results

1.2 Align programs and credentials with workforce needs

Strategic Priorities

- 1.2.1** Use labor market, enrollment, completion, post-completion, and program-review evidence to guide program development, growth, modification, and sustainability.
- 1.2.2** Expand stackable credentials, accelerated pathways, and short-term training aligned with high-demand occupations and regional workforce needs.
- 1.2.3** Embed career-relevant technical, digital, and emerging workforce competencies within programs and training where appropriate.

KPI

#	Indicator
1	Programs reviewed using labor-market and program-performance evidence
2	Workforce credentials awarded
3	Enrollment/completions in credentials aligned with identified high-demand occupations
4	Percentage of programs incorporating identified emerging workforce competencies
5	Percentage of graduates employed in their field of study

1.3 Expand access and holistic student success

Strategic Priorities

- 1.3.1 Expand flexible, accessible educational delivery and scheduling options responsive to student and community needs.
- 1.3.2 Strengthen coordinated onboarding, advising, early intervention, academic support, and career-navigation practices across the student experience.
- 1.3.3 Expand targeted pathways and services that improve access and persistence for adult learners and other underserved student populations

KPI

#	Indicator
1	Adult learner enrollment (age 25+)
2	Retention/persistence
3	IPEDS 150% graduation rate
4	Richmond Federal Reserve Survey of Community College Outcomes (SCCO)
5	Percentage/number of sections/programs offered through flexible formats
6	New student transition experience survey

Goal 2

Community Engagement and Partnerships

Cultivate community engagement as well as local and regional partnerships that support the college mission.

The objectives below define the primary areas of institutional attention. Strategic priorities describe the types of work that may be advanced over the three-year period. Annual assessment and implementation activities define the specific actions taken each year.

2.1 Strengthen employer and educational partnerships

Strategic Priorities

- 2.1.1** Strengthen employer partnerships that support workforce training, skill development, and shared regional priorities.
- 2.1.2** Expand K–12, university, and educational partnerships that create seamless pathways into and beyond NCC.
- 2.1.3** Strengthen partnerships with community organizations to connect residents with education, training, and college resources.

KPI

#	Indicator
1	Employers actively partnering with NCC
2	Employers served through customized/workforce training
3	Enrollment of high school students (CIHS and CCP)
4	Active articulation/transfer pathway agreements
5	Community organizations actively partnering with NCC

2.2 Expand experiential and career-connected learning

Strategic Priorities

- 2.2.1** Expand internships, apprenticeships, work-based learning, and other career-connected learning opportunities.
- 2.2.2** Directly engage employers in applied learning, career exploration, and student professional development

2.2.3 Integrate career-connected experiences and professional preparation more intentionally across appropriate programs and pathways.

KPI

#	Indicator
1	Students participating in internships, apprenticeships, clinicals, work-based learning
2	Percentage of applicable programs providing a career-connected learning opportunity
3	Employer participation in career-connected learning
4	Student completion of experiential/career-connected learning opportunities

2.3 Increase awareness of NCC's value and impact

Strategic Priorities

- 2.3.1** Communicate NCC's student, workforce, economic, and community impact through coordinated storytelling and outreach.
- 2.3.2** Strengthen strategic marketing and communications to increase awareness of NCC programs, services, opportunities, and partnerships.
- 2.3.3** Engage alumni, employers, students, and community partners as ambassadors for NCC and sources of ongoing community feedback.

KPI

#	Indicator
1	Community awareness/perception of NCC
2	Digital engagement/reach with targeted audiences
3	Alumni engagement rate
4	Percentage of surveyed employers/community partners identifying NCC as a valued or preferred educational/workforce partner

Goal 3

Supportive Culture and Institutional Capacity

Promote a supportive and collaborative culture that fosters growth and development.

The objectives below define the primary areas of institutional attention. Strategic priorities describe the types of work that may be advanced over the three-year period. Annual assessment and implementation activities define the specific actions taken each year.

3.1 Strengthen One College culture and employee growth

Strategic Priorities

- 3.1.1** Strengthen internal communication, shared accountability, and cross-divisional collaboration to advance a One College culture.
- 3.1.2** Expand professional growth, leadership development, and succession opportunities that strengthen employee capacity.
- 3.1.3** Strengthen employee recognition and workplace practices that support organizational well-being.

KPI

#	Indicator
1	Employee institutional services survey
2	Participation in professional/leadership development
3	Employee retention
4	Employee Professional Development Hours
5	Impact on Student Outcomes

3.2 Promote service excellence and student-centered processes

Strategic Priorities

- 3.2.1** Simplify and improve student-facing administrative processes to reduce barriers and create a more seamless student experience.
- 3.2.2** Establish consistent institutional service standards for responsiveness, communication, referral, and issue resolution.

3.2.3 Implement cross-functional process improvements that strengthen service coordination and reduce unnecessary administrative complexity.

KPI

#	Indicator
1	Student institutional services survey
2	Number of student-facing processes improved or redesigned
3	Policy/procedural audit for students (secret shopper)
4	Communication audit

3.3 Strengthen institutional effectiveness

Strategic Priorities

3.3.1 Integrate planning, assessment, program and service review, budgeting, and resource allocation to strengthen evidence-based institutional decision-making.

3.3.2 Expand institutional data capacity, data literacy, and access to actionable information for planning and continuous improvement.

3.3.3 Modernize technology and digital systems to improve effectiveness, accessibility, security, and responsible use of emerging technologies.

3.3.4 Maintain and improve physical infrastructure to support safe, accessible, effective, and sustainable learning and working environments.

KPI

#	Indicator
1	Percentage of strategic priorities demonstrating documented use of assessment, planning, or institutional data in decision-making
2	Annual outcomes and program/service reviews completed according to established cycle
3	Employee access/use of institutional data resources
4	Percentage of scheduled preventative maintenance completed
5	Progress made towards campus accessibility (digital, physical, ADA audit, safety features)

Implementation and Accountability

The strategic plan becomes meaningful through annual execution. Not every unit will support every strategy; alignment should reflect each unit's actual role and capacity.

Annual Assessment and Implementation Cycle

Timing	Primary Activities
August - September	Review prior-year evidence and improvement plans; establish annual outcomes, implementation priorities, and strategic alignments.
September - December	Implement plans for improvement. Conduct assessments.
December - January	Compile data from assessments. If necessary, make minor changes for the upcoming semester.
January	Make plans for assessment and implementation of improvement during the coming semester.
February - May	Implement plans for improvement. Conduct assessments.
May - June	Compile data from assessments from fall and spring semesters. Discuss with entire team. Create plans for improvement. Finalize and submit Learning/Service Outcomes document.
July	Publish an annual progress summary and update the institutional scorecard.

Roles and Responsibilities

- **Board of Trustees:** Provides policy-level oversight, receives progress updates, and supports alignment of institutional direction and resources.
- **President and Senior Leadership Team:** Set annual priorities, approve implementation responsibilities, address cross-functional barriers, and align resources.
- **Strategic Planning Committee:** Reviews progress, provides stakeholder perspective, and recommends refinements to priorities or implementation.
- **Institutional Research:** Maintains the scorecard, supports data interpretation, coordinates annual reporting, and connects strategic planning with assessment and review.
- **Reporting Units:** Translate applicable objectives/strategies into annual outcomes and actions, document evidence, analyze results, and identify improvements.
- **College Community:** Participates in implementation, provides feedback, and contributes to a shared culture of accountability and improvement.

Annual Strategy Alignment Guide

This template may be used by reporting units as a guide to connect annual work to the strategic plan. Units should select only the objectives and strategic priorities that are directly supported by their responsibilities.

Reporting Unit	
Strategic Plan Alignment (Goal and Objective) <i>(Select the strategic goal/objective(s) most directly supported by this learning/service outcome.)</i>	
Learning/Service Outcome Statement	
Success Criteria	
Results of Assessment	
Method of Measurement	
Analysis of Results	
Plans for Improvement	
Strategic Priority Alignment <i>(If applicable, select the strategic priority or priorities most directly advanced by this outcome or the resulting improvement activities. Select only priorities with a clear and substantive connection.)</i>	