



2014 – 2019

Strategic Plan

Revised September 2014

Mission

Northshore Technical Community College is committed to providing quality workforce training and transfer opportunities by awarding associate degrees, technical diplomas and certificates to students seeking a competitive edge in today's global economy.

Vision

In keeping with the vision of the Louisiana Community and Technical College System, the Northshore Technical Community College

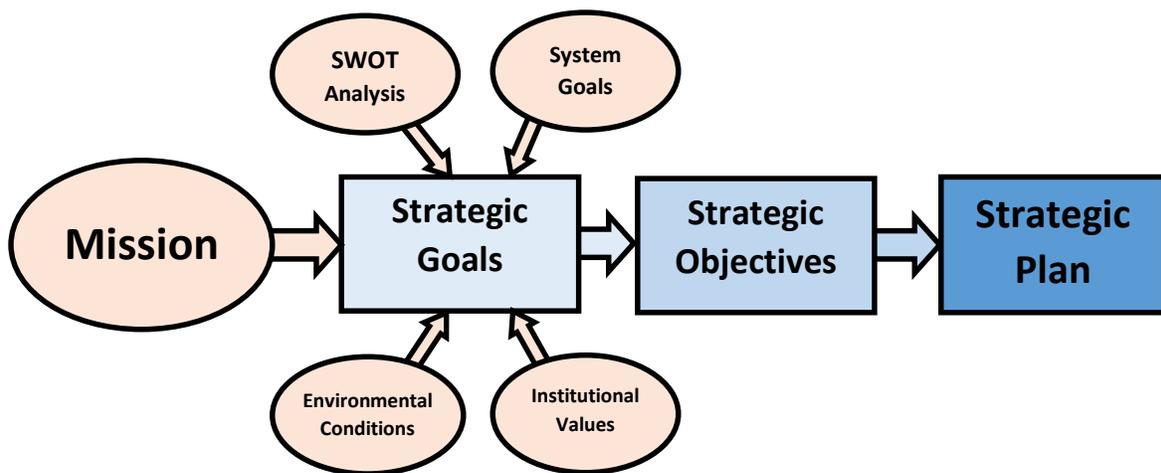
- Produces knowledgeable, skilled and confident citizens ready for the future, ready for the workplace and ready to continue learning
- Delivers rapid, flexible and innovative solutions to changing workforce needs

Values

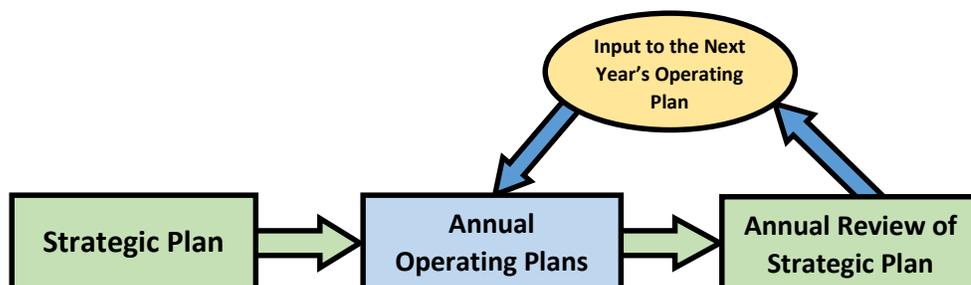
To attain the mission of the Louisiana Community and Technical College System through optimum utilization of the system and the college's human, intellectual and fiscal resources; to subscribe to proactive, consistent, sound decision-making practices; and to maintain relevance and accountability in all processes and procedures thus building and sustaining public confidence

The Strategic Planning Process

Northshore's Strategic Plan was developed to guide the college so that it can effectively accomplish its mission and achieve the vision. The strategic plan is designed to be an integral part of the college's planning process. The strategic plan was developed with input of the college's major stakeholders. Stakeholders include the students, faculty, staff, administration and community leaders. The mission and vision were the basis of the plan. To create the plan, the leadership team created strategic goals which are areas of improvement that the plan will focus on. The strategic goals were created by evaluating data both internal and external. Strategic objectives were created from these goals to define where the college should be in five years. The strategic plan defines the strategies and objectives which when implemented will allow the college to achieve the stated goals of the college.



The strategic plan will be integrated into the annual operating plans. The strategic plan will be reviewed annually and the achievement of the plan's objectives will be assessed. Data from the annual evaluation will be used to help develop the subsequent annual operating plans.



The Institutional Goals

The First Goal is to improve Student Access. Louisiana and the service area has a low rate of postsecondary educational attainment. The first step in increasing the educational attainment is to increase the college participation rate which is low compared to national and regional rates. This is directly linked to Northshore's mission which states that the College is committed to providing quality workforce training and transfer opportunities. It also correlates to the Louisiana Board of Regents (BOR) strategic goal of increasing the educational attainment of the state's adult population to the Southern Regional Education Board states' average.

The Second Goal is to improve Quality and Accountability. This goal is driven by Northshore's values which state that college will seek to support the mission of the Louisiana Community and Technical College System through optimum utilization of the system and the college's human, intellectual and fiscal resources; to subscribe to proactive, consistent, sound decision-making practices; and to maintain relevance and accountability in all processes and procedures thus building and sustaining public confidence. The goal is also aligned with the BOR's strategic goal to achieve greater accountability, efficiency and effectiveness in the postsecondary education system by improving postsecondary persistence/retention rates and increasing the rate and number of students earning a postsecondary credential.

The Third Goal is to improve Workforce Development activities. This goal is driven by Northshore's mission which states that the college is committed to providing quality workforce training and transfer opportunities and by the vision which states that the college delivers rapid, flexible and innovative solutions to changing workforce needs. The goal is also aligned with the BOR's strategic objective to develop a skilled workforce to support an expanding economy. A consensus of the stakeholders is that the college should focus on meeting industry needs by aligning programs in proactive response to growing business and industry needs. The college should continue to develop business and industry partnerships and offer more short-term and noncredit training opportunities.

The Fourth Goal is to improve Fiscal and Physical Resources. This is in response to stakeholder's recommendations and the fact that Louisiana has continued to reduce funding for all higher education. The plan seeks to pursue alternative funding sources and develop business partnerships to mediate the lack of proper state funding. Stakeholders noted that the college should expand and improve the existing infrastructure located near the population centers to provide modern facilities that incorporate collaborative learning spaces and state of the art equipment.

The Fifth goal is to improve Communications. The plan seeks to improve the ability for collaboration between faculty and staff members to strengthen the college. Stakeholders noted that it is essential to improve the communities understanding of what the college can provide and how the college plans to change.

Strategic Goals and Objectives

Student Access	Quality and Accountability	Workforce Development	Fiscal and Physical Resources	Communications
<p>Objective 1.1 Increase overall Enrollment</p> <p>Objective 1.2 Expand general education course offerings and enrollment</p> <p>Objective 1.3 Expand evening course offerings and enrollment</p>	<p>Objective II.1 Improve the fall to spring retention rate</p> <p>Objective II.2 Increase the total number of program completers</p> <p>Objective II.3 Increase the award productivity in a given academic year</p> <p>Objective II.4 Increase the percentage of programs that are discipline accredited</p> <p>Objective II.5 Pursue and achieve SACSCOC Accreditation</p>	<p>Objective III.1 Review curriculum alignment with industry requirements</p> <p>Objective III.2 Strengthen current industry partnership and create new partnerships</p> <p>Objective III.3 Expand short term workforce training courses and enrollment</p>	<p>Objective IV.1 Expand facilities located in population centers</p> <p>Objective IV.2 Update the Sullivan facilities</p> <p>Objective IV.3 Expand foundation assets</p> <p>Objective IV.4 Develop funding opportunities for faculty development</p>	<p>Objective V.1 Develop a public relations/marketing Plan</p> <p>Objective V.2 Develop a branding policy</p> <p>Objective V.3 Improve external communications</p> <p>Objective V.4 Improve internal communications</p>

Strategic Goal: Student Access

A primary component of Northshore Technical Community College's mission is providing quality workforce training and transfer opportunities. The strategic plan seeks to foster these opportunities.

Objective 1.1 Increase overall enrollment

Target Increase Fall 14th class day headcount enrollment by 27.6% from the fall 2014 enrollment of 3,151 to 4,021 by fall 2019

Objective 1.2 Expand general education course offerings and enrollment

Target Increase the total number of students enrolled in general education courses from 513 in 2012-2013 academic year to 800 in academic year 2018-2019.

Objective 1.3 Expand evening course offerings and enrollment

Target Increase the total number of students enrolled in evening courses from 125 in 2012-2013 academic year to 500 in academic year 2018-2019.

Strategic Goal: Quality & Accountability

In keeping the values of Northshore Technical Community College which seeks to maintain relevance and accountability in all processes and procedures, the strategic plan seeks to improve quality and accountability.

- Objective 2.1** Improve the fall to spring retention rate
- Target** Increase the percentage of first-time in college, full-time, degree-seeking students retained to the spring semester by 1.6 percentage points from the fall, 2012 cohort (to spring 2013) of 64.5% to 67.5% in 2018 (retention of fall 2018 cohort).
- Objective 2.2** Increase the total number of program completers.
- Target** Increase the total number of completers for all applicable award levels from the baseline year number of 412 in 2013 academic year to 524 in academic year 2019.
- Objective 2.3** Increase the award productivity in a given academic year
- Target** Increase the award productivity in a given academic year from the baseline year benchmark of 0.252 in 2012-2013 academic year to 0.375 in academic year 2018-2019.
- Objective 2.4** Increase the percentage of programs that are discipline accredited
- Target** Increase the percentage of eligible programs that are discipline accredited by 16.6 percentage points from the baseline date January, 2013 of 41.7% to 58.3% by June 30, 2019.
- Objective 2.5** Pursue and achieve SACSCOC Accreditation
- Target** Archive SACSCOC candidacy December 2015
Achieve Initial SACSCOC accreditation December 2017

Strategic Goal: Workforce Development

Northshore Technical Community College's mission includes providing quality workforce training and its vision includes producing knowledgeable, skilled and confident citizens ready for the workplace and to deliver rapid, flexible and innovative solutions to changing workforce needs. In keeping with Northshore's mission and vision and the input from its stakeholders, the strategic plan will seek to expand workforce training.

Objective 3.1 Review curriculum alignment with industry requirements

Target Review and revise all curriculums by July 1, 2016

Objective 3.2 Strengthen current industry partnership and create new partnerships

Target The college will quadruple the number of formal partnerships with the businesses by June 30, 2019

Objective 3.3 Expand short term workforce training courses and enrollment

Target Increase the total number of students enrolled in evening courses from 125 in 2012-2013 academic year to 500 in academic year 2018-2019.

Strategic Goal: Fiscal and Physical Resource

In response to the request of Northshore's stakeholders and in keeping with the vision which seeks to optimum utilization of the system and the college's human, intellectual and fiscal resources in order to attain the mission, the strategic plan will seek to enhance the college's fiscal and physical resources.

Objective 4.1 Expand facilities located in population centers

Target Expand facilities in accordance with the Facilities Master Plan. By June 30, 2019 fully equip and staff the new facilities.

Objective 4.2 Update the Sullivan facilities

Target Develop a renovation plan by December 30, 2015
Complete renovation by June 30, 2019

Objective 4.3 Expand foundation assets

Target To double the foundation's assets by June 30, 2019

Objective 4.4 Develop funding opportunities for faculty development

Target By July 1, 2016 create a program to recognize and promote faculty achievement and development opportunities.

Strategic Goal: Communications

In response to the input of Northshore's stakeholders and in keeping with the vision which seeks optimum utilization of the system and the college's human, intellectual and fiscal resources; to subscribe to proactive, consistent, sound decision-making practices and to maintain relevance and accountability in all processes and procedures thus building and sustaining public confidence, the strategic plan will enhance the colleges communication systems.

Objective 5.1 Develop a public relations/marketing plan

Target Create a comprehensive Public Relations/Marketing plan by January 1, 2016

Objective 5.2 Develop a branding policy

Target Create a comprehensive Graphic Identity and Branding Policy by January 1, 2016

Objective 5.3 Improve external communications

Target Redesign the college's Website by January 1, 2015

Objective 5.4 Improve internal communications

Target Create systems of communication to keep faculty and staff informed and involved in the governance of the college.

Strategic Planning Committee Members

William Wainwright - Chancellor

Daniel Roberts - Vice Chancellor of Academics & Provost

Marc Chauvin - Vice Chancellor of Finance & Administration

Shelia Singletary - Dean/Vice Provost of Assessment & Planning

Sharon Hornsby - Dean of Campus Administration

Bridget Laborde - Dean of Campus Administration

Northshore Technical Community College Advisory Committee

Dot Lavigne - Hammond Industrial Development Alliance

Ellison Travis - Louisiana Attorney General's Office

Franck Labiche - Laitram, Inc.

George Ann Smith - Smitty's Supply

Ken Smith - Washington Parish Economic Development

Ryan Seal - Washington Parish Economic Development

Stacey Neal - Hammond Industrial Development Alliance

Initial Strategies (AY 2015)

Student Access

Objective 1.1 - Increase overall enrollment

NTCC will increase the number of student orientations offered each fall as well as increase the number of students participating in student orientation.

Performance Indicators – The percent of students retained who completed orientation compared to students who did not attend. Fall student census.

Objective 1.2 - Expand general education course offerings and enrollment

NTCC courses will be added to the Board of Regents Common Course Matrix. NTCC will host counselor breakfasts to inform local high schools about the college's general education course offerings.

Performance Indicators - The number of the college's courses on the Board of Regents Common Course Matrix. Enrollment in general education courses.

Objective 1.3 - Expand evening course offerings and enrollment

NTCC will advertise about evening courses offered and create a webpage on the college's website about evening courses.

Performance Indicators - Addition of an evening courses webpage on the college's website. Evening course offerings and enrollment.

Quality and Accountability

Objective II.1 - Improve the fall to spring retention rate

NTCC will require faculty to report mid-term grades so that student services can run mid-term grade reports to help identify at-risk students and schedule counseling sessions with the at-risk students.

Performance Indicators – Number of at-risk students identified. Fall to spring retention rate.

Objective II.2 - Increase the total number of program completers

NTCC will implement a new online degree audit program.

Performance Indicators – Successful implementation of audit program. Number of program completers.

Objective II.3 - Increase the award productivity in a given academic year

NTCC will implement a new online degree audit program.

Performance Indicators – Successful implementation of audit program. Number of program completers

Objective II.4 - Increase the percentage of programs that are discipline accredited

NTCC will seek programmatic accreditation for the Pharmacy Technician and Culinary Arts and Occupations programs.

Performance Indicators –Application, candidacy, initial accreditation for the programmatic accreditations for Pharmacy Technician, Culinary Arts, and Occupations programs.

Objective II.5 - Pursue and achieve SACSCOC Accreditation

NTCC will seek SACSCOC accreditation.

Performance Indicators – Attainment of applicant status, candidate status, and initial accreditation.

Workforce Development

Objective III.1 - Review curriculum alignment with industry requirements

NTCC will continue to review curriculums with program advisory committees.

Performance Indicators – Meetings with program advisory committees. The percentage of programs reviewed.

Objective III.2 - Strengthen current industry partnership and create new partnerships

NTCC will create a position of Vice Chancellor of Strategic Initiatives and increase the number of industry partners.

Performance Indicators – Creation of the position of Vice Chancellor of Strategic Initiatives. Number of new industry partners.

Objective III.3 - Expand short term workforce training courses and enrollment

NTCC will advertise and increase the number of short term workforce training courses.

Performance Indicators – Budget spent specifically on short term workforce training courses. Number of short term workforce training courses offered. Enrollment in short term training courses.

Fiscal and Physical Resources

Objective IV.1 - Expand facilities located in population centers

NTCC will expand campuses at Lacombe (Previously located in Slidell), LA and Walker, LA.

Performance Indicators –This activity will be measured by documenting the progress of new buildings in Lacombe, LA and Walker, LA.

Objective IV.2 - Update the Sullivan facilities

NTCC will renovate the Sullivan campus.

Performance Indicators –Development of renovation plan, obtaining funding, completion of the renovation.

Objective IV.3 - Expand foundation assets

NTCC will establish a foundation independent of the LCTCS.

Performance Indicators – Creation of the foundation. Fundraising activities. Change in the assets held by the foundation.

Objective IV.4 - Develop funding opportunities for faculty development

NTCC will create a new faculty rank and promotion program.

Performance Indicators – Creation of a new rank and promotion policy. Documenting the effect the policy has on faculty development.

Communications

Objective V.1 - Develop a public relations/marketing Plan

NTCC will seek a full-time position who will build a public relations/marketing plan for the college.

Performance Indicators – Establishment of a full-time position responsible for developing the public relations/marketing plan. Development of a relations/marketing plan.

Objective V.2 - Develop a branding policy

NTCC will create a graphic identity and branding policy.

Performance Indicators – Creation of a graphic identity and branding policy and distribution to the faculty and staff.

Objective V.3 - Improve external communications

NTCC will establish a new college website and create webpage depth to the college website.

Performance Indicators – Establishment the new college website. Modification of the website based on user feedback.

Objective V.4 - Improve internal communications

NTCC will develop more efficient use of email communication as well as social media communication.

Performance Indicators – Creation of discipline specific listservs and by the integration of the college's Facebook and Chancellor's twitter feeds into the college's homepage.