PATHWAYS TO PROSPERITY

2020-2025 Strategic Plan

Pathways to Prosperity

The Future of Work continues to shape policy and strategic planning initiatives in community and technical colleges with laser focus on responsiveness to key stakeholders and relevance to students. Workforce training and education of today and tomorrow calls for unparalleled innovative and progressive approaches to curriculum development and enhancements that drive student success. Strategic planning demonstrating clear goals and objectives drives the success of achieving the college mission. The 2020-2025 Northshore Technical Community College Strategic Plan represents a culmination of stakeholder engagement inclusive of students, faculty, staff, and business and industry partners who hire our graduates.

"Don't wait for leaders; do it alone, person to person."

— Mother Teresa

This quote fundamentally speaks to the power within each of us to make a real difference in the lives of many. As leaders in the classroom and within our offices, we are all called to break down barriers for students and position them for success while illuminating unrealized potential. Our greatest strength as a college is our people. Strategic goals and objectives within the 2020-2025 plan empower faculty to lead in and outside of the classroom ensuring student success.

William S. Wainwright, PhD
Chancellor, Northshore Technical Community College

As our college expands impact throughout the Northshore with the opening of our new Advanced Technology Centers in both Lacombe and Livingston Parish, these new facilities culminate a 10-year capital investment essential to the future growth of the college and most importantly strengthening the quality of life for our graduates and sustainability of our communities. With growth, the college must continue to focus on competitive edge, sustain access to multiple communities, engage heavily with industry partners, drive future focused curriculum innovation, and demonstrate customer service of the highest standard. The strategic goals represented in the 2020-2025 Strategic Plan serve as fundamental pillars representing a future-focused foundation essential to bold and progressive student-centered outcomes.

Pathways to Prosperity delivers promise, drives collaboration, and focuses continuous measurement of success as the college works towards the completion of a common mission and desire to make a real difference in the lives of the people we serve and the college family we share. The Northshore Technical Community College 2020-2025 Strategic Plan represents a holistic and progressive set of bold goals that will position the college for continued local, regional and national leadership in advancing student and college success.

William S. Wainwright, PhD
Chancellor, Northshore Technical Community College

About the Strategic Plan

Strategic Goals and Objectives

The strategic plan begins with the establishment of overarching goals that serve the focal point of the college's aspirations during the planning period. Goals are end-points towards which objectives and plans are aimed. Each goal is identified and described below. The overarching goals within the strategic plan are focused by objectives that serve as benchmarks towards successful realization of each goal. Key performance indicators (KPI) are included within each objective to measure achievement.

Developing the Strategic Plan

The strategic planning process was initiated in November 2018 with the approval of a guiding framework by the College Leadership Committee. The framework established a diverse steering committee, including representatives from each campus across divisions, that guided the collection of data on which the strategic plan was created.

Data was collected during the Spring 2019 semester through a total of 18 focus group sessions across the college. Three focus group sessions were held at each NTCC campus, one each for students, faculty/staff and external stakeholders. The focus groups conducted a version of a SWOT analysis (strengths, weaknesses, opportunities, and threats). Data collected from the focus groups were thematically analyzed to establish a summary of key findings across the college. The steering committee approved the findings and forwarded to the College Leadership Committee for development into a formal strategic plan.

The College Leadership Committee met throughout the Summer and Fall 2019 semesters to formalize the strategic plan. First, goals and objectives were established that directly addressed feedback from the focus group sessions. Then, initial plans were established to direct efforts towards the goals and objectives. The strategic plan was formally approved by the executive cabinet, the chancellor, and the college Institutional Advisory Committee.

Revising the Strategic Plan

The College Leadership Team approved the following changes to the College Strategic Plan in December 2021:

- Metric for monitoring Goal 1, Objective 2 was switched from the Council on Occupational Education's Completion, Placement, and Licensure (CPL) Report to the LCTCS wage earning report due to change in accreditation status and LCTCS strategic planning goals.
- Metric for monitoring Goal 1, Objective 1 was switched from the Council on Occupational Education's Completion, Placement, and Licensure (CPL) Report to the IPEDS graduation rate due to change in accreditation status and selection of the IPEDS graduation rate as the Key Performance Indicator with SACSCOC.

Considering the significant impacts of the COVID-19 pandemic, social justice movement in 2020, and landfall of Hurricane Ida in 2021, the College Leadership Team reviewed 2020-2025 College Strategic Plan for relevancy and focus. In February 2023, the following revisions were approved:

- Key Performance Indicators (KPI) were established for each objective to clearly evaluate completion.
- Goal 1, Objective 6 – Student Success Plan was eliminated from the plan since it was identified to be a strategy for Goal 1, rather than an objective
- Goal 2, Objective 5 was merged into Goal 2, Objective 1 due to an overlapping focus on training/professional development.
- Goal 3, Objective 5 was merged into Goal 4, Objective 1 due to an overlapping focus on community partnership.
- Goal 4, Objective 4 was merged into Goal 4, Objective 5 due to similarities in collaboration/recognition focus.
- The language for several objectives were updated to better align with strategic goals.

Goal 1: Student Achievement and Support

At the forefront of our mission is the support of student success and achievement. In this strategic plan, the college commits to further enhancing available student support services and continuing to advance student achievement.

[G1.O1] Advance the institution-wide, adult-learner, and minority student completion/graduation rates.

A key metric in assessing student achievement is program completion and graduation. In this strategic plan, the college commits to achieving the median IPEDS peer comparison group graduation rate and also increasing both the adult learner and underrepresented minority completion rate.

KPI: 33% IPEDS Graduation Rate1 by 2021 cohort in 2025 IPEDS Data Feedback Report (peer comparison group average from 2020)

KPI: 315 Adult Learner Completers by AY2027-2028 (11% increase from baseline)

KPI: 270 Underrepresented Minority Completers by AY2027-2028 (15% increase from baseline)

[G1.O2] Maintain a high-rate of employment for students and graduates in jobs related to their selected program of study.

An integral measure of student achievement at the college is subsequent employment in a field related to a student's program of study. In this strategic plan, the college commits to graduating students who subsequently earn on average 150% above the median income.

KPI: 150%+ of median state-wide wage earnings for completers

[G1.O3] Advance the institution-wide retention rate.

In committing to advance student completion and graduating rates, it is imperative that multiple forms of student retention and persistence are benchmarked.

KPI: 53% Fall to Fall Retention Rate by 2025 IPEDS Data Feedback Report (Fall 2023 cohort)

KPI: 79% Fall to Spring Retention Rate by AY2027-2028

[G1.O4] Increase non-credit and HiSET program and/or certificate completers.

The college's mission for student achievement extends beyond traditional credit-bearing programs and also to essential adult education and non-credit workforce students

KPI: Increase the High School Equivalency attainment rate of students enrolled in WorkReadyU-Adult Education from 79.5% in AY 2018-2019 to 87% in AY 2024-2025.

KPI: Increase the total number of IBC completers (unduplicated student count) through non-credit workforce programs by 20%.

[G1.O5] Increase the total number of students transferring to a four-year university.

Considering that many students attend NTCC with the goal of facilitating transfer to other institutions towards fulfillment of advanced degrees and programs, the rate at which students successfully make the transition to other educational institutions is important to consider.

KPI: 14% Transfer-Out Rate by 2025 IPEDS Data Feedback Report (2021 cohort)

Goal 2: Development and Infrastructure

In order to successfully advance student achievement and support at the college, it is imperative that faculty and staff are provided with the tools and resources to operate at the high level of quality possible. NTCC commits to further enhancing training, resources, structure, and capacities to foster an environment of achievement throughout the college.

[G2.O1] Enhance the on-boarding and professional development experience for faculty and staff.

In this strategic plan, the college commits to enhancing the on-boarding experience for new employees and advancing professional development and training resources for current faculty and staff.

KPI: Demonstrated gains in employee satisfaction with on-boarding process through survey. (Goal performance is to achieve 3.25 average mean score on related survey items by 2025)

KPI: 90% satisfaction with training and professional development resources available in TLC

[G2.O2] Achieve SACSCOC accreditation.

With a recent expansion of general education offerings and in keeping with the college's mission to provide university transfer opportunities, NTCC continues the goal of achieving regional accreditation through SACSCOC.

KPI: Achieve candidacy status by the end of the 2020 calendar year

KPI: Achieve full accreditation by 2023

[G2.O3] Achieve efficiencies through the implementation of technology.

In this strategic plan, the college commits to leveraging new technologies in order to reduce time-consuming administrative processes and create efficiencies in work production across faculty and staff.

KPI: Automate degree audit process for graduating students through full implementation of Degree Works platform by 2025.

KPI: Expansion of Single Sign-On (SSO) to reduce multiple user accounts.

[G2.O4] Secure state funding for the construction of new facilities for the Hammond Area and Sullivan Campuses.

Recent growth at the college has delivered state-of-the-art facilities at new campus locations within NTCC. It is vital to the success of the college that existing facilities are upgraded to keep pace with new facilities. In this strategic plan, the college commits to establishing and executing facility upgrade plans for the Hammond and Sullivan campuses.

KPI: Secure funding for and begin construction of a new Diesel facility at the Sullivan Campus by 2025

KPI: Secure funding for design and development of new facility for Hammond Area Campus

[G2.06] Implement financial stability and efficiency initiatives.

In today's higher education climate, the balancing of financial resources is paramount. In this strategic plan, the college commits to implementing cost-efficiencies projects which ensure financial stability and also increase capacity to advance student achievement.

KPI: Increase percentage of students receiving institutional grants/scholarships from 8% in the 2019 IPEDS Data Feedback Report to 16% by 2025 Report

KPI: Generate 1.5 million dollars in new funding for the Northshore College Enhancement Foundation during the strategic planning period.

KPI: Achieve 80% annual utilization for Carl Perkins Grant and 95% for Rapid Response Grant funds by end of strategic planning period.

Goal 3: Responsive Expansion

Northshore Technical Community College experienced tremendous growth during the previous strategic planning period, from total student enrollment to campus locations across the service area. In this strategic plan, the college commits to continue this spirit of expansion, with a particular focus on enrollment, community awareness, and available programming. Expansion initiatives will be responsive to community and institutional needs with an aim towards innovation.

[G3.O1] Increase overall student enrollment in both credit-bearing and non-credit programs.

In this strategic plan, the college aims to increase enrollment in credit-bearing, non-credit workforce training, and WorkReadyU-Adult Education programs.

KPI: 4,712 students enrolled in the fall semester in credit programs by Fall 2027

KPI: 709 non-credit workforce training students by AY2024-2025 (20% increase from baseline)

KPI: 1,000 WorkReadyU-Adult Education students by AY2024-2025

[G3.O2] Expand public relations and marketing initiatives within our service areas.

Though NTCC has expanded in both enrollment and campus locations throughout our service region, it is important that the college continue and expand efforts in public relations, marketing and advertising in order to increase awareness of college programming.

KPI: Establish Public Relations Plan that includes expected outcomes and goals

[G3.O3] Expand and formalize presence, relationships and programming with area K-12 schools.

Though NTCC services a broad range of populations, it is essential that the college further enhance our reach into secondary schools throughout our service region.

KPI: 25,000 STEM Mobile Lab engagements (cumulative goal for 5-year period)

KPI: Increase high school dual enrollment headcount 2% by AY2027-2028 (1,915 headcount by Fall 2024)

[G3.O4] Expand credit and non-credit programming available within the college.

In addition to increasing student enrollment, the college commits to increasing the educational programs available to our service region in both credit-bearing and non-credit formats.

KPI: 5 new credit-bearing programs of study by 2025 (Louisiana Transfer Degrees, Registered Nursing Program, additional health science programs based on industry demand)

KPI: 25 new non-credit workforce programs by 2025

Goal 4: Synergy

Synergy is defined as "the combined power of a group of things when they are working together that is greater than the total power achieved by each working separately" (Cambridge Dictionary). In the spirit of this definition, NTCC seeks to establish efforts in this strategic plan that leverage the power of community and internal resources to advance achievement across the college.

[G4.O1] Leverage community resources, partnerships and relationships.

Within the Northshore region exists a plethora of community resources, organizations and business/industry leaders eager to partner with NTCC to advance community development and student success. In this strategic plan, NTCC commits to leveraging community and business/industry support to enhance programming at the college.

KPI: Increase business/industry partnerships by 10%

[G4.O2] Create effective systems for internal communication within the college.

As the college continues to expand with new campus locations, effective methods of internal communication are paramount. In this strategic plan, the college commits to implementing initiatives aimed at enhancing communication within and across the college.

KPI: Implementation of projects designed to enhance internal communication

[G4.O3] Execute initiatives which further enhance transparency, equity and shared governance across the college.

Considering the growth of the college in total number of students served, faculty and staff employed, and campus locations, a focus on transparency, equity and shared governance is essential in order to realize a pathway to prosperity for all stakeholders of the college.

KPI: Establish Equity Plan that includes expected outcomes and goals.

[G4.O5] Foster internal collaboration and recognition within the college and across campuses.

Through focus groups discussion held towards development of this strategic plan, faculty, staff, and students consistently reported the strong feeling of a family atmosphere at the college. To maintain and advance this spirit of a family environment, the college commits to creating additional programming which increases collaboration within and across our campuses and additional opportunities to recognize individual and team achievement.

KPI: Expansion of formal recognition efforts of the college

KPI: 95% participation in the annual Internal Giving Campaign

Acknowledgements

Strategic Plan Steering Committee Members:

- Paul Donaldson, Associate Provost of Planning and Academic Initiatives (Chair)
- Melandie McGee, Director of Accreditation and Reporting (Co-Chair)
- Jim Carlson, Vice Chancellor of Strategic Initiatives (ex-officio member)
- Bridget LaBorde and Sandy Yaeger, Dean of Campus Administration:
- Dewayne Lambert, Associate Provost of Technical Studies
- Karolyn Harrell, Faculty Senate President
- Rebecca Didier Wright and Meghan Martinez Arrieta, Faculty Members
- April Lavergne, Director of Disability Services
- Errick Baldwin. Director of Adult Education
- Raissa Yantis and Tyler Smith, SGA Executive Presidents
- Ashley Llewellyn, St. Tammany Corporation

College Leadership Committee:

- William S. Wainwright, Chancellor
- Marc Chauvin, Vice Chancellor of Finance and Administration
- Jim Carlson, Vice Chancellor of Strategic Initiatives
- Daniel Roberts, Vice Chancellor of Academic Affairs and Provost
- Christy Montgomery, Vice Chancellor of Student Affairs
- Christi Marceaux, Associate Provost of Health Sciences and Nursing
- Lizette Leader, Associate Provost of Academics and Connect to Success
- Owen Smith, Interim Dean of Campus Administration (Lacombe Main Campus)
- Dewayne Lambert, Associate Provost of Technical Studies and Dean of Campus Administration (Sullivan Campus)
- Sandy Yaeger, Dean of Campus Administration (Hammond Campus)
- Kim Finch, Dean of Campus Administration (Florida Parishes Campus)
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- Karolyn Harrell, Faculty Senate President
- Raissa Yantis / Tyler Smith, SGA Executive Presidents

College Advisory Committee:

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- Ken Smith, Washington Economic Development
- Ashley Llewellyn, St. Tammany Economic Development
- Dot Lavigne, Tangipahoa Economic Development
- David Bennett, Livingston Economic Development
- Ellison Travis, Florida Parishes
- Franck Labiche, Laitram