

NTCC

Empowering
The Future **2030**



STRATEGIC FRAMEWORK

N **NORTHEAST TEXAS**
COMMUNITY COLLEGE



College Mission:

To provide personal, dynamic learning experiences empowering students to succeed.

College Vision:

To be the “College of Choice” for Northeast Texas

North Star Statement:

A nationally recognized, community-rooted college where care drives innovation and real-world preparation transforms lives.



Strategic Priorities

1

Community and Workforce Engagement

Strengthen the college's role as a regional leader connecting education, business, and industry.

2

Academic and Technological Innovation

Create a technology-driven learning environment that mirrors real-world business and industry practices.

3

Student Success and Belonging

Support every student's journey from enrollment to graduation and beyond through an inclusive, caring campus culture.

4

Institutional Growth and Effectiveness

Ensure the college operates efficiently, sustainably, and strategically in pursuit of its mission

5

Culture of Collaboration and Excellence

Foster innovation, communication, and pride across the college community.

Strategic Framework

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President



Division: Advancement

Cabinet Member: Jon McCullough

Division Vision:

The Advancement Office strengthens Northeast Texas Community College's role as a community-rooted college of opportunity by connecting students, community, and industry in ways that expand access, support real-world preparation, and secure long-term institutional sustainability.

Objective #1:

Strengthen NTCC's ability to transform lives through real-world preparation by expanding philanthropic support, workforce partnerships, and externally generated resources that sustain the college's mission.

Key Results:

KR 1: Increase Private Giving

Increase total private giving (gifts + grants) by 8% over the FY25 baseline, as measured by Foundation audited financial statements and monthly Advancement revenue reports.

KR 2: Grow Private Endowments

Establish a minimum of five (5) new endowed scholarships, as measured by fully executed Foundation agreements.

KR 3: Increase Foundation Investment Assets

Increase Foundation investment assets to \$9.4 million, progressing toward the \$10 million benchmark, as reported through audited financial statements.

Continued...

Division: Advancement

Cabinet Member: Jon McCullough

KR 4: Expand Employer Partnerships

Establish four (4) new employer/workforce partnerships, including expansion of industry engagement through the Carroll Shelby Automotive Institute, measured by executed agreements, internships, or program collaborations.

KR 5: Grow Work4College Participation

Expand Work4College participation to 120 students annually, while maintaining fall-to-spring persistence and completion rates at or above institutional averages, as measured through Jenzabar and Power BI dashboards.



Division: Advancement

Cabinet Member: Jon McCullough

Division Vision:

The Advancement Office strengthens Northeast Texas Community College's role as a community-rooted college of opportunity by connecting students, community, and industry in ways that expand access, support real-world preparation, and secure long-term institutional sustainability.

Objective #2:

Increase student access, community connection, and institutional visibility through coordinated outreach, scholarship support, events, and engagement strategies that directly support enrollment and retention.

Key Results:

KR 1: Grow Scholarship Awards

Increase the number of students receiving scholarship assistance by 5% year-over-year, as measured by Foundation award data.

KR 2: Increase External Engagement

Increase external engagement touchpoints (donor, alumni, and community interactions) by 8%, as measured through documented outreach activity, event participation, and CRM engagement tracking.

KR 3: Increase Whatley Attendance

Increase Whatley Center and major event attendance by 5%, as measured through ticketing and attendance reports.

Continued...

Division: Advancement

Cabinet Member: Jon McCullough

KR 4: Increase Alumni Engagement

Increase alumni engagement by 10%, as measured by event participation, giving participation, and alumni database activity.

KR 5: Increase Athletic Student and Community Engagement

Increase athletics-related student and community engagement by 8%, as measured by event attendance and participation metrics, while maintaining student-athlete retention rates at or above institutional averages.



Division: Administration

Cabinet Member: Brandi Cave

Division Vision:

Administrative Services transforms operational excellence into meaningful experiences that demonstrate care, foster innovation, strengthen community, and support students in preparing for life beyond the classroom.

Objective #1:

Transform campus operations into real-world learning environments that prepare students for both life and career success after NTCC.

Key Results:

KR 1: Operational Exposure to Career Pathways

Partner with at least three academic programs by Fall 2027 to provide students exposure to real-world operational careers through Administrative Services departments (Business Office, Facilities, Campus Police, Bookstore, and Coffee Shop) Partner with Instruction to expose students to at least 4 operational real-world activities annually through Administrative Service areas.

KR 2: Implement “Adulting” Workshops

Partnering with other departments, deliver at least five student workshops, both from staff and community partners, annually, focused on financial literacy and real-world life skills such as budgeting, credit, taxes, and personal financial management. The metric will be measured through post-workshop surveys, with a target of 80% of participants reporting improved confidence in financial decision-making.

Continued...

Division: Administration

Cabinet Member: Brandi Cave

KR 3: Launch a Structured Student Experience Program

Develop and implement a structured student engagement program that provides exposure to college operations. Measure success by percentage of participating students who report increased understanding of operational careers in post-program surveys -- target: 85% positive response.



Division: Administration

Cabinet Member: Brandi Cave

Division Vision:

Administrative Services transforms operational excellence into meaningful experiences that demonstrate care, foster innovation, strengthen community, and support students in preparing for life beyond the classroom.

Objective #2:

Advance innovation and responsible stewardship by improving operational efficiency, sustainability, and transparency in ways that strengthen the student and community experience.

Key Results:

KR 1: Student-Centered Financial Services

Implement at least two improvements to student payment processes by Fall 2027 that reduce barriers and improve clarity for students navigating tuition payments and financial obligations, resulting in a 10% reduction in financial holds on student accounts.

KR 2: Implement Operational Improvements

Implement at least one operational improvement in each Administrative Service area by Fall 2027 that enhance efficiency, sustainability, or the overall student and employee experience across Administrative Services departments.

Continued...

Division: Administration

Cabinet Member: Brandi Cave

KR 3: Campus Operations Transparency

Launch communication initiatives by Fall 2027 that promote transparency and understanding among students and employees regarding tuition costs, financial stewardship, and the policies and procedures that guide Administrative Services operations. Achieve 80% positive feedback, indicating improved understanding of tuition costs and administrative policies.



Division: Human Resources

Cabinet Member: Amy Adkins

Division Vision:

The Human Resources Department promotes a culture of care that empowers staff and faculty, strengthens student success, and enriches the communities we serve.

Objective #1:

Strengthen employee recruitment and hiring to attract talented faculty and staff who support student success and institutional excellence.

Key Results:

KR 1: Reduce Average Time-to-hire

Reduce the average time to hire from 60 days to 45.

KR 2: Improve Qualified Applicant Pool

Achieve at least five qualified applicants in 80% of candidate pools for posted positions.

KR 3: Deploy Search Committee Training

Ensure 100% of search committee members complete interview training before reviewing applications.

KR 4: Track New Hire Satisfaction

Achieve 90% new hire satisfaction with the recruitment and hiring process.

Division: Human Resources

Cabinet Member: Amy Adkins

Division Vision:

The Human Resources Department promotes a culture of care that empowers staff and faculty, strengthens student success, and enriches the communities we serve.

Objective #2:

Foster a culture of care that supports and empowers faculty & staff to enhance student success and community impact.

Key Results:

KR 1: Employee Volunteer Program

Implement a structured employee volunteer program that supports full-time employees in volunteering up to a set number of hours annually to community service, achieving a 60% participation rate across the college.

KR 2: Employee Recognition

Implement an employee recognition initiative that promotes a culture of care by celebrating faculty and staff contributions, achieving 90% positive feedback on employee recognition in annual surveys.

KR 3: Employee Wellness Program

Implement an employee wellness program that promotes a culture of care, resulting in increased employee engagement and participation in wellness activities by 50%.

Division: Instruction

Cabinet Member: Anna Ingram

Division Vision:

The Instructional Division provides innovative, high-quality instruction that prepares students for real-world success and lifelong opportunities. We empower learners to reach their goals and change their lives and communities through accessible and affordable pathways, strong partnerships with high schools, industry, and universities, and programs aligned with workforce and transfer objectives.

Objective #1:

Reduce financial barriers and increase completion of dual-credit pathways.

Key Results:

KR 1: Expand Open Educational Resources (OER) Utilization

Increase the percentage of courses using OER from 8.5% (138 courses) in the 2025-2026 (FA and SP semesters) to 20% (325 courses) in 2026-2027 (FA and SP semesters), reducing textbook costs for students.

KR 2: Implement Course Incentive Program

Implement a “15 for the price of 12” tuition incentive for beginning non-FAST dual credit students, resulting in FAST and non-FAST dual-credit students completing a 15-hour course sequence by their second year, from 53% in the AY 2024 cohort to 65% AY 2025 cohort.

Division: Instruction

Cabinet Member: Anna Ingram

Division Vision:

The Instructional Division provides innovative, high-quality instruction that prepares students for real-world success and lifelong opportunities. We empower learners to reach their goals and change their lives and communities through accessible and affordable pathways, strong partnerships with high schools, industry, and universities, and programs aligned with workforce and transfer objectives.

Objective #2:

Improve course design within the LMS across instructional programs to ensure consistency, accessibility, and instructional quality.

Key Results:

KR 1: Develop Online Course Design Standards

Develop and implement an LMS course design standards manual, an LMS course design evaluation rubric and a checklist outlining best practices, accessibility guidelines, and course design expectations for 100% of departments by fall 2027.

KR 2: Deploy Course Design Standards Training

Train and certify 30-35% of full-time and key adjunct instructors in the college's LMS course design standards and a Quality Matters-aligned rubric by launching a faculty LMS course design training and certification program.

Continued...

Division: Instruction

Cabinet Member: Anna Ingram

KR 3: Develop Course Masters for High-enrollment Courses

Develop LMS master courses for 100% high-enrollment OER core courses, ensuring all sections use the approved master aligned with institutional quality standards.

KR 4: Improve Online Course Consistency

Ensure 100% of LMS courses meet institutional standards for accessibility, consistent navigation, and AI guidance by developing an internal review process using the Universal Design of Learning 3.0 (UDL 3.0) model to implement campus-wide course design standards.



Division: Student Services

Cabinet Member: Kim Irvin

Division Vision:

Student & Outreach Services ensures every student we touch is known, supported, and empowered by removing barriers, building meaningful relationships, and guiding learners from first connection through graduation and career success.

Objective #1:

Simplify and strengthen the student onboarding experience from admission through the first term.

Key Results:

KR 1: Personalize Student Outreach

Within three business days, initiate personalized outreach via phone or SMS to 90% of accepted first-time-in-college and transfer students.

KR 2: College Navigator Engagement

Ensure 80% of first-time-in-college students meet with a navigator within the first 4 weeks of classes.

KR 3: Create Student Onboarding Guide

Launch a single “Start Here” student onboarding guide integrating admissions, advising, and financial aid steps (reimagine 7 Steps to Success).

Continued...

Division: Student Services

Cabinet Member: Kim Irvin

KR 4: Enhance Student Text Messaging Workflow

Design and implement a SignalVine (SMS) communication workflow that sends targeted reminders to applicants with outstanding admission requirements, increasing document completion rates and reducing time to file completion.



Division: Student Services

Cabinet Member: Kim Irvin

Division Vision:

Student & Outreach Services ensures every student we touch is known, supported, and empowered by removing barriers, building meaningful relationships, and guiding learners from first connection through graduation and career success.

Objective #2:

Ensure every NTCC student who needs support can find it and use it.

Key Results:

KR 1: Increase Student Support Services Utilization

Increase unique students served across designated support services by 50%*

KR 2: Increase Student Support Services Awareness

Achieve 80%+ student awareness of at least three support services (measured via semester survey)

KR 3: Increase Student Persistence

Students who accessed support services persist at a rate equal to or greater than the overall institutional retention rate.

**Mental health counseling, classroom accommodations, emergency aid, food pantry, hygiene closet*

Division: President

Cabinet Member: Kevin P Rose

Division Vision:

The Office of the President advances NTCC's North Star by fostering clarity, alignment, and purposeful action. Through visible leadership and collaboration, we strengthen shared ownership of our mission and ensure that decisions consistently advance student success, workforce readiness, and meaningful community impact.

Objective #1:

Strengthen institutional communication and execution alignment to support NTCC's North Star.

Key Results:

KR 1: Establish a Consistent Strategic Communication Rhythm

Implement a quarterly President's Strategic Update to communicate progress on institutional priorities, highlight divisional accomplishments, and outline upcoming focus areas. Deliver through both a campus forum at least one time per semester and a written summary each quarter.

KR 2: Increase Visibility of Institutional Progress

Develop and publish a Strategic Progress Dashboard aligned to institutional OKRs and the North Star. Review progress publicly at least once per long semester and summer (3X per year).

KR 3: Align Divisional Direction and Execution

Ensure 100% of Cabinet divisions develop and publish a division vision statement aligned to the North Star as well as two objectives which align with the North Star and support Strategic Priorities.

Continued...

Division: President

Cabinet Member: Kevin P Rose

KR 4: Improve Campus Communication and Execution Consistency

Increase positive employee survey responses by at least 15% on measures related to:

- *Clarity of institutional priorities*
- *Timeliness and consistency of communication*
- *Confidence in NTCC's ability to implement stated initiatives*



Division: President

Cabinet Member: Kevin P Rose

Division Vision:

The Office of the President advances NTCC's North Star by fostering clarity, alignment, and purposeful action. Through visible leadership and collaboration, we strengthen shared ownership of our mission and ensure that decisions consistently advance student success, workforce readiness, and meaningful community impact.

Objective #2:

Position NTCC as the region's trusted leader in innovative education that transforms lives and prepares students for the real world.

Key Results:

KR 1: Enhance Workforce Alignment

Develop 5 new high-impact industry collaborations aligned to regional workforce priorities.

KR 2: Demonstrate Innovation

Integrate applied AI tools and competencies into at least 60% of the workforce and transfer programs, including faculty training and student use in real-world learning projects.

KR 3: Show Measurable Student Impact

Increase graduate placement or successful transfer rates by 10%.