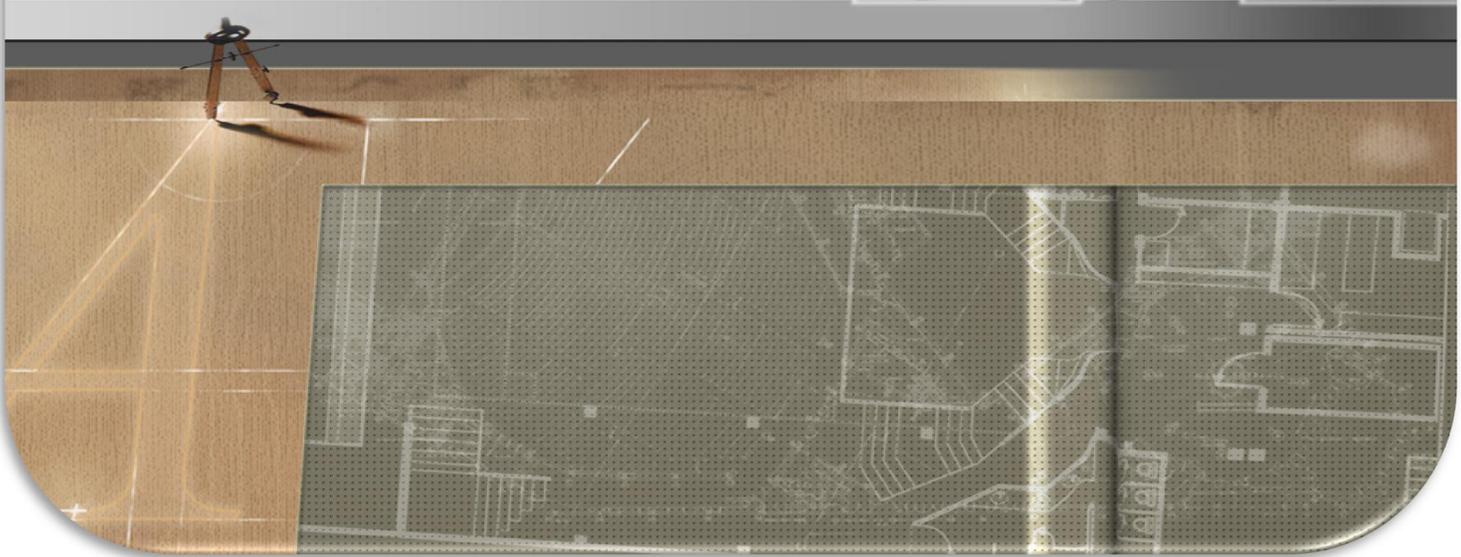


Northwest-Shoals Community College

A background image of architectural blueprints on a light-colored surface, showing various building layouts and lines.

Strategic Plan

A background image showing a wooden surface with a grid pattern. A compass is visible on the left side, and a dark, perforated metal plate with faint architectural drawings is in the center.

2011 - 2014

Mission Statement

Northwest-Shoals Community College provides vocational, technical, academic and lifelong educational opportunities; promotes economic growth; and enhances the quality of life for the people of Northwest Alabama.

President's Statement



The planning retreat of September 2010 was a pivotal event for Northwest-Shoals Community College. Through the cooperation of administration, faculty, staff, students, and members of the community, issues affecting the College were identified and discussed. All those who attended the retreat focused on three primary areas: what the college is doing right and needs to continue, what the college must do in the future to compete in the changing education environment, and what the college needs to cease. This broad-based cooperation resulted in the development of seven strategic initiatives on which the college will focus its planning strategies during the next three to five years. As we engage in implementing these initiatives, I encourage you to think about how you can help accomplish the strategies identified in each of the initiatives.

Retreat participants represented a broad-based group that included administration, faculty, staff, students, and community members

President's Council

Humphrey Lee
Karen Berryhill
Glenda Colagross
Paul Merrill
Ed Carter
Tom Carter
Mitch Hamm
Timmy James
Janet Jones
Rose Jones
John McIntosh
Marsha Oliver
Dianne Pace
Charles Taylor

Academic Council

Joe Hackworth
Ginger Long
Roger Garner
Tim Kelley
Mark Simpson
Teresa Roberson
Sheila Smith

Instructors

Sherry Crabtree
Craig Sockwell
Desiree South

Resource/Grant Personnel

Alan Mitchell
Crystal Ingle
Rachel Trapp
Ann Lyndon
Mike Witt
April Cookson
Sammie Washington
Tim Inman
Sheila Morris
Leslie Tomlinson
Wanda Lewis
Laurel Turbyfill
Donna Peck

Community

Representatives

Steve Holt - Community
Leader - Shoals Chamber
of Commerce
John Rusevelyn -
Community Leader -
Weichert Realtors ProSouth

Students

Clint Malone - Student
Leader - Shoals
Kasie Frederick - Student
Leader - PC

Presentations provided a synopsis of the college's demographics, programs, and budget as well as the community that the college serves.

THE COLLEGE - John McIntosh

- Population has declined in service area - about 2,000 from 2000 to 2008
- Student body is getting younger, but probably due to the influx of dual credit - dual enrollment.
- Average income in the service area below state and national level
- Retention rate appears to be increasing
- About 1/3 of service area population do not have high school degree
- Increase in unemployment rate = more students
- The average student load was 10.5 hours
- 39% of students over past 5 years on Pell Grant

THE COMMUNITY - Dr. Humphrey Lee

- Trends relate to economy patterns
 - NW-SCC Enrollment
 - New businesses
 - Expansion of business
- Although primarily in the Huntsville area, BRAC still has potential to impact the area in a positive way
 - Approximately 6,000 direct jobs
 - Approximately 10,000 indirect jobs (restaurant, hotel, services, etc.)
- 3.9% to 9.9% unemployment increase since 2008
- National Alabama still not in full operation
 - May look for other industry to share the manufacturing facility

THE PROGRAMS - Dr. Glenda Colagross

- Programs address local needs by
 - Partnering with industry
 - Viable advisory committees
 - Improving instructional methods
 - Seek outside funding to update equipment
 - Active on Industrial Boards

- Technical programs are expanding to the Phil Campbell campus
 - Welding
 - Machine Shop
- New Multi-skill Training Center on Phil Campbell campus
- There is a new Industrial Systems Technology program
- There is a new certificate program in Automotive Technology
 - Hybrid car training now included in the program as well
- Current Needs
 - Green initiatives in several programs
 - Nuclear Technology program
 - Industrial Manufacturing Building on Shoals campus

THE BUDGET - Paul Merrill

- 21% (approx. \$3M) proration since 2008
- 75% of budget is salary & benefits.
- Salary & benefits are 147% of state appropriation.
- 63% of the College's budget serves students directly.
- As of FY2010-2011 budget, tuition and fees equal 49% of all revenue received by the College.
- Federal stimulus funds end after 2010-2011.
- Potential required reductions for 2011-2012 may exceed \$2M.

Retreat participants worked in small groups to complete exercises which focused on what the college is doing right and needs to continue, what the college needs to stop, and what the college needs to begin to remain competitive. The following section contains the unedited results.

The teams responded to the three questions:

- 1) What does NORTHWEST-SHOALS COMMUNITY COLLEGE need to **start** doing that it is not doing now?
- 2) What does NORTHWEST-SHOALS COMMUNITY COLLEGE need to **stop** doing that is counter productive?
- 3) What does NORTHWEST-SHOALS COMMUNITY COLLEGE need to **continue** doing that it is doing well?

NORTHWEST-SHOALS COMMUNITY COLLEGE needs to START

Additional advisors/mentors
Leadership Program (Faculty/Staff)
Administrator Involvement in Day-to-Day Activity
Mandatory Basic Computer Classes
Mandatory Work-Keys for Occupational Technical
Permanent Maintenance facilities Fixes
Summer Bridge Program
Facilities Planning Committee
Additional MIS/IT Staff
Staff Advising Center 24/7/365
Student Center Activities Shoals Campus
Communicate in Language of Customer
Shorter Deadline for Access to High School Transcripts
Expand Advising Center
Improve Communication

Add Additional Tech Support
Additional Remedial Courses
Promote Developmental Classes to High School Students
Use CPAT to Test for Ability to Benefit (Replace Compass)
Become Cheerleaders to Promote Change
Financial Aid Updates for Students
Early Alert to Academic Difficulties
More Specific Professional Development
Expand Relationship with UNA
Offer Flexible Registration with Aggressive Student-Centered Advising
Expand Orientation
Start Book Rental Program
Offer Valedictorian /Salutatorian Book Scholarships
Renewed Emphasis on Safety
Energy Management /Green/LEED Building

NORTHWEST-SHOALS COMMUNITY COLLEGE needs to STOP

Open Registration in the Gym	Cancellation of Part Two Classes
“Late” Registration	LAWSUITS
Having Microwaves, Refrigerators, Coffee	Current Orientation
Pots, Heaters, and Fans in Every Office	Faculty Advisement
Orientation in Current Format	Open Registration
Using Compass and Asset for Ability to	Extending Registration Period
Benefit	Current Orientation Process
Negative Attitudes	Allowing an Entire Semester to Retrieve
Neglecting Facilities	High School Transcripts
Arena Registration and Advising	

NORTHWEST-SHOALS COMMUNITY COLLEGE needs to CONTINUE

Outside funding	Promoting and establishing learning
Programs that industry demands	success centers
Community involvement	Emphasizing STARS
Recruitment	Expanding It/internet band width
Expand/enhance Advising Center	Pursuing Strategic Grants
Distance Education	SSS ADA
Occupational/Technical Programs at PC	Jump Start
Sustain scrutiny of grant projects	Dual enrollment & dual credit
Expand occupational advisory boards	Child Development programs
	Developmental courses

Seven strategic themes emerge from the planning retreat

Technology Infrastructure

Facilities

Affordability

Proficient College Workforce

Student Support

Instructional Technology

Economic and Community Partnerships

Northwest-Shoals Community College Strategic Initiatives 2011-2014

	<u>Title</u>	<u>Description</u>
SI 1	Technology Infrastructure	Northwest-Shoals Community College will ensure adequate bandwidth, training, equipment, support, and management is available to support a technology infrastructure that meets current and future needs.
SI 2	Facilities	Northwest-Shoals Community College will renovate, update, maintain, and construct facilities consistent with the needs of students and programs.
SI 3	Affordability	Northwest-Shoals Community College is committed to addressing scholarships and other financial support needs of its students in partnership with its community.
SI 4	Proficient College Workforce	Northwest-Shoals Community College will develop a proficient workforce by training existing faculty and staff and recruiting new faculty and staff with skills required to be academically competitive.
SI 5	Student Support	Northwest-Shoals Community College will provide student support services that address the advising, mentoring, tutoring, registration, and other college success needs of its students.

SI 6 Instructional
Technology

Northwest-Shoals Community College will deliver instruction and academic services that address changing needs of its students.

SI 7 Economic and
Community
Partnerships

Northwest-Shoals Community College will partner with economic development and community agencies to provide flexible and responsible educational and training programs in support of the region's workforce.

Strategic Initiative 1 - Technology Infrastructure
Northwest-Shoals Community College will ensure adequate bandwidth, training, equipment, support, and management are available to support a technology infrastructure that meets current and future needs.

Chair	Dr. Timmy James
Committee Members	Tom Carter Roger Garner Alan Mitchell Marsha Oliver Laurel Turbyfill
Strategies to Achieve the Initiative:	<ol style="list-style-type: none"> 1. Work with Alabama Supercomputer Network to increase bandwidth 2. Establish current technology inventory by department 3. Establish a five-year departmental rotation for all technology 4. Work with the IT department to establish new policies related to technology
Critical Success Factors - <i>What must go right to achieve the initiative?</i>	<ul style="list-style-type: none"> • Alabama Supercomputer Network must have the capability to increase NW-SCC bandwidth • Funding must be in place to keep current technology in each of the College's departments
Barriers to Success - <i>What must be addressed that could hinder achievement of the initiative?</i>	<ul style="list-style-type: none"> • The largest barrier to success is funding. <ul style="list-style-type: none"> ○ Technology is expensive and monies must be available to secure new equipment.
Success Indicators <i>(Measurable Outcomes)</i>	<ul style="list-style-type: none"> • The Technology Infrastructure committee will meet at least once a semester during each academic year. • By March 31, 2011, after collaboration with Alabama Supercomputer personnel, records will show that bandwidth for NWSCC has increased. • A Technology inventory will be completed and published on the college intranet by June 30, 2011. • A plan for rotation of new technologies will be completed and published on the college intranet by August 31, 2011. • By December 15, 2011 a new technology policy manual will be completed and published on the college intranet.

Strategic Initiative 2 - Facilities

Northwest-Shoals Community College will renovate, update, maintain, and construct facilities consistent with the needs of students and programs.

Chair

Joe Hackworth

Committee Members

Dr. Karen Berryhill
Sandra Davis
Bob England
Paul Merrill
Sandra Jackson
Rose Jones
Alton Rice
Charles Taylor
Ruth Vallejo
Sammie Washington

Strategies to Achieve the Initiative:

1. Develop a plan to secure funding to replace antiquated mechanical systems in order to improve student and staff comfort, with emphasis being placed on energy efficiency.
2. Provide comfortable climate control for students and staff while placing a premium on energy management in order to reduce high energy cost to the college.
3. Create a project team to identify areas of the college that need attention and consideration for major renovation upgrades in order to improve and enhance campus facilities to support and strengthen the learning environment.

Critical Success Factors -

What must go right to achieve the initiative?

- Availability of funding sources
- Administration must be willing to make hard decisions
- Participation of faculty, staff, and administration for assigned committee work
- An integration of technology needs within mechanical/electrical limitations
- Classroom space must be used efficiently
- Effective communication needed for special events
- Energy management data must be accurate and timely
- Energy usage must be conservative

Barriers to Success -

What must be addressed that could hinder achievement of the initiative?

- Availability of funds
- Misconceptions regarding where and why funds are spent
- Unrealistic expectations for the need to update equipment
- Inconsistencies regarding campus wide temperature settings
- Poor plans/design in buildings which impede HVAC flow
- Lack of adequately trained maintenance staff
- Staff compliance with established guidelines
- Cost of hiring outside contractors

Success Indicators

(Measurable Outcomes)

- A plan to secure funding to replace antiquated mechanical systems will be completed and published on the college intranet by October 31, 2011.
- By June 30, 2011 a Renovation Project Team will be selected which will identify areas of the college that need attention and consideration for major renovation upgrades.
- The Renovation Project Team will identify and prioritize areas of the college that need attention and consideration for major renovation upgrades by November 30, 2011.
- Funding to replace antiquated mechanical systems will be secured by March 31, 2013.
- A survey of college employees each year will show greater than 90% of respondents will be satisfied or very satisfied with the work facilities.
- Maintenance repair costs will be reduced by 8% in fiscal year 2011 compared to 2010.
- Utility consumption will be reduced by 8% in fiscal year 2011 compared to 2010.
- The college will meet industry best practice standards regarding maintenance and energy utilization by March 31, 2013.

Strategic Initiative 3 - Affordability

Northwest-Shoals Community College is committed to addressing scholarships and other financial support needs of its students in partnership with its community.

Chair	Janet Jones
Committee Members	Teresa Harrison Sandra Jackson Becky Wilson MaLea Milstead Laurel Turbyfill Jacque Jeffreys Mark Lee
Strategies to Achieve the Initiative:	<ol style="list-style-type: none">1. Communicate how affordable NW-SCC is when compared to other higher education institutions.2. Increase Scholarship opportunities for NW-SCC students.
Critical Success Factors - <i>What must go right to achieve the initiative?</i>	<ul style="list-style-type: none">• Communication:<ul style="list-style-type: none">○ NW-SCC K-12 contacts will have to be on board to communicate the affordability of NW-SCC to the K-12 students in our service area.○ Advertise NW-SCC affordability.• Scholarships:<ul style="list-style-type: none">○ New grant opportunities have to be available to be able to increase NW-SCC scholarships.○ Communicate, communicate, communicate the scholarships and grant opportunities at NW-SCC.
Barriers to Success - <i>What must be addressed that could hinder achievement of the initiative?</i>	<ul style="list-style-type: none">• Communication:<ul style="list-style-type: none">○ From the beginning, communicate to students and parents the expectations for the student.○ Employee Customer Service and K-12 contacts.• Scholarships:<ul style="list-style-type: none">○ Qualifying for new scholarship grants.○ Lack of communication to students and parents.

Success Indicators
(Measurable Outcomes)

- Increased enrollment of first time freshmen 5% from FA2010 to FA2013.
- Increased enrollment from advertising our affordability by 5% from FA2010 to FA2013.
- Increase number of scholarship types by 2 or 3, and increase up to 15 scholarships from FA2010 to FA2013.
- Increased number of applications for scholarships by 5% from FA2010 to FA2013.
- The website will be revised to be more user friendly for students to apply for scholarships by FA2012.

Strategic Initiative 4 – Proficient College Workforce
Northwest-Shoals Community College will develop a proficient workforce by training existing faculty and staff and recruiting new faculty and staff with skills required to be academically competitive.

Chair

Donnie Sweeney

Committee Members

Brittany Humphries
 Jackie Jeffreys
 Sharon Kemp
 Kim Ricketts
 Kym Robinson
 Cindy Tice

Strategies to Achieve the Initiative:

1. Encourage furthering of degrees/competencies
2. In-services for new employees regarding HR policies, including information regarding furthering degrees and maintaining competence
3. Ensure that each instructor is trained to use available technology in the classroom
4. Provide relevant on-campus workshops for faculty and staff
5. Ensure that all positions are advertised in the major newspapers of the area (Example: Times Daily, Huntsville Times, Tupelo’s Daily Journal, etc.)
6. Eliminate a sense of territories at the college and promote an atmosphere of department/division working together
7. Develop a speaker’s bureau made up of college faculty, staff, and administration who are willing to speak to various community groups as a means of enhancing the image of the college and to promote developing community patriotism
8. Survey the faculty/staff for input regarding means to enhance proficiencies
9. Develop a plan whereby instructors who seek a higher degree or training relative to the field in which they teach will have tuition reimbursed by the college. This plan would necessarily carry provisions for prior authorization and a service time commitment

Critical Success Factors -
What must go right to achieve the initiative?

- Faculty and staff must receive encouragement in regards to furthering their degrees/competencies to ensure that all faculty/staff remain competent/proficient
- Development of HR Orientation/in-service
- Instructors will receive training on use of available technology and will be encouraged to use such technology in the classroom
- All workshops/professional development days should have content relevant to those required to attend. Therefore, those in charge of such events should attend the speaker's workshop prior to inviting the person to hold a workshop at NW-SCC. Each department should host a guest speaker to provide information specifically relevant to the department.
- All positions need to be posted in the area's major newspapers
- Continually review the proficient college workforce plan to facilitate ongoing effectiveness among a changing educational environment.

Barriers to Success -
What must be addressed that could hinder achievement of the initiative?

- Fear of the of the expense that furthering degrees would cause for the department (especially in times of proration)
- Time needed to develop and attend in-services
- Reluctance of the use of technology/new teaching methods
- Lack of funds to provide such workshops
- Cost of advertising
- Preconceived notions and the resistance to change are barriers.
- Funding available to implement a plan for tuition reimbursement

Success Indicators
(Measurable Outcomes)

- At least 90% of full-time and part-time faculty will be trained to use technology in the classroom.
- The number of faculty/staff furthering their degrees will increase by 2% over the 2010 baseline.
- The HR department will create a new employee orientation/in-service by December 15, 2011.
- All new employees will attend the HR orientation/in-service upon employment.
- A survey of college faculty/staff who attend college based professional development workshops will show that greater than 90% of respondents will be satisfied or very satisfied with the respective workshops.

- A survey of college faculty/staff who attend professional development workshops will show that greater than 60% of respondents will identify how the information they learned at the workshop will apply to their jobs at NW-SCC.
- A speaker's bureau made up of college personnel will be identified and published on the college's website and social media by December 1, 2011.
- A survey will be conducted by January 31, 2012 to gain insight into college personnel's perception about how to improve their skills as an employee of NW-SCC.
- The professional development committee will develop a proposal for the college to financially assist personnel with the costs associated with additional training or education by March 31, 2012.
- The average applicant pool for advertised positions at the college will increase by 5% over a baseline of 2009-2010 applicant pools.
- The number of faculty and staff members attending conferences or other training activities to improve relevant skills and to remain current in field will increase by 3% over 2009-2010 baseline.

Strategic Initiative 5 – Student Support

Northwest-Shoals Community College will provide student support services that address the advising, mentoring, tutoring, registration, and other college success needs of its students.

Chair	Crystal Ingle	
Committee Members	Jacob Alford Ann Bales Tom Carter Charlene Copeland Darron Goodloe Wanda Lewis Justin Morgan	Janet Rumbley Tony Shackelford Desiree South Leslie Tomlinson Sheree Wallace Sheila Williams
Strategies to Achieve the Initiative:	<ol style="list-style-type: none"> 1. Develop a New Orientation Course -Establishes Mentor/Buddy System -Educate Students for Online Registration/ Advisement 2. Expand Advisement Center 3. Initiate small group registration 4. Develop an Early Alert System to generate text messages through Patriot Alert or similar product 5. Ensure appropriate placement for students who have pre-registered for a subsequent course but did not complete the pre-requisite course. 	
Critical Success Factors - <i>What must go right to achieve the initiative?</i>	<ul style="list-style-type: none"> • Additional qualified advisors must have blocks of time in advisement center throughout semester • Academic staff members need to be included on the College’s list of advisors. • The purpose and mission of the orientation course will have to be defined and there must be course consistency. • An adequate number of Volunteers for ORI course • Knowledge of AS400/Patriot Alert Capabilities to generate Early Alerts and to purge preregistered students who do not meet course prerequisites 	
Barriers to Success - <i>What must be addressed that could hinder achievement of the initiative?</i>	<ul style="list-style-type: none"> • Limited staff and advisors • Finding the appropriate instructors for ORI course • AS400 and Patriot Alert capabilities. • Mis-advisement 	

Success Indicators
(Measurable Outcomes)

- The mission and purpose of the orientation course will be defined by January 31, 2012.
- A new orientation course, based on the revised mission and purpose, will be designed by March 31, 2012.
- At least 95% of students who respond to a survey about the new orientation course will report satisfied or very satisfied.
- An Early Alert System which uses text messaging will be identified by January 31, 2012 and implemented by July 31, 2012.
- Twenty qualified advising volunteers will spend at least one hour / week assisting students in the Advising Center.
- Open registration in the gym will be eliminated by December 15, 2011.
- There will be a 5% increase in student satisfaction regarding advising and registration compared to 2009-2010 baseline.
- By October 31, 2011, the IT department will complete programming in ACCESS to ensure pre-registered students are properly placed.

Strategic Initiative 6 – Instructional Technology
Northwest-Shoals Community College will deliver instruction and academic services that address changing needs of its students.

Chair

Teresa Roberson

Committee Members

April Cookson
Alan Mitchell
Cindy Tidwell
Brittany Humphries
Stephanie Oliver
Kym Robinson
Marsha Oliver
Debbie Benson

Strategies to Achieve the Initiative:

1. Advance and enrich the College's distance education program
2. Increase the support for the College's technology in both distance and on campus formats.
3. Improve communication to faculty regarding instructional technology.
4. Ensure that students who take distance education courses are adequately prepared to be successful in the distance format.
5. Provide coursework in most applicable and current electronic formats so that all student populations can have access to distance education.

Critical Success Factors -
What must go right to achieve the initiative?

- We must have money available to provide equipment, training, etc. Eliminate proration.
- Workforce changes must occur so that all faculty embrace technology.
- Professional development must be relevant so that all faculty will be more informed.
- Change orientation so that students are introduced or reacquainted with technology.
- We must have a commitment from the entire college for distance education to be successful.
- Distance education faculty should be rewarded for the time and effort that goes into a course.

Barriers to Success -

What must be addressed that could hinder achievement of the initiative?

- Buy in from everyone is required for distance education to be successful.
- Distance education classes should be the best in the area because colleges around us are competing with us and will give it their all.
- Internet access is not available to all students so alternative methods of delivery will have to be put in place.
- Proration – no money.
- Workforce not totally committed.
- Student attitudes.

Success Indicators

(Measurable Outcomes)

- Hire an instructional designer by September 2013 to assist instructors in the design and development of courses.
- A plan for providing financial incentives for distance education instructors who spend at home time developing courses and grading assignments will be presented to administration by May 2012.
- At least one computer training session for faculty and staff will be offered each semester beginning in the spring 2012 semester.
- 25% more help desk/technician/etc. per year will be available for distance education students compared to the 2010-2011 baseline.
- A policy will be established by August, 2011 to require all students to complete a distance education orientation which focuses on basic skills related to success in the online environment.
- A policy will be established by December, 2011 to require any student who takes a distance education course to have at least a 2.5 GPA.
- 25% more students per year that register for distance education classes will successfully complete (c or better) those classes compared to 2010-2011 baseline data.

Strategic Initiative 7 - Economic and Community Partnerships
Northwest-Shoals Community College will partner with economic development and community agencies to provide flexible and responsible educational and training programs in support of the region's workforce.

Chair	Rose Jones
Committee Members	Tim Maupin Mike Witt Roger Garner Joe Hackworth Donna Peck Sheila Smith Sam Harrison Timmy James Adrianna Woutto
Strategies to Achieve the Initiative:	<ol style="list-style-type: none"> 1. Establish a Stake Holder Group who will meet three times per year with our group to let us know what they would like for the College to provide in the way of training. The Stake Holder Group will include the following: Career Center director, SEDA, Russellville Development Board member, Franklin County Econ. Member, NACOG, area chamber representatives (Shoals, Franklin and Winston), HR person from NAL, ATN, AIDT, Chip Flournoy (Listerhill TMC), Extension Service, JTPC (IBEW), Shoals Industry-Education Training Alliance 2. Host a data base for students, employees and employers on our school web site. This would be a place for people looking for jobs and for companies looking for employees.
Critical Success Factors - <i>What must go right to achieve the initiative?</i>	<ul style="list-style-type: none"> • The right personnel from area business and industry have to be identified and involved with the project. • Marketing the initiative to the community.

Barriers to Success -

What must be addressed that could hinder achievement of the initiative?

- Any lack of communication
- The time requirement, especially at the onset.

Success Indicators

(Measurable Outcomes)

- The stake holder group and NW-SCC personnel will meet once each semester to establish any NW-SCC curriculum and equipment updates required to meet business/industry training needs and to determine training and personnel needs of local industry to be competitive in the global marketplace.
- An employee/employer database designed to post jobs and potential job candidates will be completed and on the NW-SCC website by March 31st, 2013.