



NORTHEAST STATE

We're here to get you there

2005-2010 STRATEGIC PLAN

NORTHEAST STATE
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NORTHEAST STATE COMMUNITY COLLEGE

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Vision

Northeast State Community College shall be recognized for excellence in teaching, learning, and service.

Mission

Northeast State Community College is an open-access, public, comprehensive community college which is affiliated with the State University and Community College System in Tennessee and governed by the Tennessee Board of Regents. Northeast State's primary service area includes Carter, Johnson, Sullivan, Unicoi, and Washington Counties and expands to include ten additional counties for the delivery of Engineering Technologies. As a result of the College's commitment to accessibility and diversity, educational opportunities are offered to all residents of its service area without regard to race, gender, religion, national origin, age, disability, or veteran status.

Northeast State provides programs of study leading to the associate of arts, associate of science, and associate of applied science degrees, as well as academic and technical certificates. Within these academic areas, the College provides business, technical, and health-related professions programs which prepare students for immediate employment, university parallel programs designed for transfer to other institutions of higher education, honors courses for the academically talented, and a developmental education program to prepare students for college-level studies.

Northeast State provides a broad range of high-quality services and programs at an affordable cost. To accommodate students, programming and comprehensive support services are offered at multiple sites through varied delivery systems and schedules.

Northeast State provides access to and the application of technology to enhance teaching, learning, and service to the community. The College collaborates with other post-secondary institutions and public and private K-12 schools in the service area to promote high academic standards, ensure educational mobility, and encourage lifelong learning.

Northeast State provides leadership in support of entrepreneurial activities and encourages business and industrial partnerships to promote workforce development. The College promotes economic and community development through progressive public service activities. Specialized training for business, industry, and government is provided through standard and customized delivery systems. Continuing education and personal interest classes are offered for individuals desiring professional growth and personal enrichment. The College sponsors a variety of public programs relating to cultural, artistic, and recreational interests.

Northeast State incorporates rigorous planning and assessment procedures designed to improve institutional effectiveness in all instructional and administrative processes. The College's commitment to equity and success for a diverse student body enhances the quality of life in the Northeast Tennessee region.

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GUIDING BELIEFS

Northeast State Community College embraces these guiding beliefs:

Accessibility - All citizens should have the opportunity to reach their full potential through participation in higher education.

Accountability - Effectiveness and efficiency are achieved through the wise use of human and financial resources.

Cooperation - Forming partnerships and working with others facilitates the achievement of common goals.

Diversity - Creativity and achievement are fostered through respect for all individuals and their ideas.

Excellence - Quality is ensured by using information gathered through a continuous planning, assessment, and evaluation process.

Integrity - Success occurs in an environment of honesty, openness, fairness, and trust where people are treated with dignity and respect.

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Goal 1. Increase accessibility to educational and public service programs.

Strategic Objectives

TBR Priority: Access to Learning

- 1a. Increase by 10 percent the full-time equivalency (FTE) in alternative delivery instructional programs (*TBR Objective: 2.1.5*)
- 1b. Increase by 7.5 percent the number of recent high school graduates enrolling at the College (*TBR Objective: 2.1.2*)
- 1c. Meet or exceed the Tennessee Board of Regents community college average non-traditional student enrollment percentage rate (*TBR Objective: 2.1.4*)
- 1d. Increase by 75 percent the number of participants in college-sponsored public service programs (*TBR Objective: 1.1.5*)
- 1e. Expand the opportunities for personal enrichment by increasing the funding for and number of cultural activities sponsored by the College (*TBR Objective: 1.1.4*)
- 1f. Increase to six or more percent the number of recent high school graduates enrolling at Northeast State who earned at least nine college-level credit hours prior to high school graduation (*TBR Objective: 2.1.3*)
- 1g. Implement an aggressive and comprehensive marketing plan designed to enhance the image of the College and increase public awareness of the institution's programs and services (*TBR Objective: 2.1.1*)

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Goal 2. Promote student success through enhanced retention and graduation efforts.

Strategic Objectives

TBR Priority: None

- 2a. Increase to 63 percent the first-time full-time freshmen cohort fall-to-fall retention rate (*TBR Objective: 5.1.1*)
- 2b. Increase to 53 percent the fall-to-fall retention rate of first-time non-traditional students (*TBR Objective: 5.1.2*)
- 2c. Increase by 10 percent the number of academic degrees/certificates awarded by the College (*TBR Objective: 5.1.3*)

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Goal 3. Serve as the regional leader in creating and maintaining a qualified workforce.

Strategic Objectives

TBR Priority: Leadership

- 3a. Design and implement innovative workforce development initiatives and services based on business and industry needs (*TBR Objective: 1.1.2*)
- 3b. Continue to partner with local business and industry in the development and provision of relevant training services for incumbent workers (*TBR Objective: 1.1.3*)
- 3c. Increase Pre K-16 initiatives and strengthen relationships with high school vocational directors and principals to promote more rigorous high school curriculums and increased enrollment in technical education articulation programs (*TBR Objective: 1.1.1*)
- 3d. Research and develop/revise, as appropriate, academic programs to meet the needs of the regional workforce (*TBR Objective: 2.1.6*)

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Goal 4. Provide quality programs and services which are recognized for excellence by students, faculty, staff, and the community-at-large.

Strategic Objectives

TBR Priority: Quality

- 4a. Develop and implement a Quality Enhancement Plan designed to improve Northeast State student learning outcomes and fulfill SACS reaffirmation of accreditation requirements (*TBR Objective: 3.1.1*)
- 4b. Improve the effectiveness of institutional programs and services through the implementation of continuous improvement processes (*TBR Objective: 3.1.2*)
- 4c. Demonstrate the quality of the College's academic programs as measured by students meeting or exceeding the national norms on established assessment instruments or discipline-defined standards on major field tests (*TBR Objective: 3.1.4*)
- 4d. Provide development opportunities for faculty and staff to facilitate professional growth which results in the continuous improvement of the College's programs and services (*TBR Objective: 3.1.5*)
- 4e. Seek and maintain accreditation for all qualified academic degree and certificate programs (*TBR Objective: 3.1.3*)

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Goal 5. Demonstrate institutional accountability and resourcefulness through planning, assessment, evaluation, and continuous improvement.

Strategic Objectives

TBR Priority: Resourcefulness

- 5a. Demonstrate accountability in the management of fiscal resources by receiving an unqualified audit opinion on the biennial state audit (*TBR Objective: 4.1.2*)
- 5b. Work cooperatively with TBR regional institutions and other entities to identify and implement processes which enhance effectiveness that result in financial savings and increased efficiencies at Northeast State (*TBR Objective: 4.1.3*)
- 5c. Attain a level of private giving and grant support which equals or exceeds three percent of the institution's yearly educational and general (E&G) funding (*TBR Objective: 4.1.4*)
- 5d. Meet or exceed TBR community college average scores on selected indicators of excellence. (*TBR Objective: 3.1.7*)
- 5e. Meet or exceed the TBR community college average score as reported in the Tennessee Higher Education Commission's Performance Funding Report (*TBR Objective: 3.1.8*)
- 5f. Improve processes for attaining and using data to guide resource management decisions (*TBR Objective: 4.1.1*)
- 5g. Increase the effective use of technology for providing academic programs, services, and administrative functions (*TBR Objective: 1.1.6*)
- 5h. Meet or exceed institutional diversity goals in every employment classification (*TBR Objective: 3.1.6*)