

“Focused on Community”

November 26, 2018

Agenda

1. Welcome
2. Overview of NTCC’s Strategic Planning Process
3. State-wide Initiatives and Trends in Higher Ed
4. Draft Proposal of NTCC Mission Statement
5. Draft NTCC “Destination 2025” Foundational Themes Discussion
6. Adjourn



N **NORTHEAST TEXAS**
COMMUNITY COLLEGE

DESTINATION 2025

A Strategic Plan for Student Success





President and Board of Trustees Five Year Priorities

(Board Retreat – April 3, 2018)

NTCC will be...

1. a center of innovation for teaching, learning, and student success
2. a growing institution
3. a fully integrated part of the community
4. a leader in raising the communities' educational attainment, health outcomes, and economic development.
5. a provider of targeted social services to its students and community



President and Board of Trustees Five Year Priorities

6. NTCC will be...a great place to work, earn, and learn!
7. NTCC will be...a safe, secure place for our students and community



Strategic Planning Steering Committee

Alan Carter, Chair

Gaylon Barrett - Faculty

Karen Andrews – Faculty

Shemetric Williams – Instr. Admin.

Eric Posey – Business Office

Iris Marino – Continuing Ed.

Terry Scoggins – Titus County

Bob McFarland – Franklin County

Sarah Spiker - Faculty

Cindy Reider – Faculty

Bob Hedges – Faculty

Jimmy Smith – Student Services

Nita May – College Foundation

Linda Grundish – Camp County

Amy Hinton – Titus County

Elias Reyes - Student



Environmental Scanning Committee

Toni LaBeff, Chair – Institutional Effectiveness

Josh Stewart – Student Services Admin.

Shannon Cox-Kelley – Instr. Admin.

Debbie Strong – Faculty

Jim Swann – Faculty

Heidi Wooten - Faculty

Linsey Harwell – Title V Coop

Elisa Henninger – Community

Janice Allen – Library



The work of the Steering Committee should include:

- a review of the college's current Mission
- a review of the President/Board of Trustees' priorities developed in spring, 2018
- an environmental scan that includes a/an: (Environmental Scanning Task Group charge)
 1. **External scan:** comparison of national, state, and NTCC information relevant to strategic planning
 2. **Internal Scan:** offering information on historical and current operational conditions at NTCC
 3. **Teaching and Learning Scan:** information on academic conditions and on student support services
 4. **Key Trends:** Identification of key trends and their potential impact on student success and long term fiscal stability of the college
- a summary of key trends and challenges identified by the Environmental Scanning Task Group. Research data should be incorporated into the trends to identify national, state, and local issues that have substantive impact on the work of NTCC
- “visioning” forums to solicit feedback from key stakeholders to include students, faculty, college staff, and the community



The outcome for the process should result in:

- a recommendation by the committee for modifications to the college's current mission statement, if needed.
- a set of recommendations on 5 to 8 institutional goals/objectives that will successfully propel NTCC into the next decade



I would challenge the committee to keep “front and center” the following points for development of the Strategic Plan mission and goals recommendations. They should:

- be ***student-centered*** and designed to maximize student success
- align closely with the ***State Higher Education Strategic Plan (60X30TX)*** and other THECB and/or Legislatively mandated initiatives (***Performance Based Funding & Guided Pathways***)
- foster predictable ***long-term enrollment growth and fiscal stability***
- be simple, direct, and easy to communicate with all of the college’s constituencies
- ***inspire and motivate*** the college to stretch and improve
- reflect critical needs and opportunities over the next five years
- be ***based on NTCC’s core strengths and values***
- be measurable, with clear milestones to assess progress
- be inclusive and ***reflect the diversity of our students***





DESTINATION 2025

A Strategic Plan for Student Success

NTCC Student Profile

2-year public institution	% part-time	% full-time	% academic program	% technical program	% credit students receiving Pell Grants	Dual credit as % of total fall 2016 enrollment	% persist 1 year	% earned bacc. or assoc. in 4 years or fewer
Northeast Texas	64.1%	35.9%	73.5%	26.5%	50.8%	23.4%	81.0%	36.8%
Statewide	76.2%	23.8%	73.5%	26.5%	34.5%	19.5%	83.5%	33.9%



DESTINATION 2025

A Strategic Plan for Student Success

NTCC Student Profile

Comparison of NTCC Student Characteristics over 10 years
Source: www.ntcc.edu/ier/studentdata (Student Profile documents)

	Fall 2008	Fall 2012	Fall 2017
Male students	36.2%	36.4%	39.4%
White students	69.8%	58.3%	52.1%
Black students	11.3%	13.5%	10.9%
Hispanic students	17.0%	22.7%	29.6%
Dual credit students	13.7%	16.1%	27.2%

2016-2017 Instructional Programs By Area

Academic Transfer (20)

Art/Graphic Arts
Biology
Chemistry
Developmental Education
Drama/Theatre
Engineering
English
Foreign Language
Government
History
Humanities
Journalism
Mathematics
Music
Philosophy
Physical Education
Physics/Astronomy
Psychology
Sociology
Speech

Workforce (13)

Agriculture
Agriculture - College Farm
Autobody Repair
Automotive Technology
Business
Computer Science
Cosmetology
Criminal Justice
Culinary Arts
Electrical Occupations
Industrial Technology
Office Technology
Welding

Health Science (8)

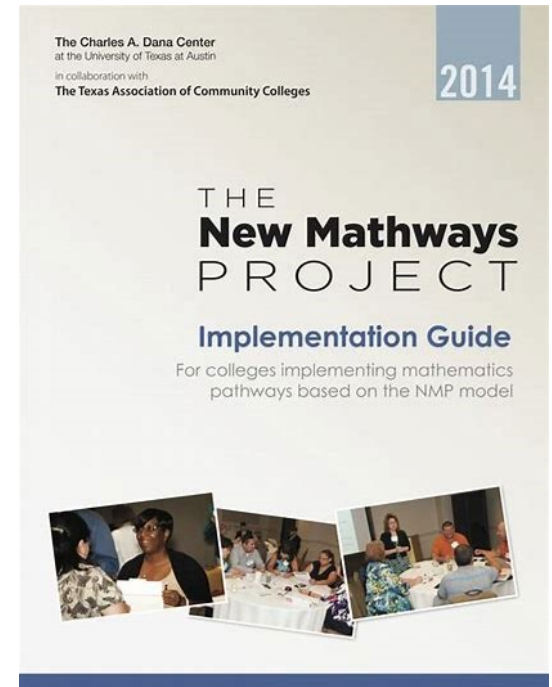
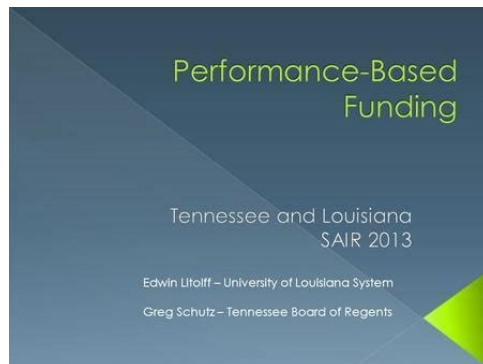
Associate Degree Nursing
Emergency Medical Svc
Funeral Service
Licensed Vocational Nurs
Med Assistant/Med Coding
Medical Laboratory Tech
Patient Care Technology
Physical Therapist Asst



60x30TX



Texas Higher Education Coordinating Board



A New Texas Higher Education Strategic Plan

60x30TX

60 percent of "Generation Texas" will have a postsecondary credential or degree by 2030



60X30TX

BY 2030 ...



at least 60 percent of Texans ages 25-34 will have a postsecondary credential or degree.



at least 550,000 students in that year will complete a certificate, associate, bachelor's, or master's from a Texas public, independent, or for-profit college or university.



all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills.



undergraduate student loan debt will not exceed 60 percent of first-year wage for graduates of Texas public institutions.



<u>Regional Target</u>		<u>Strategy</u>
60x30 Educated Population:		
34%	2020	Implement a large-scale public information campaign co-led by higher education entities and business and industry partners to communicate the value of earning a higher education credential
40%	2025	Start early initiatives with students in grades 5 through 8
48%	2030	Provide non-traditional and returning students with information on value of earning a college certificate or degree



Completion:		Develop and continually revise clear pathways with stackable credentials leading toward student completion of core curriculum, a work-ready certificate, or an associate/bachelor degree.
14,206	2020	
17,192	2025	Build proactive relationships with all students using data driven interventions
20,784	2030	All institutions will explore systems to automatically award credentials to completers, and the majority of Upper East institutions will implement such systems within 2 years.



High School to Higher Ed:		Advise and support high school students to earn at least 6 sch of college-level course credit directly linked to a declared career pathway before completing high school.
56%	2020	
58%	2025	
62%	2030	

- Benchmark goal: At least 50% of high school graduates will earn at least 6 sch of college credit course work linked to their declared pathway



Northeast Texas Community College

60X30TX Data

Goal #1 - Educated Population	Measured at regional level only			
Goal #2 - Completion	2014	2015	2016	chg 2014-2016
Overall	575	560	654	+79
Target Populations				
African American	64	57	82	+18
Hispanic	163	158	210	+47
Economically Disadvantaged	356	347	377	+21
Male	215	188	269	+54
Female - not target pop	360	372	385	+25
HS to College - "First Fall" - all Region VIII	46%	45%	45%	-1%
Goal #3 - Marketable Skills	2014	2015	2016	chg 2014-2016
Working or Enrolled w/in 1 yr	88.70%	92%	92.30%	+3.60%
Goal #4 - Student Debt	2015	2016	2017	chg 2015-2017
Graduate with Debt	40.20%	33.90%	32.50%	-7.70%
Excess Credit Hours	28	18	20	-8



Northeast Texas Community College

Student Financial Wellness Survey

Fall 2018 Semester

Q77: The food that I bought just didn't last and I didn't have money to get more (in the last 30 days).

NTCC Texas CC

Often	20%	14%
Sometimes	36%	40%
Never True	45%	46%

Q79: In the last 30 days, did you ever cut the size of your meals or skip meals because there wasn't enough money for food?

NTCC Texas CC

Yes	45%	40%
No	55%	60%

Housing Security Scale (Prior 12 Months)*

	NTCC	Texas CC
Housing Secure	52%	46%
Housing Insecure	48%	54%



Four Pillars of Guided Pathways



Create clear curricular pathways to employment and further education.



Help students choose and enter their pathway.



Help students stay on their path.



Ensure that learning is happening with intentional outcomes.



Guided Pathways: Planning, Implementation, Evaluation

Creating guided pathways requires managing and sustaining large-scale transformational change. The work begins with thorough planning, continues through consistent implementation, and depends on ongoing evaluation. Colleges should assess their readiness for intensive, broad-based change before beginning this work.

PLANNING

ESSENTIAL CONDITIONS

Make sure the following conditions are in place – prepared, mobilized, and adequately resourced – to support the college's pathways effort:

- Strong leadership throughout the institution
- Faculty, staff, and student engagement
- Commitment to using data
- Capacity to use data
- Technology infrastructure
- Professional development
- Favorable policy (state, system, and institutional levels)

PLANNING/PREPARATION

Understand where you are and prepare for change by:

- Engaging stakeholders and making the case for change
- Establishing a baseline for key performance indicators
- Developing flowcharts of how students choose, enter, and complete programs
- Developing an implementation plan with roles and deadlines

SUSTAINABILITY

Commit to pathways for the long term and make sure they are implemented for all students by:

- Determining barriers to sustainability (state, system, and institutional levels)
- Redefining the roles of faculty, staff, and administrators as needed
- Identifying needs for professional development and technical assistance
- Revamping technology to support the redesigned student experience
- Reallocating resources as needed
- Continuing to engage key stakeholders, especially students
- Integrating pathways into hiring and evaluation practices

EARLY OUTCOMES

Measure key performance indicators, including:

- Number of college credits earned in first term
- Number of college credits earned in first year
- Completion of gateway math and English courses in the student's first year
- Persistence from term 1 to term 2
 - Rates of college-level course completion in students' first academic year

Revisit conditions, sustainability, and implementation. Continuously improve pathways by building on elements that work and adjusting or discarding elements that are not serving all students well.

EVALUATION

IMPLEMENTATION

CLARIFY THE PATHS

Map all programs to transfer and career and include these features:

- Detailed information on target career and transfer outcomes
- Course sequences, critical courses, embedded credentials, and progress milestones
- Math and other core coursework aligned to each program of study

HELP STUDENTS GET ON A PATH

Require these supports to make sure students get the best start:

- First-year experiences to help students explore the field and choose a major
- Full program plans based on required career/transfer exploration
- Contextualized, integrated academic support to help students pass program gateway courses
- K-12 partnerships focused on career/college program exploration

HELP STUDENTS STAY ON THEIR PATH

Keep students on track with these supports:

- Ongoing, intrusive advising
- Systems for students to easily track their progress
- Systems/procedures to identify students at risk and provide needed supports
- A structure to redirect students who are not progressing in a program to a more viable path

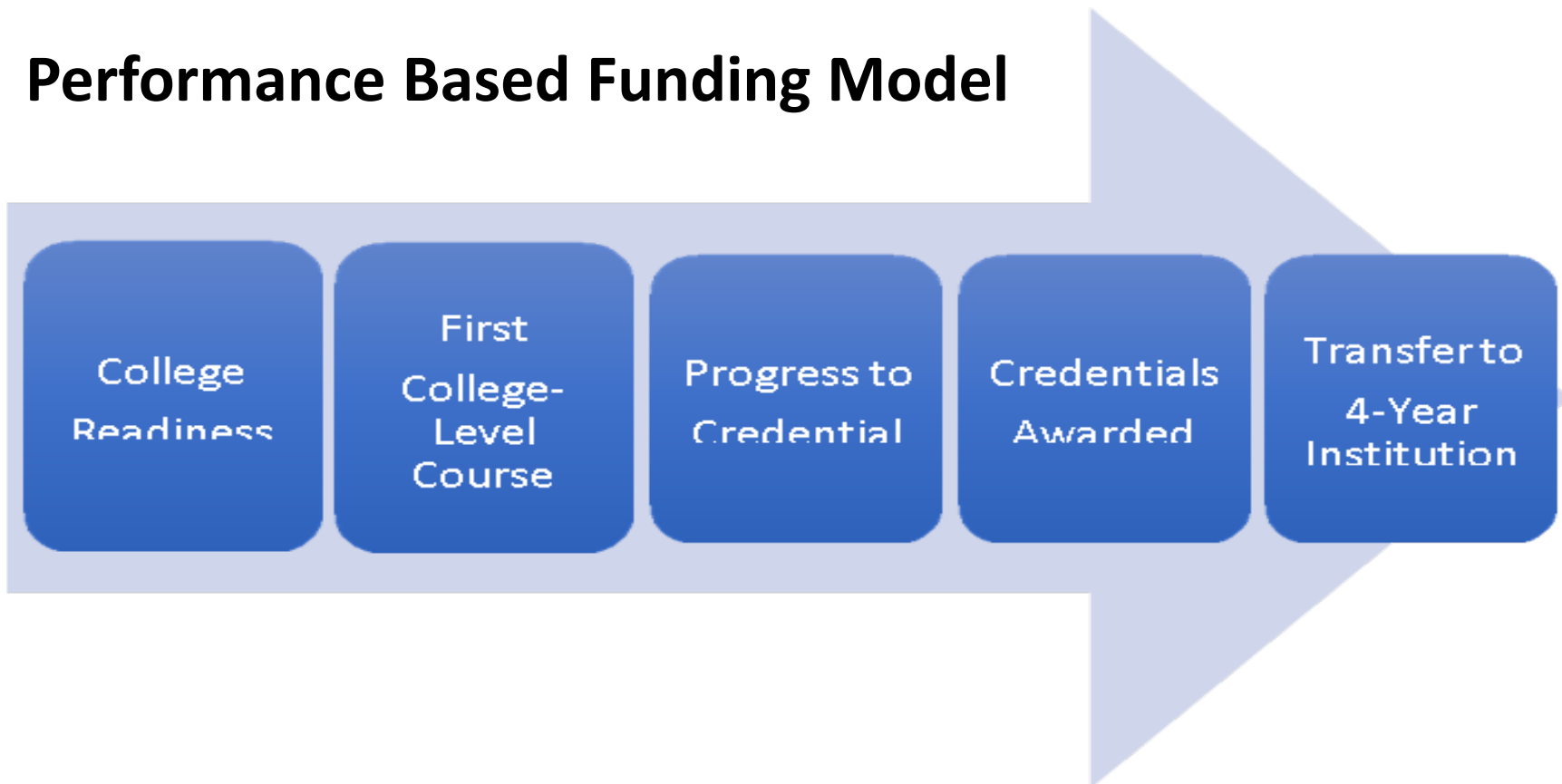
ENSURE STUDENTS ARE LEARNING

Use these practices to assess and enrich student learning:

- Program-specific learning outcomes
- Project-based, collaborative learning
- Applied learning experiences
- Faculty-led improvement of teaching practices
- Systems/procedures for the college and students to track mastery of learning outcomes



Performance Based Funding Model



Student Success Point Model

College Readiness

Complete math DE = 1 point
Complete reading DE = .5 point
Complete writing DE = .5 point

First College-Level Course

Pass 1st college math course = 1 point
Pass 1st college reading course = .5 point
Pass 1st college writing course = .5 point

Progress to Credential

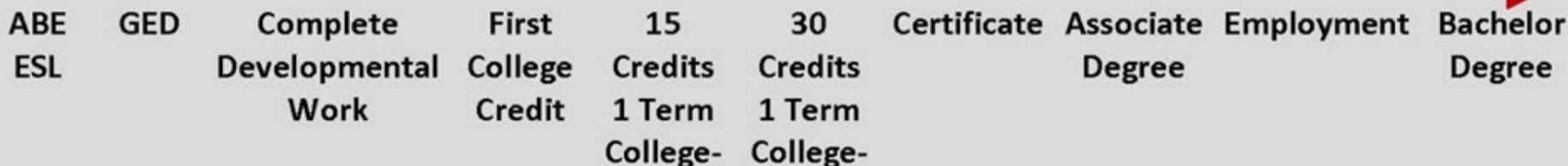
Complete 15 semester
credit hours = 1 point
Complete 30 semester
credit hours = 1 point

Credentials Awarded

Degree\Certificate
Awarded = 2 points
Critical Field = 2.25

Transfer

Transfer to university after
completing 15 semester
credit hours = 2 points



TRENDS



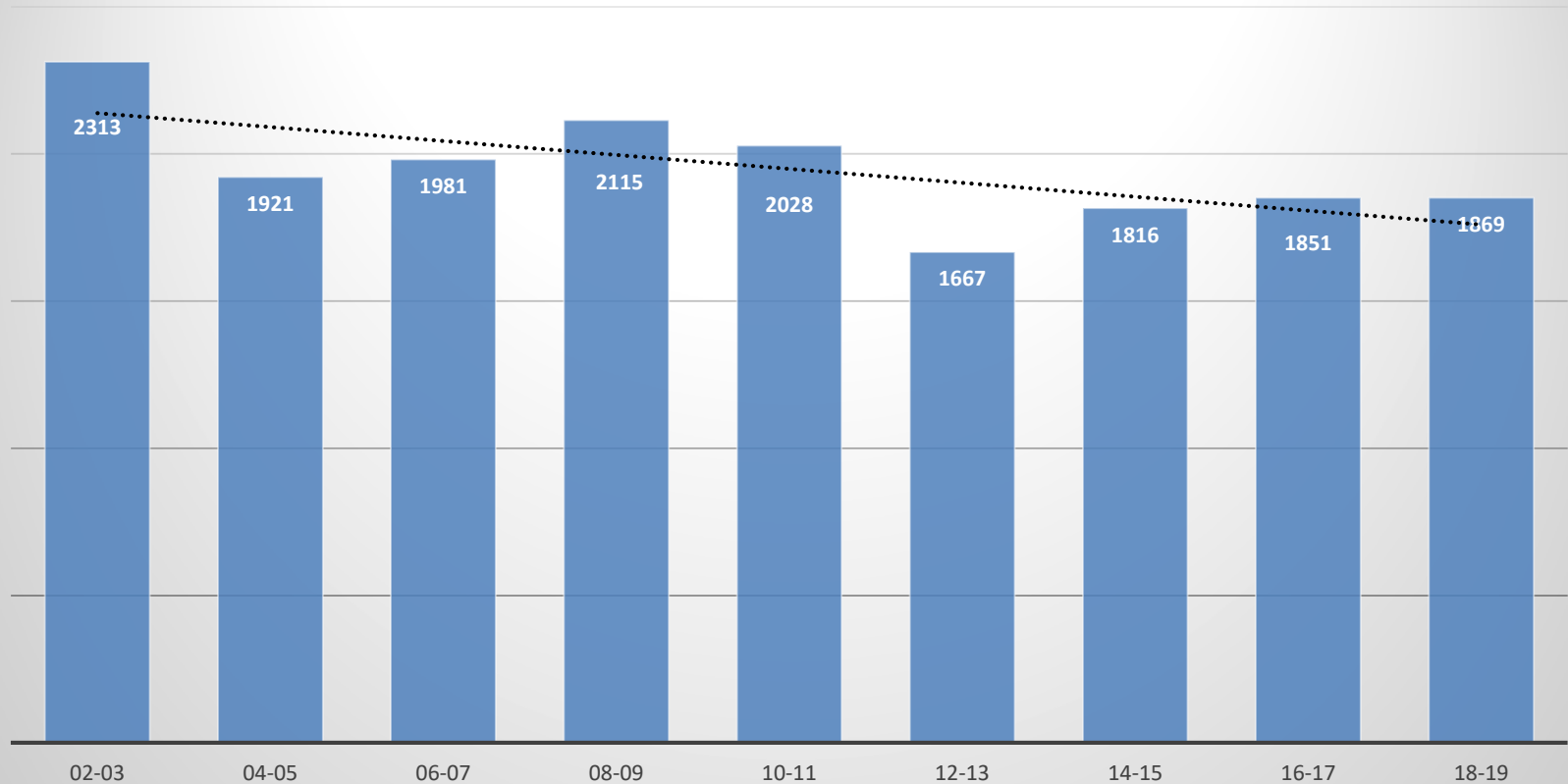


N **NORTHEAST TEXAS**
COMMUNITY COLLEGE

DESTINATION 2025

A Strategic Plan for Student Success

State Appropriation Per Full Time Equivalent Student (annual)



Enrollment Trends

Dual
Credit

30+% of Total
Headcount

Dual
Credit

42% Increase from
Fall 2015-2017

Distance Ed
50% of
Contact
Hours



Proposed Mission Statement - Draft

“NTCC is a catalyst for life-long learning opportunities empowering our students and community through culturally diverse education, training, and discovery in a safe and supportive environment.”



Strategic Planning Committee: 10 Foundational Strategic Planning Themes:

1. Student Success
2. Sustainable growth
3. Relevant engaging instruction
4. Integrated approach to learning & college operations
5. Innovative sources of revenue & marketing
6. Maintain a renovated campus
7. Provide a safe and supportive environment
8. Be a workplace of choice
9. Increase cultural and global awareness
10. Provider of social services

YES-



DISCUSSION TIME



Strategic Planning Foundational Themes

Theme 1: Student Success

Question #1:

Many State and National movements in Higher Education currently define student success in college as “completion of a degree or credential.” Do you agree with that definition? Are there other elements related to “student success” that NTCC should be addressing in its *Destination 2025 Strategic Plan*?



Strategic Planning Foundational Themes

Theme 2: Sustainable Growth

Question #2:

In the face of declines in State support and rising costs, how can NTCC remain competitive and sustain its growth over the next decade?



Strategic Planning Mission and Foundational Themes

Question #3:

Please provide your feedback on the Draft Mission Statement and/or “Foundational Planning” themes that you would like the Steering Committee to consider.



NTCC Strategic Planning Website and Contact Information

Dr. Ron Clinton, President

Northeast Texas Community College

rclinton@ntcc.edu

Destination 2025 Strategic Planning Website:

www.ntcc.edu/2025



N NORTHEAST TEXAS
COMMUNITY COLLEGE

DESTINATION 2025

A Strategic Plan for Student Success



Thank you!!