



Northeast Lakeview College

Strategic Plan

2012-2016



Table of Contents

NLC Mission, Vision and Values	3
NLC and Alamo Colleges Goals	4

Strategic Plan

Mission, Vision Values: In this column, the Institutional Goal’s alignment to specific elements of the mission, vision and values statements is shown. There is also a link to the SWOT analyses for the goal.

Planning Context: In this column, the basis for action plans is presented, including elements of College culture; research articles and studies; references to federal, state and local mandates; and explanation of College processes.

Action Plans: In this column specific plans are identified to ensure NLC fulfills its goals.

NLC Institutional Goal 1: Strategic Plan	5
NLC Institutional Goal 2: Strategic Plan	7
NLC Institutional Goal 3: Strategic Plan	11
NLC Institutional Goal 4: Strategic Plan	15
NLC Institutional Goal 5: Strategic Plan	17
References	20
Strategic Planning Committee	25
Appendices	26

Northeast Lakeview College

Mission, Vision, and Values

Mission: 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.

revised 26 October 2011

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

adopted 4 November 2006

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

revised 30 October 2013

Northeast Lakeview College

Institutional Goals

adopted 29 September 2010

1. NLC will deliver support services to facilitate enrollment and ensure student success.
2. NLC will be a responsible steward of resources and facilities.
3. NLC will offer innovative methodologies and resources to enhance student learning in instructional programs.
4. NLC will serve as the primary community educational resource and a responsible civic partner.
5. NLC will maintain a culture of collegiality, open communication and professional excellence.

Alamo Colleges Goals

1. The Alamo Colleges provide a gateway to a quality higher education experience.
2. The Alamo Colleges provide the academic and student support to facilitate the successful completion of student academic goals.
3. Develop coherent educational pathways in partnership with universities, businesses, and community-based organizations with a focus on student completion and life-long learning.
4. Continuously improve our employee, financial, technological, physical, and other capacities with focus on effectiveness, efficiency, and agility.
5. Foster integrated organizational communication to consistently promote the positive impact and value of the Alamo Colleges to the community of Bexar County and the surrounding service area.

NLC Institutional Goal 1

NLC will deliver support services to facilitate enrollment and ensure student success.

Mission, Vision, Values	Planning Context	Effectiveness Indicators
<p>IG 1 supports NLC’s Mission:</p> <p>* “focused on student success.”</p> <p>IG 1 supports NLC Values:</p> <p>*Students First *Collaboration *Can-Do Spirit *Data-Informed</p>	<p>“MyMap Admissions Process Module” (2012)</p> <p>MyMap Flowchart (see appendices)</p> <p>“Community College Contributions” (2013)</p> <p>“Your Institution’s Value Proposition: Affordability or Employability?” (2012)</p>	<p>1. Creative and Effective Recruitment</p> <p>ACTION PLAN 1: Redesign and implement the “College Connections” recruitment program to align with the “MyMap” entry-to-completion initiative.</p> <p>ACTION PLAN 2: Expand faculty involvement with recruitment beyond the current STEM initiative.</p>
<p>IG 1 Supports NLC’s Vision:</p> <p>* “The first choice for higher education in the communities we serve.”</p> <p>SWOT Analysis IG 1 (see appendices)</p>	<p>“Advising Academically Underprepared Students” (2005)</p> <p>“A Diagnosis for Academic Advising: 3 Missed Opportunities” (2013)</p> <p>THECB Legislative Proposal 83rd Texas Legislature, 2013</p> <p>“Technology in Higher Education Academic Advisement” (2004)</p>	<p>2. Exemplary Retention Based Advising</p> <p>ACTION PLAN 1: Develop a retention-based advising model that addresses the “momentum points” initiative as prescribed by the Texas Higher Education Coordinating Board.</p> <p>ACTION PLAN 2: Utilize “Alamo GPS” system to ensure first time in college students develop a degree plan by the end of their first academic year.</p>

Trainings provided by Director of Distance Education for full-time faculty during convocation week and for part-time faculty at Adjunct Academy.

“Technology in Higher Education Academic Advisement” (2004)

“IT Trends 2013” (2013)

“The Year Ahead in IT” (2013)

3. Comprehensive Use of Online Services

ACTION PLAN 1: Recruit and train additional adjunct faculty to increase online offerings which will result in increased online enrollment.

ACTION PLAN 2: Develop and implement “Alamo GPS” training for faculty to facilitate dialogue with students about their academic major and support student success.

ACTION PLAN 3: Explore and develop web page capability to include departmental web pages, media sharing, and enhance user-friendly functionality.

4. Accessible Support Services

ACTION PLAN 1: Develop and implement a program that will utilize the “One Card” process as a means of monitoring support services.

5. Relevant Student Organizations

CCSSE
SENSE
Focus groups
Surveys

Council for the Advancement of Standards in Higher Education: CAS Self-Assessment Guide for Campus Activities Program (2006)

ACTION PLAN 1: Utilize available data from indirect assessment tools to ascertain students’ interest and availability to participate in co-curricular activities.

ACTION PLAN 2: Explore, develop and implement a process to measure the impact of student organization involvement on student success.

NLC Institutional Goal 2

NLC will be a responsible steward of resources and facilities.

Mission, Vision, Values	Planning Context	Effectiveness Indicators
<p>IG 2 supports NLC’s Mission:</p> <p>* “established in partnership with its communities; promoting engagement in civic activities and organizations.”</p> <p>* “focused on student success.”</p> <p>* “encouraging participation in cultural and enrichment programs.”</p> <p>IG 2 supports NLC Values:</p> <p>*Respect for All</p> <p>*Can-Do Spirit</p> <p>*Data-Informed</p> <p>IG 2 Supports NLC’s Vision:</p> <p>* “The first choice for higher education in the communities we serve.”</p> <p>SWOT Analysis IG 2 (see appendices)</p>	<p>State support continues to decline, over the years it has decreased from 31% in FY 2009 to 25% in FY 2013.</p> <p>Access AND Success: The Outcomes-Based Funding Model – CC funding equal to 10 percent of the base enrollment formula funds be allocated through earned momentum points for the number of students annually completing established metrics</p> <p>ALAMO COLLEGES SCHEDULE OF TUITION AND FEES - out-of-district state tuition rates remain three times the in-district rate</p>	<p>1. Acquire and Monitor Financial Resources</p> <p>ACTION PLAN 1: Develop outcome measures that increase the cost-effectiveness of our resource expenditures, with an emphasis on devoting resources to maximizing student success.</p> <p>ACTION PLAN 2: Engage in outreach to private and public institutions to develop non-traditional funding sources. These efforts will include forging partnerships with individuals, foundations and corporations to augment the resources under College stewardship.</p> <p>ACTION PLAN 3: Advocate to the Board of Trustees the addition of outlying areas to the District.</p>

NLC Faculty and Non-Faculty Staffing Ratio Reports

Professional Development Committee: *Purpose: works with the NLC President and Vice Presidents in the identification and development of professional development priorities.*

[ACCD Policy B.10.1](#)
Environment
Sustainability
[ACCD Procedure B.10.1.1](#) Environment
Sustainability

Green Team: *Purpose: provides leadership in ensuring that NLC remains and grows as a “Green and Clean” institution.*

Innovative and encouraging culture of recycling and environmental awareness

2. Hire and Train Qualified and Diverse Personnel

ACTION PLAN 1: Offer salary and benefits that are competitive with similar and rival institutions, and provide unique and innovative opportunities for professional development.

ACTION PLAN 2: Implement in-house specialized professional development training for faculty and staff as a cost savings measure.

ACTION PLAN 3: Increase NLC staffing levels to provide comprehensive services and fulfill the NLC mission.

3. Ensure Environmental Compatibility and Sustainability

ACTION PLAN 1: Implement reduction of energy consumption through automated remote mechanisms.

ACTION PLAN 2: Develop and implement practices to harness the recycling culture to generate a positive revenue stream.

Apply the *American Society for Testing and Materials (ASTM)* standards for acceptable amounts of lost, damaged or destroyed (LDD) property

APPA - Operational Guidelines for Educational Facilities: Custodial Staffing Guidelines for Educational Facilities; Operational Guidelines for Grounds Management; Maintenance Staffing Guidelines for Educational Facilities

Newest, most technically advanced and attractive facilities in the area

4. Maintain Facilities

ACTION PLAN 1: Implement a process to encourage students to report any concerns regarding campus facilities and their proper maintenance and improvement.

ACTION PLAN 2: Improve the facilities request process to include review of request and feedback in a timely manner. Implement time constraints to complete necessary maintenance projects.

5. Capitalize on Internal and External Use of Facilities

ACTION PLAN 1: Engage in aggressive promotion of our capabilities and facilities' impressive utility for the campus and community.

ACTION PLAN 2: Work with District officials to reduce the time and costs in making facilities available for rent to community groups and organizations.

NLC Institutional Goal 3

NLC will offer innovative methodologies and resources to enhance student learning in instructional programs.

Mission, Vision, Values	Planning Context	Effectiveness Indicators
<p>IG 3 supports NLC’s Mission:</p> <ul style="list-style-type: none"> * “focused on student success.” * “encouraging participation in cultural and enrichment programs.” <p>IG 3 supports NLC Values:</p> <ul style="list-style-type: none"> *Students First *Can-Do Spirit *Data-Informed <p>IG 3 Supports NLC’s Vision:</p> <ul style="list-style-type: none"> * “The first choice for higher education in the communities we serve.” <p>SWOT Analysis IG 3 (see appendices)</p>	<p>CCSSE SENSE</p> <p>“The Lumina Degree Qualifications Profile (DQP): Implications for Assessment” (2013)</p> <p>“OECD Report on Assessment of Higher Education Learning Outcomes (AHELO)” (2012)</p> <p>“College Chiefs Contemplate Completion” (2013)</p> <p>“Growing What Works: Lessons Learned Replicating Promising Practices for Latino Student Success” (2013)</p> <p>“Predicting Student Success: Beyond the Traditional Approach” (2013)</p> <p>“Transformation from Within” (2013)</p> <p>“What About Community Colleges?” (2013)</p>	<p>1. Focus on Student Success Data</p> <p>ACTION PLAN 1: Identify effective practices as well as areas for improvement using student success data.</p> <p>ACTION PLAN 2: Determine expectations for improvement in identified areas.</p> <p>ACTION PLAN 3: Implement identified actions and assess results.</p> <p>ACTION PLAN 4: Offer college-wide professional development opportunities on effective practices.</p>

International Education Committee: *Purpose: works with the District Director of International Education to advocate on behalf of international education opportunities for NLC students, faculty and staff.*

Service Learning Advisory Committee: *Purpose: works with the Director of Special Projects to ensure the development, coordination, and assessment of NLC Service Learning opportunities.*

Honor's Committee: *Purpose: works with the Director of Honors in the development and operation of a vibrant and meaningful Honors program.*

Learning Communities Advisory Committee: *Purpose: works with the Director of Special Projects to ensure the development, coordination, and assessment of NLC Learning Communities*

2. Embedded, Academic Special Initiatives

ACTION PLAN 1: Review current embedded specialized initiatives.

ACTION PLAN 2: Identify opportunities for enhancement or establishment of new student programs.

ACTION PLAN 3: Implement identified changes and best practices based on data review.

ACTION PLAN 4: Use survey and success measures to assess progress.

“Information Literacy Competency Standards for Higher Education” (2004)

“Measuring the Value of Library Resources and Student Academic Performance through Relational Datasets” (2010)

“Value of Academic Libraries: A Comprehensive Research Review and Report” (2010)

“Research on Student Retention and Implications for Library Involvement” (2007)

Success Data: Productive grade rates and course completion rates.

THECB Principles Of Good Practice For Academic Degree and Certificate Programs and Credit Courses Offered Electronically (2010)

SACS COC Distance and Correspondence Education Policy Statement (2010)

“Higher Ed>Program Rubric” (2010)

“Mainstreaming MOOCS” (2013)

3. Library and Academic Support

ACTION PLAN 1: Identify current programs that enhance student learning.

ACTION PLAN 2: Determine areas of strength as well as areas for improvement.

ACTION PLAN 3: Implement enhancements to programs and establish new programs to support innovation and student learning.

ACTION PLAN 4: Use data to assess progress.

4. Distance Learning

ACTION PLAN 1: Review distance learning course success and student satisfaction data to identify areas of strength and areas for improvement.

ACTION PLAN 2: Research best practices of teaching and learning in online environments.

ACTION PLAN 3: Determine initiatives for implementation and provide professional development opportunities in those areas.

ACTION PLAN 4: Assess and implement identified best practices for distance learning courses.

5. Learning Centered Environment

“Customer Service in Higher Education: More than Just Demeanor” (2013)

Professional Development Committee: *Purpose: works with the NLC President and Vice Presidents in the identification and development of professional development priorities*

ACTION PLAN 1: Review current learning centered environments and identify areas of strength and weakness.

ACTION PLAN 2: Research strategies and successful learning centered practices.

ACTION PLAN 3: Identify and promote best practices through professional development opportunities.

ACTION PLAN 4: Implement identified best practices.

ACTION PLAN 5: Use data to assess progress.

NLC Institutional Goal 4

NLC will serve as the primary community educational resource and a responsible civic partner.

Mission, Vision, Values	Planning Context	Effectiveness Indicators
<p>IG 4 supports NLC’s Mission:</p> <ul style="list-style-type: none"> * “established in partnership with its communities; promoting engagement in civic activities and organizations.” * “encouraging participation in cultural and enrichment programs.” <p>IG 4 supports NLC Values:</p> <ul style="list-style-type: none"> *Students First *Community-Engaged *Can-Do Spirit *Data-Informed <p>IG 4 Supports NLC’s Vision:</p> <ul style="list-style-type: none"> * “The first choice for higher education in the communities we serve.” <p>SWOT Analysis IG 4 (see appendices)</p>		<ol style="list-style-type: none"> 1. Community Awareness within District and in Special Service Region <p>ACTION PLAN 1: Develop innovative marketing strategies to enhance community presence and awareness of College services.</p> 2. Community Partnerships <p>ACTION PLAN 1: Seek out and enhance partnerships with community organizations, businesses, and educational entities that promote the college’s services to students and the community.</p> <p>ACTION PLAN 2: Develop formal partnerships with business and educational entities to provide workforce development and educational opportunities.</p> 3. Community Engagement Activities at NLC <p>ACTION PLAN 1: Create and promote opportunities for the community to attend events on campus.</p>

4. NLC Participation and Support of Community Events and Organizations

ACTION PLAN 1: Attract community organizations to utilize College facilities to familiarize the community with NLC.

ACTION PLAN 2: Foster the importance of community engagement and involvement among College students, faculty, and staff.

NLC Institutional Goal 5

NLC will maintain a culture of collegiality, open communication and professional excellence.

Mission, Vision, Values	Planning Context	Effectiveness Indicators
<p>IG 5 supports NLC’s Mission:</p> <ul style="list-style-type: none"> * “established in partnership with its communities; promoting engagement in civic activities and organizations.” * “encouraging participation in cultural and enrichment programs.” <p>IG 5 supports NLC Values:</p> <ul style="list-style-type: none"> *Respect for All *Collaboration *Can-Do Spirit <p>IG 5 Supports NLC’s Vision:</p> <ul style="list-style-type: none"> * “The first choice for higher education in the communities we serve.” <p>SWOT Analysis IG 5 (see appendices)</p>	<p>Administration, faculty, and staff will work together collaboratively to foster the cooperative spirit that exists in a healthy work environment.</p> <p>Professional Development Committee: <i>Purpose: works with the NLC President and Vice Presidents in the identification and development of professional development priorities.</i></p> <p>Alamo Colleges Leadership for Success: “Leaders for Community Colleges” (2012)</p> <p>ACCD D.6.1.1 (Procedure) Professional Development</p>	<p>1. Provide a Team Environment that Encourages Cooperative Interaction</p> <p>ACTION PLAN 1: Fund and organize outside facilitators for team-building activities, using scheduled development days such as Employee Development Day, Adjunct Academy, and Staff Academy.</p> <p>ACTION PLAN 2: Establish internal “talent roster,” such as a speaker’s bureau, to facilitate planning of workshops, trainings, etc.</p> <p>ACTION PLAN 3: Research a team-building or leadership initiative, such as Covey, Whale-Done, etc.</p> <p>ACTION PLAN 4: Organize social events to bring together employees and families, for example a family picnic on the green with family tours of the campus.</p>

PACE Survey Data

2. Monitor levels of Employee Well-Being and Satisfaction

ACTION PLAN 1: Formalize and clarify PACE Survey schedule for survey administration and attention to identified problems.

ACTION PLAN 2: Implement “ESP, Employee Suggestion Program: Help us Read your Mind!” Create suggestion box in SharePoint and institute an ad-hoc review committee with cross-college representation.

3. Recognize and Reward Employee Contributions Toward Achieving College Goals

ACTION PLAN 1: Develop process to recognize a wider population of NLC employees, particularly instituting Faculty Member of the Month and an Adjunct Faculty award.

ACTION PLAN 2: Promote engagement in recognition awards by publicizing nomination processes and allowing employees to review and approve procedures and criteria.

ACTION PLAN 3: Create additional means of recognition; for example: employee/faculty of the month lunch with President, employee/faculty of the month parking space, press releases with award recipients’ names, publication of award recipients’ names on website and TV screens, Spirit pictures in public areas.

Professional Development Committee: *Purpose: works with the NLC President and Vice Presidents in the identification and development of professional development priorities.*

4. Promote Personal Growth and High Performance

ACTION PLAN 1: Institute an Adjunct Council.

ACTION PLAN 2: Develop a system to promote opportunities for professional development activities for staff members.

ACTION PLAN 3: Increase number of work studies to allow time away for employees to participate in personal and professional growth, trainings and meetings.

5. Encourage and Contribute to Employees' Continual Improvement and Goal Achievement

ACTION PLAN 1: Disseminate information regarding Upward Mobility, retirement options, and reduced memberships for wellness memberships, for example: "NLC Employee Resources" folder on SharePoint.

ACTION PLAN 2: Facilitate TRS/ORP site visits to ensure employees are aware of benefits.

ACTION PLAN 3: Facilitate financial planning workshops for faculty and staff.

References

- “Alamo Colleges Board Retreat: Budget, Slide 9.” Alamo Colleges, November 2012. Web. 10 December 2012.
<<https://v3.boardbook.org/Public/PublicItemDownload.aspx?ik=33157767>>
- “Distance and Correspondence Education.” *Southern Association of Colleges and Schools, Commission on Colleges*. SACS COC, June 2010. Web. 12 December 2012.
<<http://www.sacscoc.org/pdf/Distance%20and%20correspondence%20policy%20final.pdf>>
- Ewell, Peter T. “The Lumina Degree Qualifications Profile (DQP): Implications for Assessment.” *National Institute for Learning Outcomes Assessment*. NILOA, 2013. Web. 31 January 2013.
<<http://www.learningoutcomesassessment.org/documents/EwellDQPop1.pdf>>
- Fain, Paul. “Transformation from Within.” *Inside Higher Ed*. 2013. Web. 31 January 2013.
<<http://www.insidehighered.com/news/2013/01/21/ace-commissioned-report-disruption-and-adult-students>>.
- Fusch, Daniel. “Customer Service in Higher Education: More than Just Demeanor.” *Higher Ed Impact*. Academic Impressions, 2013. Web. 31 January 2013.
<<https://www.academicimpressions.com/news/customer-service-higher-education-more-just-demeanor?qq=16292i386734kN>>
- Fusch, Daniel. “A Diagnosis for Academic Advising: 3 Missed Opportunities” *Higher Ed Impact*. Academic Impressions, 2013. Web. 31 January 2013.
<<https://www.academicimpressions.com/news/diagnosis-academic-advising-3-missed-opportunities?qq=16111o386734kN>>

- Fusch, Daniel. "Your Institution's Value Proposition: Affordability or Employability?" *Higher Ed Impact*. Academic Impressions, 2013. Web. 31 January 2013.
<<http://www.academicimpressions.com/news/your-institution%E2%80%99s-value-proposition-affordability-or-employability?qq=15876y386734kN>>
- Gonik, Lev. "The Year Ahead in IT." *Inside Higher Ed*. 2013. Web. 31 January 2013.
<<http://www.insidehighered.com/views/2013/01/03/predictions-about-higher-ed-technology-2013-essay>>
- "Higher Ed > Program Rubric." *Quality Matters Program, QM*. Maryland Online, 2010. Web. 12 December 2012. <<http://www.qmprogram.org/rubric>>
- "Information Literacy Competency Standards for Higher Education." *Association of College and Research Libraries*. American Library Association, 2004. Web. 28 Sept. 2012.
<<http://www.ala.org/acrl/standards/informationliteracycompetency>>.
- Jenkins, Riley. "What About Community Colleges?" *The Chronicle of Higher Education*. January 2013. Web. 31 January 2013. <<http://chronicle.com/article/What-About-Community-Colleges-/136671/>>
- Kiley, Kevin. "Mainstreaming MOOCs." *Inside Higher Ed*. 2013. Web. 31 January 2013. <<http://www.insidehighered.com/news/2013/01/25/public-universities-use-moocs-steer-students-traditional-credit-pathways>>
- Margie, Jantti, and Brian Cox. "Measuring the Value of Library Resources and Student Academic Performance through Relational Datasets." Proc. of Library Assessment Conference : Building Effective, Sustainable, Practical Assessment, 25 Oct. 2010, Baltimore, MD. 1-8. *University of Wollongong Research Online*. Web. 30 Oct. 2012.
<<http://ro.uow.edu.au/cgi/viewcontent.cgi?article=1120&context=asdpapers>>.

Miller, M.A. and C. Murray. "Advising Academically Underprepared Students." *NACADA Clearinghouse of Academic Advising Resources*, 2005.

Mullin, Christopher. "Community College Contributions." *American Association of Community Colleges*. AACC, 2013. Web. 31 January 2013.
<<http://www.aacc.nche.edu/Publications/Briefs/Pages/pb01302013.aspx>>

Multari, R. J. "Technology in Higher Education Academic Advisement." *The Mentor: An Academic Advising Journal*. Penn State Division of Undergraduate Studies, 2004. Web. 10 December 2012. <<http://dus.psu.edu/mentor/>>

"MyMap Admissions Process Module." *Alamo College*. Alamo Community College District, 2012. Web. 14 January 2012. <<http://www.alamo.edu/mainwide.aspx?id=18646>>.

Nelson, Libby. "College Chiefs Contemplate Completion." *Inside Higher Ed*. 2013. Web. 31 January 2013. <<http://www.insidehighered.com/news/2013/01/24/national-commission-higher-education-attainment-releases-final-report>>

Oakleaf, Megan, ed. "Value of Academic Libraries: A Comprehensive Research Review and Report." *Association of College and Research Libraries*. American Library Association, 2010. Web. 19 July 2012.
<http://www.ala.org/acrl/sites/ala.org.acrl/files/content/issues/value/val_report.pdf>.

"Predicting Student Success: Beyond the Traditional Approach." *Higher Ed Impact*. Academic Impressions, 2013. Web. 31 January 2013.
<<https://www.academicimpressions.com/news/predicting-student-success-beyond-traditional-approach?qq=16196w386734kN>>.

Raths, David. "IT Trends in 2013." *Campus Technology*. Vol. 26. No. 5. 1105 Media Education Group. Web. 31 January 2013.

<<http://online.qmags.com/CPT0113/#pg12&mode1>>.

"Research on Student Retention and Implications for Library Involvement." *The Role of the Library in the First College Year*. Ed. Larry Hardesty. Columbia: National Center for the First-Year Experience and Students in Transition, U. of South Carolina, 2007. 161-82. Print.

Santiago, Deborah and Estela Lopez. "Growing What Works: Lessons Learned Replicating Promising Practices for Latino Student Success." *Excellencia in Education*. Excellencia in Education, 2013. Web. 31 January 2013.

<<http://edexcelencia.org/sites/default/files/exc2012semillasreport03.pdf>>.

Sutin, Stewart E. "Leaders for Community Colleges." *Inside Higher Ed*. 19 November 2012. Web. 14 January 2013. <<http://www.insidehighered.com/advice/2012/11/19/essay-leading-community-colleges-during-times-transition#.UK1NvErvjpY.mailto>>.

"THECB Formula Funding Recommendations." Texas Higher Education Coordinating Board, 2012. Web. 10 December 2012.

<<http://www.thecb.state.tx.us/reports/PDF/2591.PDF?CFID=27156096&CFTOKEN=77520752>>

"THECB Principles of Good Practice for Academic Degree and Certificate Programs and Credit Courses Offered Electronically." March 2012. Web. 12 December 2012.

<<http://www.thecb.state.tx.us/reports/pdf/2708.pdf?CFID=28651733&CFTOKEN=75699249>>

Tremblay, Karine. "OECD Report on Assessment of Higher Education Learning Outcomes (AHELO)." *Organisation for Economic Co-operation and Development*. 2012. Web. 31 January 2013. <<http://www.oecd.org/education/skills-beyond-school/AHELOFSReportVolume1.pdf>>

"83rd Texas Legislature-THECB Recommendations." Texas Higher Education Coordinating Board, 2012. Web. 10 December 2012. <<http://www.thecb.state.tx.us/index.cfm?objectid=5C91733D-DCC1-A232-1123B212965DC935&flushcache=1&showdraft=1>>

Northeast Lakeview College

Strategic Planning and Budgeting Committee

Dr. Eric RenoPresident, Committee Chair

Angela Hager Assistant to President, Committee Co-Chair

Dr. Tangila Dove Vice President of College Services, Committee Co-Chair

Kathi Ashworth..... Dean of Continuing Education

Diane Beechinor..... Interim Vice President of Academic Affairs

Ken BrayDirector of Information Technology

Gilbert Castillo.....Director of Institutional Research

Dr. Debbie C. Hamilton Vice President of Student Success

Dr. Dollie Hudspeth.....Chair of English, Reading and Education

Kathleen Johnson-Hodge Director of Public Relations

Susan Kazen.....Chair of Sciences and Kinesiology

Cheryl Le Gras..... Director of Student Development

Dr. Frank Maldonado..... Chair of Mathematics and Computer Science

Barb Mayo Interim Dean of Arts and Sciences

Dr. Michael McDowellFaculty Senate President

Tracey Mendoza.....Dean of Learning and Academic Services

James Miller..... Chair of Fine and Performing Arts

Blanca MunizDean of Student Success

Dr. Laura Reza Director of Distance Education

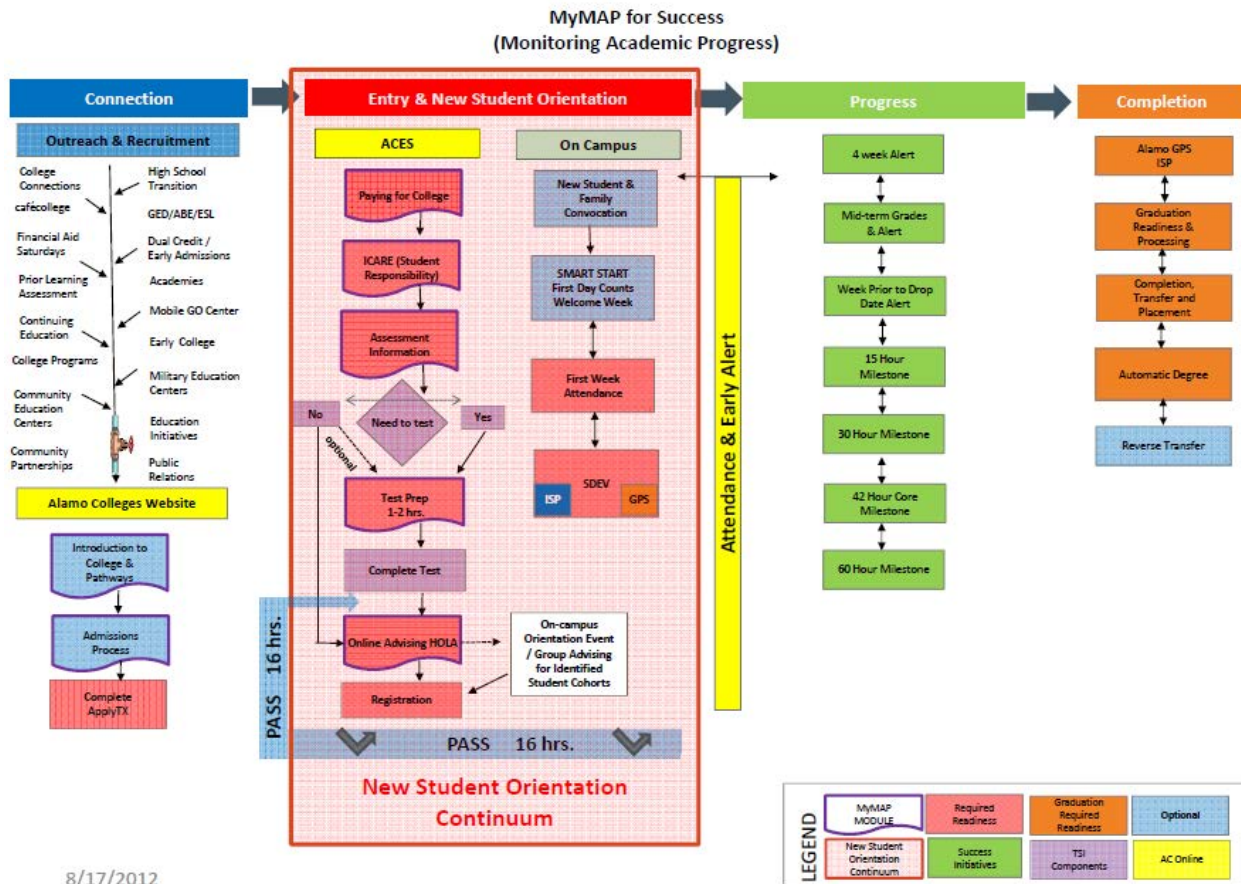
Daniel Rodriguez Staff Council President

Dr. Martha Trevino Dean of Community Development

Dr. Robert Yowell..... Chair of Social Sciences

Appendices

MyMap Flow Chart:



8/17/2012

SWOT Analysis Charts, Employee Development Day 2012

SWOT Analysis for: *IG1 NLC will deliver support services to facilitate enrollment and ensure student success: E11*
Creative and effective recruitment

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Dedicated and caring employees • Employees doing more than one job (cross trained, multitasking) • Scholarship opportunity • One scholarship application for all opportunities • Students indicate faculty and staff care more about students (word of mouth) • Nice facilities • VA office • Transfer center • MyMaps (easier to find information) • Hired a recruitment coordinator • Faculty initiated recruitment for upper level courses currently not offered 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of staff • Slow hiring process • Internal hiring only (no opportunity for temporary employees) • Employees doing more than one job (overextended) • Staff for VA office and transfer center • Limited number of online offerings • MyMaps (learning curve) • Faculty involvement • Continuity with group advising information
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • only institution on the NE side of town • JECA promotion • High school recruitment • Offer more programs • National push to showcase community college • Developmental training/academy with Alamo University Center 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Out of district tuition (losing students not cost effective) • NLC cannot offer new programs (lack of staffing, facilities) • State push to change how we are funded • Diminishing financial aid • Decrease in the number of classes due to the new TRS rule on adjunct teaching hours

SWOT Analysis for: *IG1 NLC will deliver support services to facilitate enrollment and ensure student success: E12*
Exemplary retention based advising

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Students have a graduation initiative - CAPTURE Project • Effective communication methods to increase graduation rate. • Student Development course 0171 for re-entering students on Academic Dismissal • Staff is crossed trained. • Effective early alert system to identify at risk students. • Grades First system • Pro-active philosophy of department. • First week drops due to non-attendance. • Individual education plans (GPS) 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Staffing – Lack of... • Accreditation – Confusing information • Lack of awareness of Alamo GPS • Lack of courses offered – Upper level. • Students do not have tools/resources to perform course work. • May be missing opportunities to identify “at risk” students who have below par attendance sooner in semester. • 2nd start may group students into an increased challenging situation.
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Identify improvements in Grades First System • Provide resources (FA)/tools sooner to have student prepared to begin course. • 2nd Start - Better address late enrolling students. • Brainstorming a way to capture students that did not graduate or transfer • Work with our partner universities for reverse transfers 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Possible loss/curtailing of financial aid as regulations tighten in regards to non-performing students. • Three-peat, six drop, 27remedial hr. rules. - AUSTIN • Accreditation – Confidence of students in ability to transfer courses. • Accreditation -Community perception of college. • Student’s economic, work, family and personal situation present increased challenges for enrollment planning.

SWOT Analysis for: *IG1 NLC will deliver support services to facilitate enrollment and ensure student success: E13*
Comprehensive use of online services

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • MyMap – personal tool; step-by-step process for admission/registration • GPS • Tutorials (GPS, Canvas) on ACES 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Student’s ability to use GPS • Faculty knowledge of GPS • Students’ lack of awareness of ACES/Student tab • Website navigation is not user friendly • Heartland \$ distribution system not working well yet
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Expand this IG1 to other divisions • Promote NLC information to area high schools • Encourage area colleges to engage with currently enrolled NLC students regarding transfer • Promote transfer information to all students – entering and currently enrolled • Facebook/social media 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Browser issue with MyMap- IE (potential threat) • Staffing/Budgeting –restricted growth in staffing threatens ability of staff to respond to student needs in these online methods • Need to monitor social media sites

SWOT Analysis for: IG1 NLC will deliver support services to facilitate enrollment and ensure student success: E
Accessible support services

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Developed help guides and modules for enrollment process (local check lists and MyMap. (MyMap also a weakness) • FTIC advising / SDEV / IDPs • Person assigned to work with high schools as part of recruitment team and in facilitating enrollment • Online advising (Online Advising also a weakness) • Communication in that fulltime employees participate in accreditation process and other governance processes. • NLC has a culture of welcoming all and approachable folk 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Services are not known to NLC community at large in this area. • Steps to enrollment and registration need to be made clearer and in more places (Camtasia tutorials, more prominent placement on web) • Assumption that all can be served by an online advising module is troublesome for many students. • Communication with all employees including adjuncts, part-timers, temps regarding changing policies, newly implemented systems, processes. • Need to develop workshops and tutorials for all staff to have basic knowledge of support services • MyMap is not implemented fully and correctly. Not working properly with BANNER and other systems.
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Develop a formal volunteer program with committed and trained volunteers who can act as liaisons who perform activities like those listed below: <p>Liaison with community organizations and foundations to seek invitations to speak to a target audience of teens and their parents and seek funding for developing this program.</p> <p>Liaison program that educates and promotes the placement /assessment processes with our service area high schools</p> <p>Academic tutoring</p> <p>FAFSA</p> <ul style="list-style-type: none"> • Identify organizations and foundations for grant funds to support community based information programs that focus on enrollment, registration, advising, tutoring. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Lack of adequate staffing levels and transparency in how staffing levels are determined. • Lack of adequate budgeting and transparency in budgeting process • Attitude about higher education at state and federal legislative levels • Communication about district initiatives and newly implemented programs without adequate discussion with frontline people

SWOT Analysis for: *IG1 NLC will deliver support services to facilitate enrollment and ensure student success: E15*

Relevant student organizations

	Positive	Negative
Internal	<p>STRENGTHS</p> <ul style="list-style-type: none"> Well-organized events, forms, trainings Effective recruiting at several points: Rush, President’s Picnic, Welcome Week, Fiesta Events, Oktoberfest, etc. Support, teamwork, collaboration with students and cross-organizations and departments within NLC Involvement increases retention Students learn leadership, how to deal with bureaucracy, and other lifelong skills 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> Student/advisor schedules inside of school: competing priorities Limited number of students available to participate Limited personnel dedicated to student organizations/rec sports/intramural and extramural sports Insufficient student data that reflects the positive impact on student organization involvement influences retention such as associates, semesters of enrollment, transfer rates
External	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Engaging students to become more active in programs and events with external outreach Facilitating more interaction between students, community, and businesses and/or non-profits Seeking out guest speakers on higher education and future careers Participating in travel/conferences 	<p>THREATS</p> <ul style="list-style-type: none"> Student schedules outside of school: competing priorities such as work, family, finances (PTK/NLSL national dues) Legislation limits budget (staffing, facilities, participation) District policy (Alamo Way): delayed budget, forms, changes, time, complicated procedures Paperwork and funding for travel/conferences (lack of cost effectiveness due to limited vendors threatens budget)

SWOT Analysis for: *IG2 NLC will be a responsible steward of resources and facilities: E11 Acquire and monitor financial resources*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • NLC has a culture of frugality. • NLC’s collegial culture promotes understanding of budgetary constraints. • The size of NLC’s staff allows the school to be more efficient. 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Current processes may inhibit timely compliance. • Being not yet accredited limits access to federal & state grants. • A lack of an alumni association reduces potential for funding growth.
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • The District has potential for expanding tax base. • NLC enjoys a relatively affluent local community. • Texas State University provides an opportunity through a potential articulation agreement to increase enrollment in NLC as NLC becomes a feeder college. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Out of District tuition cost reduces enrollment. • Budget is subject to a number of external factors outside our control. • It is difficult to forecast the external budget sources.

SWOT Analysis for: IG2 NLC will be a responsible steward of resources and facilities: E12 Hire and train qualified and diverse personnel

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <p style="text-align: center;">Hiring</p> <ul style="list-style-type: none"> • Open Adjunct Hiring Pools • Internal Hiring (Promotes Opportunities for Growth) • Updating job descriptions <p style="text-align: center;">Training</p> <ul style="list-style-type: none"> • Multi-faceted District New Employee Orientation • NLC New Employee Orientation • District Supervisor Training • Crucial Conversations Training • ALAS • AlamoLearn • Professional Development Training (NLC) (In House Training) • Professional Development Opportunities (NLC) (Conferences, speakers etc.) 	<p style="text-align: center;">WEAKNESSES</p> <p style="text-align: center;">Hiring</p> <ul style="list-style-type: none"> • Updating & Purging of Open Adjunct Pools • Internal Hiring (Length to hire when no qualified internal) (Diverse Personnel) • Lack of a Clear Concise Process for hiring Work Studies • Staff/Faculty Staffing Ratios (District) • Time to fill vacancies too long (Adjunct Faculty process not responsive to departmental needs) • Budget • NLC Bound by SAC rules for hiring SAC at NLC Faculty • 7.5 hour limitation causing more work to hire Adjunct Faculty • Lack of partnering between HR and Career Services • Position control and budget encumbrance limits ability to hire (CE Faculty) (Lack of ability to have departing employee train replacement) • Lack of flexibility in compensation plan to hire in Revenue Programs <p style="text-align: center;">Training</p> <ul style="list-style-type: none"> • Lack of Consistency in delivery of Benefits Information via one on one enrollment (District) • Policy & Procedures are not covered as thoroughly (District) • Time away from job for NLC New Employee Orientation (missing meetings, leaving office without coverage) • Lag time for attendance at either District or NLC NEO <p style="text-align: center;">Diversity</p> <ul style="list-style-type: none"> • Not clear on how HR recruits for diverse pools

External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • San Antonio's growth – some improvements in regional applicant pool • Benchmarking salaries regionally to allow competition for talent • Community Job Fairs • Centered in a Diverse Community (e.g. Military, SAMC, Defense Language Institute, Business Growth) • San Antonio's Affordable Housing Market attracts candidates willing to relocate 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Adjuncts limited to 7.5 hours (Losing adjuncts to private or proprietary schools) • Limitations in regional applicant pool • State Budget • Local competition for qualified applicants (e.g. IT, Nursing)
-----------------	---	--

SWOT Analysis for: IG2 NLC will be a responsible steward of resources and facilities: E13 Ensure environmental compatibility and sustainability

	Positive	Negative
Internal	<p>STRENGTHS</p> <ul style="list-style-type: none"> • My Teamwork • Sharepoint • Green Team • Vital Recycling Program • Virtual Desktops (Future) • Earth Day • 1 Current Unit Plan • Eco-friendly Cleaning Products • Planned Unit Plan: <ul style="list-style-type: none"> - Zero-scaping - Recycled Water 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Clarity and Opportunity for Recycling (esp. for cardboard) • Slow to move paperless in Student Services, Academic Affairs • Buildings could share physical resources better (lab space, paper, poss. NLC Central Inventory, etc.) • Better use of existing district resources (Central Inventory) • Need better cross District Department Sharing
External	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Increased feasibility for solar technology getting more efficient • Growing community interest in sustainability in General • Centralized Control of Projectors/Computers/Energy use (District) • 5-year tech warranty (District) 	<p>THREATS</p> <ul style="list-style-type: none"> • Water availability • Battery Recycling • Not Incentivized to recycle (\$\$) • Future loss of district central inventory • Uncertainty of Renewables Investment

SWOT Analysis for: *IG2 NLC will be a responsible steward of resources and facilities: E14 Maintain facilities*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Annual Inspections on Fire Alarms, Fire Sprinkler System, Hydrate Test, Fire Extinguisher, Free Line Backflow, and Emergency Lights • Daily inspections on the cleanliness of facilities • Adequate custodial staff • Strong grounds crew • Instructors and staff taking a personal interest in maintaining facilities. (e.g. Instructors include in their syllabus a request for students not to bring food and drinks in classroom) 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • No system in place for students to report cleaning maintenance problems • No electrical inspection for facilities • A delayed response time in completing problems that are reported
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Use our ability to contact District contracted vendors to fix problems and emergencies • Student suggestion boxes or on-line for students to report problems • Revamping work order process to shorten response time. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Lack of proper personnel to maintain facilities causes long delays in responding to reported facilities problems • Students feeling their voices not heard • Website difficult to navigate

SWOT Analysis for: *IG2 NLC will be a responsible steward of resources and facilities: E15 Capitalize on internal and external use of facilities*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Excellent and state of the art facilities. Well maintained. • Responsible and timely communication between the facilities owners and the interested parties who know where to go to make their request. • Use of the Gym, plays and events in the NPAC and other resources (for example, the Library). • Lot of info on web (forms and necessary docs) pertaining to reservation of facilities 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Webpage (forms, documents) should be streamlined and easier to navigate and access so that people will know who (and how) to go to for particular facilities reservation. • Certain facilities (for example, gym and music room) that have limited hours of usage. • Limited staffing of facilities
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Facilities in College very open to the community (for example, President's film series and the theatre etc.) and companies (for example, Rackspace) to learn about what we do thus giving College positive exposure and build more partnerships. • Due to limited staffing of facilities, students get to do more and work study opportunities made available. • Facilities are available for renting out to the public to generate revenue for College and District. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Website not streamlined and so cannot keep up. Boring website and not user friendly. Search engine not really "searching". • Community interested in renting facilities, but new process (adopted by the District) of renting facilities cumbersome, (renting and insurance fees sometimes high) • There are also attendant problems (people getting hurt, having to close facilities due to misuse of facilities etc) with regards to facilities open to the Community. • Hassles in obtaining parking passes for guests so cumbersome and time consuming. Should be streamlined and made more efficient.

SWOT Analysis for: *IG3 NLC will offer innovative methodologies and resources to enhance student learning in instructional courses: EI1 Focus on student success data*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Number of faculty and staff with innovative ideas for students • We have the data and information to measure student success • Number of faculty and staff who are dedicated to go above and beyond their job descriptions • With limited resources, faculty and staff are supporting students outside of the classroom • Piloted and researched best-practices 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Need a better understanding of the IG and how to address them • Being less vague in unit plan wording • Correlate data appropriately to the IG/EI • Knowing how to appropriately use data • Knowing and defining what “innovation” is and how it applies to students success • Not enough unit plans that prove this is “research” based • Not looking ahead (3-5 years) with the baseline data (no baseline data being utilized)
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Share innovation between departments (not share same wording of unit plan) • Share action-research; what was your innovation and your outcomes and how can I apply that to my_____ • Identify “methodologies” that are innovative and get support as to how to capture that strategy/measurement • Apply the above to include district members • Apply the above to use external evaluators • Identify trends in feeder high schools with “bubble” students and how we can be innovative to support their success at NLC • Environmental scan: who can we serve? (ex: offering programs that increase skills that are transferable to the community) 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Outcome based funding: formula funding allocated based upon certified contact hours (1 pt per successful completion of DE Math, English, college-level math, college-level English; 2 pts. Per successful completion of 15 hrs, 30 hrs, transfer, and degree receiving) • Pressured grade inflation due to outcome based funding • External barriers that prevent students from attending/using innovations • Multiple definitions of student success: state, college, student • NLC/college budget and/or sustainability of grant-based funding for innovation

SWOT Analysis for: IG3 NLC will offer innovative methodologies and resources to enhance student learning in instructional courses: E12 Embedded, academic special initiatives

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Many faculty offering innovative strategies to their classes • Technology present on campus (Ex. Smartboards, clickers, QR codes, CANVAS, online academic assignments/labs) • Opportunity to use First Friday platform for communicating embedded initiative ideas • Libguides • Campus wide committees and instructional programs with a special initiatives emphasis actively working to enhance student learning (Learning communities, PTK, Honors, Flex classes, linked courses, Service Learning, etc.) • Facilities for Special Initiatives Offices (Opportunity Mall) • Facilities for classroom/labs 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of communication and or departments not creating unit plans or recognizing embedded initiatives established in courses. • Course offerings limited due to faculty limitations, space or budget reasons • Lack of faculty staff training on new initiatives Ex. SharePoint • Limitations of special initiatives (SAC@NLC students vs. NLC only) • Lack of NLC financial aid availability causing student loss to SAC • Student classroom surveys administration process is not effective
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Using technology that is already present (CANVAS, iPads, smartphones, social media) • Grants • Partnerships with community 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Budget • Grants running their course (ending) • Limitations on adjunct teaching loads • Student's economic issues (working more and unable to take advantage of special initiatives offered) AND Out of district tuition rates • Too many new district piloted initiatives

SWOT Analysis for: *IG3 NLC will offer innovative methodologies and resources to enhance student learning in instructional courses: E13 Library and Academic Support*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Strength 1 Availability of customized online instruction for specific assignments. • Strength 2 Measurement devices are in place (pre & posttests for Engl 1301, 1302, & SDEV) • Strength 3 Increase awareness of online lib guides for adjunct faculty • Strength 4 Creative about active learning opportunities. • Strength 5 Enhance study skills, research, and academic success by offering workshops such as “Librarians to the Rescue” • Strength 6 Walk-in tutoring (no appointment necessary). 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Weakness 1 Many students do not complete the online modules outside of class. • Weakness 2 Shortage of Library and academic support staffing. • Weakness 3 Some teachers believe f2f instruction by library staff takes away from their pedagogy efforts. • Weakness 4 Academic Support Center lacks a formal process to provide tutors with assignment requirements and teaching methodologies, inhibiting opportunities for student success. • Weakness 5 Tutoring center hours are not always convenient to the student.
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Opportunity 1 Increase opportunities for faculty, staff and students to attend webinars & podcasts for highlighting library resources/services (internal?) • Opportunity 2 Consult with outside colleges to create a formal process to provide tutors with assignment requirements and teacher methodologies. • Opportunity 3 Create a shared drive for Coordinator of Academic Support, library, and faculty to facilitate sharing assignment information. • Opportunity 4 Departments investigate the possibility of offering supplemental instruction for at-risk students/classes. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Threat 1 Shortage of Library and Academic support staffing • Threat 2 Budget cuts • Threat 3 misperception that libraries are losing their purpose due increased availability of free online credible and non-credible sources.

SWOT Analysis for: IG3 NLC will offer innovative methodologies and resources to enhance student learning in instructional courses: EI4 Distance learning

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Have well-established DL goals and procedures • Instructor Certification Course for faculty who want to teach online • Required student orientation (OLRN) – almost 1000 completed 2011-2012 (Data) Summer 2012 – students completing orientation had higher retention rates and PGR in their online courses than those not completing • Comparable retention rates between online and F2F classes • Faculty-driven decision to adopt Canvas • Canvas has a robust gradebook and Speedgrader and outcomes features and available to all instructors 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Small DL Staff: One Director and two part-time staff • Relative to other Alamo Colleges, NLC full-time faculty only teach 1 online course per semester • Canvas– Learning Curve with new LMS for faculty and students, doesn't work well with all browsers, Canvas login issues at beginning of semester (pop-up blockers, sync) • Increased maximum student enrollments in online classes • Lower PGR for online classes as compared to F2F courses
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Projected population growth in this area – IH 35 corridor, metrocom, rural counties • Student demand for online and hybrid courses • Increased usage of technology by society (mobile devices) • Alamo Colleges one of largest Canvas client, can leverage new features and support • Collaborate with other colleges to increase online student support – advisors, tutoring, library • Competitive in-district tuition for online classes • Research 2+2 plans to collaborate with area universities • Offer non-traditional students access to college • Many new technology tools available to provide authentic learning and student engagement 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Enrollment in online courses affected comparable to F2F courses, possibly due to economic environment • No clarity with goals and roles between new District Alamo Colleges Online and NLC Distance Learning • Student readiness for online learning • Out-of-district tuition close to that of local 4-year institutions • Howard Payne opening campus in New Braunfels, already online courses • Alamo Colleges unable to compete with online universities reimbursement policies and marketing • Student authentication • Providing equivalent student services virtually to compete with other higher ed institutions • State appropriations and tax revenues impact budget • Compared to for-profit institutions, ACCD recruiting and marketing budgets less

SWOT Analysis for: *IG3 NLC will offer innovative methodologies and resources to enhance student learning in instructional courses: EIS Learning centered environment*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Variety of classroom table setups, which encourages active and collaborative learning • Tutoring services offered by students, faculty, and staff • Wireless internet and computer lab availability • Canvas Instructure LMS allows faculty to extend the learning environment beyond classroom 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Need for more varied classroom table setups for instructional courses • Lack of personnel in study and tutoring centers • Position of projector screen covers majority of whiteboard, which causes distraction during lectures when having to constantly raise and lower the screen to write on the board • Full-time-adjunct ratio skewed which affects student learning • Need to increase utilization of Canvas Instructure LMS by faculty
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Extending the learning environment beyond the classroom with service learning (i.e. develop classroom projects to collaborate with community partners), guest speakers, and/or civic engagement opportunities • Utilizing various forms of external media (i.e. YouTube, Twitter, Facebook, videos) to enhance the learning environment • Network with discipline-specific colleagues regarding pedagogies 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Lack of funds in the budget to support instructional resources • Inappropriate use of external media/wireless internet • Regulations from state and district threatens innovation in the classroom

SWOT Analysis for: *IG4 NLC will serve the community as the primary educational resource and as a responsible civic partner: E11 Community awareness within district and in special service region*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Cultivating community involvement / Active membership in Metrocom and local Chambers of Commerce • Provides opportunities for local businesses to support the college financially/Grants and scholarships • Provide regular opportunities for community involvement (First Friday, Convocation) • Activities available to the general public including film series, NPAC, events in opportunity mall, wellness, etc. • Volunteerism; Alzheimer’s, breast cancer, etc. • Accessibility of the library (ex. Online access, midnight madness) • Transfer degrees • Workforce and Community Education 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Define community and special service region • Staff to task ratio limits volunteerism • Discrepancies in signage on campus and in various literature • Need to be more representative of community demographics • Lack of shuttle service to campus • Lack of clear name recognition (e.g. NLC vs. NELC) • Inadequate disability parking
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Location to underserved population • Pipeline access to Alamo University Center • Sharing resources among sister colleges • Volunteering as a way of promoting NLC in the community • Involvement in College Connections • Opportunity to obtain reverse Associate’s degree • Contracts to train military workforce • Assessment Center for ACT and external exam proctoring 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Access to public transportation • Media miscommunication • Inability to provide financial aid (SACS)* • Lack of clear name recognition (e.g. NLC vs. NVC) • Lack of visitor parking • Competition among sister colleges • Library budget limits dual-focus (academic vs. public) • Issues with transferring • Students with PTSD

SWOT Analysis for: *IG4 NLC will serve the community as the primary educational resource and as a responsible civic partner: E12 Community Partnerships*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Enthusiastic participation of faculty and staff in METROCOM community activities. • Excellent collaboration between community, businesses, civic leaders and our college. (Summer Robotics Camp) • Offer customized technical training and certification preparation in partnership with local businesses. 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Do not have enough full-time personnel resources to effectively and continuously promote and support NLC's engagement community activities.
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Growing a start-up Service Learning Community applicable to NLC courses Student Learning Outcomes. • Developing civic, private business and non-profit partnerships in a rapidly growing METROCOM region. • Engage/Promote a military veteran support structure at NLC. • Establish a community empowerment center similar to SAC's where community members can come and participate in college re-entry activities. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Inability to carryout opportunities due to resource short falls. • Losing community leader contacts due to inadequate and timely response to community partner inputs. • Rapid changes toward a STEM based workforce regional requirement. Can NLC effectively respond to this dynamic environment? • Outcome of several national and state legislative issues after the national election.

SWOT Analysis for: IG4 NLC will serve the community as the primary educational resource and as a responsible civic partner: E13 Community engagement activities at NLC

	Positive	Negative
Internal	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Film series • Alzheimers' Walk • Outreach activities by clubs and college organizations • Participation by NLC in UC Snowfest • Support for Military • Participation in local Chambers of Commerce • CE workforce programs • Fine & Performing Arts events • Newness of facilities • Library resources • Job Fairs/Health Fairs/Transfer Fairs 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Better Communication/Marketing • Not enough signage on campus • More team building opportunities • Need to positively incentivize faculty/staff for greater participation • Offer more community activities at little/no cost • Greater utilization of facilities (e.g. plaza, amphitheater, observatory, wellness center, etc.) for community events • Offer NLC facilities for use by community groups (and market this) • Accreditation • Not enough online classes • Website is not user-friendly
External	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Base re-alignment • Growth of N.E. region • Need for more CE classes/GED classes • Accreditation • Offer more online classes to bring up enrollment • Library resources • Job Fairs/Health Fairs/Transfer Fairs • Website 	<p>THREATS</p> <ul style="list-style-type: none"> • Weak economy • Political environment • Continual evolution of District policies/programs • Budget cuts • Decline in enrollment • Accreditation • Disproportionate effect of out of district tuition rates • Website is not user-friendly

SWOT Analysis for: *IG4 NLC will serve the community as the primary educational resource and as a responsible civic partner: E14 NLC participation and support of community events and organizations*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Fosters sense of community • Employee involvement • Opportunities for students to serve • Service increase morale • Increases employee awareness of community needs & activities • Participation with community organizations may create service learning partnerships 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Limited resources to/support towards community events • Bureaucratic process impedes progress • Sincere desire to serve v/s obligation • Too much demand by communities too little supply of NLC personnel • Unit plan attend events reflects 2010-2011 baseline not current unit plan data for 2011-2012 • Review Partnerships unit plan to ensure the baseline data is included with actual outcome and complete analysis (IE2)
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • NLC is visible in the community • Lots of organizations that want to use our facilities • Community awareness for facility use • Increases employee awareness of community needs & activities • Show communities we are involved/committed • Outreach opportunity with military bases to create stronger relationships • Participation with community organizations may create service learning partnerships 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Lack of funding for community activities would take away NLC public awareness • Cost & liability for facilities maintenance • Ongoing wear and tear on facilities • High cost of renting facilities does not foster community relationships (E12) • Economy instability (funding) • Employees can feel stressed or overwhelmed by all the "opportunities" to participate

SWOT Analysis for: *IG5 NLC will maintain a culture of collegiality, open communication and professional excellence: E11 Provide a team environment that encourages cooperative interaction*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Teamwork among leaders, faculty & staff is evident – culture of teamwork exists • Opportunity to share ideas • Professional development opportunities • Open door policy / mentality • First Fridays • Monday Minutes • Sharepoint • Regular department meetings • New employee orientation • Staff recognition ceremonies • Spirit Award 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Information overload • Time to distribute information • Sharepoint – reliability, accessibility and functionality • Change fatigue – new initiatives • Need to close feedback loop in various areas • More morale boosting recognition of positive • Use of jargon • Lack of opportunities for unstructured interaction • Internal red tape • Lack of time for staff to be able to participate • Lack of staff and resources • Lack of individual department budgets • Lack of designated parking for community to engage • Mentor programs • Limited on-going education about changes in processes, forms, etc. • Information rolled out on line and need more interactive learning opportunities • Frustrations with navigating sharepoint and websites • No faculty of month recognitions
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Family Picnic Day • Off campus team building workshops (ie. Ropes course) • Solicit unrestricted external funding to facilitate cooperative interaction and team environment so none of the staff or administrators have to be the coordinators • Explore local chambers and local expertise for partnerships to help develop teams • More college wide charity events to donate time such as Alzheimer’s Walk • Guest speakers 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Legal Issues • Lack of external funding which limits adequate staffing and resources • District Red Tape • Time to engage in activities • Legislative changes • Economic changes

SWOT Analysis for: *IG5 NLC will maintain a culture of collegiality, open communication and professional excellence: E12 Monitor levels of employee well-being and satisfaction*

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • IT Satisfaction Surveys & PACE surveys are currently implemented to measure work-place well-being and satisfaction with services • Wellness Committee promotes and provides opportunities for employee well-being • First Friday forum provides opportunity for employees to participate in community discussions • Employee Development Day • Employee Tuition Assistance Program (ETAP) 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Only two divisions are currently addressing E12 directly in their Unit Plans • There are activities that support E12 that are not currently being captured in Unit Plans • Limited ability for employees to participate in events supporting E12 • Infrequency of PACE surveys & other work-place satisfaction surveys
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Employee Assistance Program • Upward Mobility • Conferences and workshops • Incentives from external organizations/companies- ERS discount programs • Community events 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • State budget reductions • Increased responsibilities for employees • Community employment closures

SWOT Analysis for: *IG5 NLC will maintain a culture of collegiality, open communication and professional excellence: E13 Recognize and reward employee contributions toward achieving college goals*

	Positive	Negative
Internal	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Recognition for hard work by peers • Recognition by students (STAR fish) • Earn medals, plaques, certificates... • Can be included in resume, CV, tenure, evaluation, and peer review process • NISOD winners earn paid trip to conference in Austin, Texas • Networking with other award winners • Boosts morale 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Low levels of participation in nomination process • Unclear of eligibility criteria • Selection process is not transparent • STAR Fish is not included in unit planning • NISOD loses meaning with financial obligation and # of award winners • More recognition needed within NLC (announcement of winner, publicity) • Need faculty senate award; are they sponsoring the Minnie Piper Stevens Award?
External	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Expanding recognition to include district (college board meeting, Ranger) • Expanding recognition to include community (local newspaper, college webpage, digital signage) • Community involvement in process of selection, recognition and possible donation of funding 	<p>THREATS</p> <ul style="list-style-type: none"> • Budget; money spend on awards and NISOD conference attendance • If community doesn't see the value in the award, they might assume the money is wasted.

SWOT Analysis for: IG5 NLC will maintain a culture of collegiality, open communication and professional excellence: E14 Promote personal growth and high performance

	Positive	Negative
Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • First Friday • Monday Minutes • Monitors that display college information • Professional Development Training Sessions • Campus wide activities (President’s Picnic) • Professional Development Funding • Faculty Senate • Staff Council • Open Gym Hours • Division Sponsored Events (Pedagogy Conference) • Special Projects Initiatives • Adjunct Academy • New Employee Orientation • Funding for Additional Education for Faculty, Staff and Family (ETAP) 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Need for Adjunct Council • More opportunities for participation by part-time employees (faculty and staff) • District Funding • Rumors within the college and district • Spread too thin preventing participation in professional development opportunities (full-time faculty and staff)
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Off campus workshops and conferences • Online training opportunities (webinars and district online training-ethics) • Guest Speakers (Earth Day) • Professional Association Membership • Higher Education Opportunities in Bexar County and Surrounding Counties • Cultural (Museums) and Discipline Specific (Tex Share) Opportunities • Grants 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Ever changing District initiatives • Political Uncertainty (Federal and State elections) • Loss of Academic Freedom (homogenization of education) • Federal and State Funding • Rumors from the community • Possibility of not receiving candidacy • District personnel funding and staffing seems to take priority over college funding and staffing • 7.5 adjunct load

SWOT Analysis for: *IG5 NLC will maintain a culture of collegiality, open communication and professional excellence: EIS Encourage and contribute to employees' continual improvement and goal achievement*

	Positive	Negative
Internal	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Enhances employee skills • Acquisition of certification and skill sets • Enhances diversity of knowledge • Increases employee motivation and performance • Contributes to proactive practices • Promotes career advancement • Strengthens performance appraisals 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Time away from the workplace • Cost of the event • Potential of irrelevant conferences • Application and implementation • Lack of motivation to attend the function due to perceived irrelevance • Time conflicts • Paperwork/Red tape
External	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Potential for additional courses • Makes NLC a local repository of local expertise • Broadens recruitment base(faculty, staff and/or students) • Bolsters national identity • Facilitates sources of grant funding 	<p>THREATS</p> <ul style="list-style-type: none"> • Budget for professional development • Economy • The public's negative perception of use of funds • District policy (restrictions on travel)