



2017-2019



ALAMO COLLEGES DISTRICT
Northeast Lakeview College

NORTHEAST LAKEVIEW COLLEGE Strategic Plan

Northeast Lakeview College
1201 Kitty Hawk Rd.
Universal City, TX 78148

Mission Statement

Northeast Lakeview College is a public community college within the system of Alamo Colleges, established in partnership with its communities, that is focused on student success through the offering of Associate degrees and continuing education, promoting engagement in civic activities and organizations, and encouraging participation in cultural and enrichment programs.

Vision

The first choice for higher education in the communities we serve.

Values

- Students First
- Respect for All
- Community-Engaged
- Collaboration
- Can-Do Spirit
- Data-Informed



Northeast Lakeview College Core Objectives - General Education Competencies

- **Critical Thinking Skills:** including creative thinking, innovation, inquiry, as well as analysis, evaluation and synthesis of information.
- **Communication Skills:** including effective development, interpretation and expression of ideas through written, oral and visual communication.
- **Empirical and Quantitative Skills:** including the ability to manipulate and analyze numerical data or observable facts resulting in informed conclusions.
- **Teamwork:** including the ability to consider different points of view and to work effectively with others to support a shared purpose or goal.
- **Personal Responsibility:** including the ability to connect choices, actions and consequences to ethical decision making.
- **Social Responsibility:** including intercultural competence, knowledge of civic responsibility, and the ability to engage effectively in regional, national, and global communities.



OVERVIEW

The Northeast Lakeview College Inaugural Strategic Plan was developed as a three-year plan (2012-2015) with 2016 used as a year of transition. This transition year allowed the requisite time needed to incorporate the feedback provided by internal and external stakeholders and to identify and prioritize the institution's most important strategic goals and objectives. The material presented in this document reflects the institution's strategic plan for the next planning cycle (2017-2019).

Northeast Lakeview College embarked on a robust and inclusive process as it developed and transitioned to its new Strategic Plan. Members of the Strategic Planning Committee (comprised of department leaders, department chairs, faculty and staff representatives, college administrators, and college data personnel) met to map out the process to update the Strategic Plan for the next term cycle. The process included engagement by internal and external stakeholders. Feedback from all constituent groups was reviewed and combined into a document that supports the continuous improvement process to advance the institutional mission and NLC's overarching goal of student success.



Pictured above are NLC employees during focused group sessions at Employee Development Day on October 28 who provided feedback regarding proposed areas of strategic interest.

The timeline below highlights important events in the development of the Northeast Lakeview College 2017-2019 Strategic Planning Process:

- April 29, 2015** – Strategic Planning Committee met to discuss the priorities for the institution, next steps in the process, and to develop a timeline
- August 18, 2015** – Internal stakeholders engage in a Strategic Planning Session that included a SWOT analysis and mapping of proposed strategic objectives
- September 22, 2015** – External stakeholders participate in an open forum discussion to help guide the college in regards to workforce development and community needs for the next five years. Representatives from northeast Bexar County, and the ten smaller communities in which NLC serves were invited to participate, in addition to college leadership, local school district partners, businesses, and universities.
- September 23, 2015** – Strategic Planning Committee members met with an external consultant to develop a summary of input from both internal and external stakeholders. Obtained stakeholder information was further synthesized into three areas of strategic interest. Developed interest areas with participating stakeholder insights were then disseminated for college-wide dialogue and feedback.

October 28, 2015 – A portion of Employee Development Day was spent in work teams that focused on the working draft of the Strategic Plan. Focus groups, comprised of college employees representing different areas throughout the college, participated in discussions regarding proposed areas of strategic interest and how to refine outcomes.

January 2016 – At Spring 2016 all-college convocation, the Strategic Planning Committee co-chairs presented a status update on the new document, next steps, and implementation timeline.

February 2016 – A refined draft of the proposed Strategic Plan document was shared with college employees for review and feedback.

May 2016 – The 2017-2019 Strategic Planning document was finalized and shared with the Northeast Lakeview College community during its all-college monthly meeting

College units will reference the 2017-2019 Strategic Plan objectives and strategies when developing unit plans and measures with identified outcomes and action plans for improvement for the institution's next continuous improvement cycle.



STRATEGIC PLANNING COMMITTEE

Co-Chairs

Tracey Mendoza, Dean of Learning Resources
Martin Fortner, Director of Institutional Research
Dr. Michael McDowell, Associate Professor, Philosophy

Committee Members

Dr. Thomas Cleary, Interim President
Dr. Donna Wood, Vice President for Academic Success
Dr. Debbie Hamilton, Vice President for Student Success
Dr. Tangila Dove, Vice President of College Services
Dr. Alan Cottrell, Dean of Arts & Sciences
Belinda Rivera, Dean of Student Success
Wesley Adams, Associate Professor, Kinesiology
Marlon Anderson, Director of Student Development, Leadership and Activities
Kenneth Bray, Director of Information Technology
Tara Daugherty, Academic Support Specialist
Terrance Dunkley, College Events Coordinator
Kathleen Labus, College Director of Public Relations
Jason Malcolm, Chairperson of English & Education
Dr. Frank Maldonado, Chairperson of Mathematics
Katherine Mayer, Chairperson of Fine & Performing Arts
Thomas McCrary, Chairperson of Natural Sciences & Kinesiology
Denise Menchaca, Associate Professor, Speech
Patrick Murray, Director of College & Research Development
Jennifer Osborn, Executive Assistant to the President
Jennifer Riske, Instructor, English
Dr. Mark Sadler, Chairperson of Business, Communication, Humanities, & Psychology
Brandi Solar, Data Analyst
Diana Torres Lee, Mathematics Instructor & Faculty Senate President
Dr. Robert Yowell, Chairperson of Social Sciences

GOAL I: Student Success & Learning

Objective I: Enhance Learning

Create innovative methods, processes, and resources to enhance student learning.

Strategies

1. Utilize high-impact practices in teaching and learning
2. Develop opportunities for cross-curricular / programmatic learning
3. Enhance opportunities for faculty and staff professional development
4. Expand capacity of learning support
5. Enhance methods for assessing and improving student learning

Objective II: Enhance Student Support

Develop infrastructure and opportunities for innovative methods, processes, and resources to enhance student success.

Strategies

1. Implement relevant aspects of AlamoINSTITUTES
2. Implement relevant aspects of Completion by Design
3. Expand opportunities for student engagement
4. Implement cross-college processes for intrusive advising



GOAL II: Valuing and Empowering People

Objective I: Culture of Inclusion

Develop a culture in which people's needs, ideas, and involvement are critical parts of the operations and mission of the institution.

Strategies

1. Develop structure for shared organizational leadership
2. Implement additional communication venues to meet the needs for increased employee engagement and continuous quality improvement throughout the College
3. Strengthen programs that support wellness and safety
4. Strengthen the College institutional structure and supervisory relationships to support teams that are student-focused, impactful, and effective
5. Ensure sufficient staffing levels and infrastructure to support program and curricular growth

Objective II: Employee Development and Recognition

Create opportunities to support, share, recognize, and celebrate the accomplishments of NLC employees.

Strategies

1. Implement robust professional and leadership development programs
2. Expand the number of ongoing awards, honors, and celebrations for recognizing accomplishments of NLC employees



GOAL III: Communications and Community Engagement

Objective I: Increase engagement to fulfill NLC's mission

Expand relationships with local partners and develop awareness of College resources and services throughout our surrounding service areas.

Strategies

1. Obtain and maintain regional accreditation for continuous quality improvement
2. Develop strategies to enhance awareness of the College and its service(s) and increase usage of the College's facilities
3. Build systems to ensure transparency and timely dissemination of information to both internal and external constituents
4. Create programs with local partners that jointly promote organizational mission and goals



Objective II: Workforce Development

Facilitate formalized partnerships to support our industry and workforce community.

Strategies

1. Effectively utilize market research and data for program development
2. Establish industry groups that will serve as advisors regarding programs of need and interest to our larger community
3. Develop curricula for programs that will strengthen the economic development of the region
4. Formalize partnerships with businesses and the community to expand workforce opportunities for students.

Objective III: Civic and Cultural Enrichment

Foster a culture of civic responsibility and cultural awareness.

Strategies

1. Increase community engagement, civic involvement, and service learning among students, faculty, and staff
2. Increase on-campus civic and cultural opportunities for community members