THREE-YEAR STRATEGIC PLAN

For Fiscal Years 2020 Through 2023

ARKANSAS
NORTHEASTERN
COLLEGE

MISSION

Arkansas Northeastern College is committed to providing accessible, quality educational programs, services, and lifelong learning opportunities.

PHILOSOPHY

THE PHILOSOPHY describes the approach the College uses in identifying or updating the organization's mission, vision and/or values statements.

VISION

THE VISION describes our future and where we are headed as a college.

CORE VALUES

CORE VALUES reflect the core principles and beliefs that guide our work.

PHILOSOPHY

Because Arkansas Northeastern College is committed to the ideal of the worth and dignity of individuals, its philosophy is to provide opportunities to the youth and adults for development of purposeful, gratifying, and useful lives in a democratic society. These opportunities are provided through programs of study designed to fit the needs of students of varying educational and career goals and those which provide co-curricular activities and community services consistent with the concept of the community college.

Operating in the larger context of local, state, regional, and national higher educational patterns, the College seeks to respond to the needs of individuals and their levels of ability and development.

Arkansas Northeastern College is committed to these purposes:
- To provide an access to quality higher education opportunity for all individuals regardless of age, sex, race, or ancestry; economic, cultural or physical condition or previous educational attainment, within the provisions of law and resources available.
- To provide programs of study for students who wish to transfer to other institutions to pursue a baccalaureate degree.
- To provide career and technical programs and curricula leading to immediate employment and to offer programs for students who wish to upgrade their skills for current or future employment.
- To offer programs in general education and facilitate access to baccalaureate and masters programs.
- To offer credit/noncredit courses which meet community needs.
- To offer developmental programs to improve basic skills.
- To offer academic and career counseling and support services.
- To promote civic and cultural activities and provide for the avocational needs of students and the service community.
- To provide a positive and constructive experience for new students enhancing their educational growth, aspirations, and abilities to continue their education at this institution and beyond.

VISION STATEMENT

A leader in transforming learning, lives, and community through bold innovation.

CORE VALUES

The College embraces the following core values which guide its efforts to accomplish its mission and achieve its goals. These values direct the operational strategies and procedures of the institution.

Inclusiveness and Diversity: ANC values inclusiveness and diversity and views the uniqueness of students, faculty, and staff as a resource, strength, and benefit to the College.

- Provides an inclusive and welcoming work and learning environment where individual and cultural differences are recognized and celebrated.
- Incorporates diversity and equity into the employee recruitment and hiring practices, student recruitment, and all outreach activities of the College.
- Ensures that individuals from all backgrounds and perspectives are served equitably through its employment practices, educational programs, services, and workforce development.

Innovation: ANC values innovation and the ability to anticipate, respond, and adapt to change through a culture which promotes, supports, and rewards new ideas or ways of thinking to solve problems, seize new opportunities, or meet unstated needs.

- Fosters an environment that encourages creativity, inquiry, risk-taking, the open exchange of ideas, and recognizes and rewards exploration.
- Seeks to identify new, creative, or improved programs and services for students and the community which lead to positive effective change.
- Incorporates the most recent technologies and methods to be responsive to the needs of students, the community, and its business and industry partners.

Collaboration: ANC values collaboration through institutional, business, industry, and community partnerships, which serve as critical links to achieving economic vitality and quality of life in our region.

- Strives to build relationships that foster communication, teamwork, shared decision-making, and the innovation necessary to achieve common goals.
- Seeks to create partnerships inside and outside the College that contribute to continuous growth and enrichment of students, employees, and the community.
- Develops connections with business, industry and other agencies to more effectively serve the changing needs of students, the College, and the community.

Integrity: ANC values integrity and is committed to acting in an honest, fair, consistent, and respectful manner, creating a culture of trust that is evident in all decisions and interactions.

- Acts responsibly in utilizing resources to meet student and community needs.
- Adheres to high ethical standards of conduct, practices, and procedures that promote accountability and transparency.
- Maintains and uses data and information ethically and responsibly.
- Provides an ethical and respectful environment in which students, faculty, and staff are treated in a fair and consistent manner.

Academic Excellence: ANC values academic excellence and provides students with high quality learning experiences and support services that foster personal and intellectual growth for productive careers and meaningful lives.

- Provides a high quality and rigorous teaching and learning process that delivers current and relevant curricula.
- Provides qualified and skilled instructional faculty and staff.
- Promotes and supports professional development for faculty and staff.
- Promotes the use of new technologies, teaching methods, and instructional materials.
- Implements strategies and support services to improve student success.
- Promotes a climate of continuous improvement with high expectations of student and employee success.

STRATEGIC OPERATIONAL GOALS, STRATEGIC OBJECTIVES, AND EXAMPLE ACTIVITIES

GOAL 1:

Workplace Preparedness

The College will act as a collaborative partner by preparing students for employment while emphasizing both the "hard and soft" skills needed to be successful in the workplace through rigorous academic and technical programs that respond to the changing needs and expectations of our community and region.

Objective 1.1 Expand collaborative partnerships with business and industry
- Actively recruit industries for more internship opportunities with business and industry partners
- Work to establish better partnerships with the business and industry community
- Establish a partnership with the Arkansas Small Business and Technology Development Center to assist small businesses with technical assistance needs
.

Objective 1.2 Prepare students for employment emphasizing "hard skills"
- Identify employer needs in the workplace and make appropriate changes to improve academic content in these areas by defining "hard skills"
- Encourage "job ready" skills assessment in academic programming
- Establish partnerships with third-party, work-based skills accrediting organizations

Objective 1.3 Prepare students for employment emphasizing "soft skills"
- Foster leadership and soft skills training through student activities and educational leadership events
- Grassroots activity to engage students in one or more multiple soft-skills or leadership programs

Objective 1.4 Assess the currency and relevance of technical programs
- Expand number and variety of internships and industry partners/business
- Survey business and industry in order to identify areas with CTE programs that need updating and improving for future workforce needs.

GOAL 2:

Student Experience

The College will create an inclusive, supportive and equity-minded culture that provides a sense of community and connection by responding to students' unique needs and intentionally addressing the "generational poverty" mindset that pervades our region.

Objective 2.1 Create an inclusive and supportive culture with a sense of community and connectedness

- Provide extra-curricular activities to provide students the opportunity to develop relationships with other students, faculty, staff, and community
- Provide co-curricular activities to provide students the opportunity to develop relationships with other students, faculty, staff, and community
- Provide mentoring services
- Provide quality academic advisement and enrollment assistance
- Ensure that students are aware and engaged in the support services that are available
- Promote a positive, welcoming first impression of ANC staff, faculty, and facilities
.

Objective 2.2 Create an equity-minded culture

- Re-establish a Student Success Committee
- Close achievement gaps among student populations
- Collect and disaggregate data to identify and monitor equity gaps in student outcomes
- Provide student support services that foster success for all students while targeting at risk students
- Develop a plan to increase the retention and graduation rates of all students
- Provide professional development training on how to service under-resourced students

Objective 2.3 Identify and respond to students' socio-emotional unique needs

- Identify the specific challenges/barriers students face
- Develop strategies to address the challenges/barriers faced by students
- Assist students to obtain funding to support their educational goals
- Create a sustainable food pantry for students who are food insecure
- Expand the "Career Closet" to provide clothing for students in need
- Expand free bus transportation services

Objective 2.4 Address the "generational poverty" mindset in our region

- Conduct recruitment activities at the "grass roots", neighborhood and community level
- Expand the partnerships with the President's Council to reach underserved populations
- Expand Success Navigators to underserved students
- Provide intensive "case management" support and mentoring for underserved students
  - Provide career counseling to underserved students
  - Offer subsidized employment opportunities
  - Offer financial literacy workshops

GOAL 3:

Communication

The College will employ communication systems that are robust, agile, and trusted by our diverse stakeholders, utilizing multiple formats to provide the needed information in a timely manner.

Objective 3.1 Employ robust, agile communication systems trusted by the stakeholders

- Provide continuous updates to all social media and website to maintain current, reliable information
- Share success stories and testimonials to promote programs and services as well as to offer validation to College offerings
- Create and continue to update a virtual tour to showcase the institution.
- Create and provide "How To" videos on the website and the ANC APP for help with important functions
- Use marketing tools to continuously promote the College, share its opportunities, and highlight the advantages of a community college
- Invest in technology to improve and enhance the virtual and online experience for internal and external communication

Objective 3.2 Create communication system which reaches all stakeholders, including the underserved

- Host Advisory meetings with community stakeholders for various academic programs and service opportunities
- Utilize online and teleconferencing platforms in classrooms, meetings, and advising to ensure all may participate.
- Work with area agencies and non-profit providers to assist the underserved

Objective 3.3 Utilize multiple formats to provide information

- Promote the official ANC APP, social media, and website for information dissemination
- Utilize television and print for advertising, including bi-annual direct mail across the service district
- Hold live meeting with prospective students and parents utilizing a variety of methods (In-person, ZOOM, and Google Classroom) to promote, recruit and prepare students, including virtual learners.
- Hold virtual informational sessions
- Hold monthly division meetings for information exchange
- Create a one-stop-shop for all support information.
- To the greatest extent possible, provide students the opportunity to determine how they attend class using all methods available including but not limited to: Traditional face-to-face, ZOOM, and INET.

Objective 3.4 Insure needed information is provided in a timely manner

- Continue weekly managers and cabinet meetings, monthly publication of the Cabinet Report and ANC Links for regular internal communication
- Post documents online in resource repositories for quick access
- Promote the ANC APP and utilize push notifications for immediate notification of pertinent information
- Using all mediums available, provide as much advance notice as possible of important information regarding changes in course delivery, services, etc.

GOAL 4:

Using Technology As A Strategic Asset
The College will develop a future-orientated, proactive, and sustainable technology platform and establish state of the art learning and working environments for students, employees and constituents.

Objective 4.1 Acquisition of a future-oriented enterprise resource planning system

- Research technology funding opportunities through Federal and State sources.
- Conduct user needs assessment to establish requirements and create buy-in
- Establish a timeline for installation and transition to the new system

Objective 4.2 Establish state of the art learning environments for students

- Equip classrooms to accommodate new delivery methods such as video conferencing
- Augment Distance Learning Technology to encompass online instructional advancements
- Insure classroom agility to immediately switch between live, video, and blended instruction
- Continue to secure technology for students who lack access to necessary technology
- Consider Artificial Intelligence's impact on teaching and learning environments

Objective 4.3 Establish state of the art working environments for employees

- Maintain current schedule for technology upgrades and replacements
- Present training on new technology for online and classroom delivery
- Continue strategies to allow employees to work from home
- Incentivize and award employees who develop new techniques that advance ANC

GOAL 5:

Educational Delivery

The College will provide quality educational programs and services in ways that increase student retention and success with a focus on accessibility and affordability.

Objective 5.1 Quality educational programs
- Survey employers to identify relevant academic programs
- Survey students with regard to their educational goals
- Increase community Educational offerings to meet community need
- Increase the number of transfer/articulation agreements
- Seek 3rd party accreditation for CTE programs as a Quality Assurance practice

Objective 5.2: Quality educational services
- Increase advising and testing center tutoring availability
- Increase targeted marketing of ANC program
- Remove barriers and streamline admissions process to add online submission of application documents
- Create virtual Financial Aid and Admissions Workshops
- Monitor TRiO/CPI services and students
- Increase services to the underserved populations in the service area

Objective 5.3 Increase Retention of all students
- Provide faculty and staff professional development activities addressing retention
- Create additional compressed semester offerings
- Develop a culture of Intrusive Advising for faculty
- Involve Community Relations in more admissions and programmatic processes

Objective 5.4 Increase success of all students
- Provide additional professional development activities on student success
- Provide additional technology resources to students in need
- Increase communications concerning ANC student success
- Provide professional development on teaching via ZOOM and other delivery modes
- Create a Student Success Committee to review barriers to student success

Objective 5.5 Focus on accessibility
- Increase the number of online course offerings
- Increase the number of Secondary Center participants
- Increase the number of early College participants
- Increase the number of non-traditional participants

Objective 5.6 Focus on affordability
- Continue to monitor tuition and fee increase to students
- Increase communications concerning scholarships and other ways to decrease student cost
- Increase use of free Open Education Resources
- Increase educational delivery modalities

GOAL 6:

Accountability and Responsibility

The College will exercise diligent stewardship of the resources entrusted to it through a culture of continuous improvement, innovation and accountability.

Objective 6.1 Utilize financial resources ethically, effectively and efficiently.

- Perform compliance responsibilities in accordance with current requirements in a timely and accurate manner.
- Develop a plan to reduce campus energy consumption
- Manage business functions of the institution efficiently and with a customer service focus:
  * Process transactions in an accurate and timely manner
  * Apply technological controls to financial transactions.

Objective 6.2 Utilize physical resources ethically, effectively and efficiently.

- Establish a routine maintenance schedule for each building
- Develop a plan to allocate resources to deferred maintenance needs
- Provide a reliable fleet of vehicles for employee use
- Provide a safe and secure environment for learning and working

Objective 6.3 Utilize human resources ethically, effectively and efficiently.

- Maintain accurate personnel records in a secure manner
- Create a new employee onboarding process.
- Define the application, interview, and selection process of new employees.
- Provide support for employees regarding employment, benefits, payroll, departure and individual personnel issues.
- Provide information regarding human resource issues utilizing technology.

Objective 6.4 Allocate resources toward the achievement of the College's mission.

- Link budget requests to the strategic plan.
- Monitor expenditures regularly as they relate to the strategic plan.
- Establish periodic review process.

Objective 6.5 Foster a culture of continuous improvement, and innovation.

- Develop a plan for maintaining employee satisfaction.
- Establish a suggestion process for employees.
- Enhance opportunities for employee development and recognition.

Strategic Planning Task Force

Melissa Arledge	Barbara Greene	Ryan Perkins
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Our Process

Strategic planning at Arkansas Northeastern College (ANC) is a collaborative and continuous process that sets the future direction for the College. It is guided by the College's vision, mission, values, and student learning outcomes. ANC's strategic planning process ensures the long-term viability of the College for its students and community and ensures the effective and efficient use of its resources. ANC adopted a five-phase approach to create a shared future vision and strategic operational goals for the institution. This collaborative planning process depends on five guiding principles for success. These principles are meaningful engagement of internal stakeholders, transparency, an internally-directed process, attention to external issues and trends in higher education, and the meaningful engagement of external stakeholders.

The five phases included in this approach are:

Phase I: Getting Organized. ANC's President, Dr. James Shemwell, directed this first phase in which a Strategic Planning Task Force (PTF) was established, the resources necessary to support the process were committed, and the importance of the planning effort was communicated.

Phase II: Data Gathering and Engagement. The PTF sought input to inform the planning and future direction for the College from multiple stakeholder groups using a variety of methods. Stakeholder groups included ANC employees and students; ANC alumni; area school districts personnel, students, and parents; employers; civic groups; media outlets; clergy; chambers of commerce; and local city and county government officials. Contact was made with over 1,200 stakeholders through face-to-face interactions in large groups, small groups, focus groups, one-on-one interviews, and through written and online surveys.

Phase III: Making Sense of the Issues. Members of the PTF compiled the data gathered in Phase II, processed the information by considering and sorting the data, saw the patterns that emerged and identified the dominant themes. Each member of the PTF was assigned to a team. Each team was responsible for writing a concept paper on one of the themes. The purpose of these concept papers was to inform and educate stakeholders who might have little knowledge or expertise about the themes.

Phase IV: Vision Conference. A combination of both internal and external stakeholders participated in a highly interactive one-day conference in which stakeholders discussed the concept papers written by the PTF and created a "preferred future" for ANC based on the dominant themes. The "preferred future" became the foundation for the development of strategic operational goals.

Phase V: Goals Conference. With input from key stakeholders, the PTF created six operational goals which form the basis for an action plan and a detailed implementation plan.