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NEBRASKA COLLEGE OF TECHNICAL AGRICULTURE

STRATEGIC PLAN | 2019-2024

Academic Quality

Improve academic quality

- Implement a system for assessing, improving and reporting student success in achieving certificates and associate degrees including: Enrollment, retention, semester credit hours generated, course pass rates, graduation rate, transfer rates, industry standardized test pass rates.

- Develop a system for student evaluations of online/dual credit courses.

- Incorporate assessment data into curriculum development and revisions.

- Develop protocol for annual industry advisory evaluation of core course student learning outcomes and rigor.

- Implement an SLO measurement and improvement system for all co-curricular programs including teams, residence halls, student life activities, intramurals, etc.

- Implement an assessment and continuous quality improvement program for developmental courses.

- Operationalize an online system for enforcing course prerequisites.

Improve student career success by identifying key success characteristics, measuring attainment and implementing procedures to improve student career success

- Utilize national indices (College Scorecard) to assess and improve student career success based on salary and employment rates.

- Develop effective postgraduate surveys of students and employers focused on connecting NCTA education to career success.

- Develop, assess and promote essential technical skills and knowledge gained by students for each program.

- Develop a system to measure transfer student success in achieving bachelors degrees.

Improve the function of the college farm

- Maximize the use of the college resources, including the college farm, as tools for high quality, experiential learning as it pertains to profitable commercial agriculture including crop production, animal agriculture and veterinary technology.

- Coordinate faculty use of NCTA resources to create an integrated farm for teaching purposes, including plants, animals, equipment, facilities and land.

- Operationalize a system farm budget that maintains a positive balance throughout the year.

- Develop a farm strategic plan.

Ensure effective/continuous professional development of faculty/staff

- Increase funding available to support professional development for faculty and staff. Tie funding allocation to the annual evaluation process.

- Develop a professional development program for staff.

Allocate appropriate personnel resources required for the growth and maintenance of academic quality

- Operationalize faculty workload policy through annual assessment of faculty workloads at both the division/college levels for planning future, sustainable workloads. Ensure 90% compliance with faculty workload protocol.

- Operationalize a system for reduced faculty teaching load to facilitate other assignments such as curriculum development/revision.

- Develop a regular faculty teaching schedule consisting of planned faculty teaching assignments one year in advance.

ncta.unl.edu/mission-statement

Achieve and sustain technology/equipment needs for student career success

- Establish campus-wide procedures prioritizing equipment procurement.
- Increase resources available to secure equipment for teaching programs.

Leverage industry and UNL partnership to ensure student success

- Develop a system for effective/collaborative UNL advising of transfer students.
- Identify assessment data needs and establish partnership with UNL assessment unit.
- Explore opportunities for new industry partnerships to improve academic quality.

Maintain accreditation

- Develop annual plan for sustaining HLC and other degree accreditations.

Student Services

Seek regular student input into planning and assessment of activities

- Survey students using standardized instrument at least once per semester on key institutional units or activities such as dining, residence halls, financial aid, academics, parking, etc.
- Utilize assessment of student input in annual decision making in all appropriate units.
- Develop a student suggestion system similar to the student complaint process.

Ensure a high quality, educational housing environment

- Identify, measure and improve curricular components to be addressed in campus resident housing.
- Open Aggie East Traditional residence hall.
- Install air conditioning in traditional residence halls.
- Upgrade windows and electrical service in traditional residence halls.

Ensure structured student advising

- Develop an 'Early-Alert' advising system.
- Develop advising system incorporating regular student-academic advisor interaction.
- Improve faculty/coach accountability through advising evaluation system.

Streamline processes for student progress toward academic completion

- Implement U-achieve system for advising and self-tracking of student progress toward degree completion. Require a completed graduation check through U-achieve prior to student registration for courses in the first semester of their second year.
- Develop and implement procedures to facilitate student transfer after graduation.
- Develop a system for digitizing transcripts.

Develop IT programs and procedures that meet student needs

- Increase academic applications of online information management tools such as Open Educational Resources.
- Establish weekly protocol for supplies and maintenance of student computer labs.
- Develop effective orientation for meeting student IT needs.
- Implement a regular assessment instrument for obtaining student input of IT services.

Provide an environment that ensures a positive student life and career success

- Implement a career center to provide assistance for resume development and interview skills.
- Ensure counseling is available to support student needs.
- Strengthen programs for diversity awareness, education and support.
- Ensure campus environment, courses, and curriculum meets the needs of students with disabilities.
- Improve campus ADA compliance.
- Install an ADA compliant entrance to the college dining hall.

Enrollment

Grow on-campus enrollment – quantity and diversity

- Develop and implement independent strategies to increase these populations:
  - ▸ Nebraska resident students
  - ▸ out-of-state students
  - ▸ online students
  - ▸ international students
- Develop multi-cultural recruiting strategies reflecting the diversity of Nebraska.
- Develop industry-supported scholarships for returning students, targeting relevant industries for each program.
- Develop discipline-specific strategies for recruiting and marketing current on-campus degree options.
- Revise and strengthen the reverse-transfer agreement with UNL to increase number of graduates.
- Explore the development of course/program scheduling outside of the fall/spring/summer semester system.
- Promote NCTA online programs and courses in *University of Nebraska Online* website, reports and other marketing materials.

Establish planning to match increased enrollment with resource requirements

- Determine the classroom, facility, housing, etc. needs required to facilitate enrollment growth.
- Develop budgeting models based on projected enrollment growth showing both income and planned expenses.

Develop on-campus programs to attract and engage international students

- Establish a structured summer program model for international promotion focused on skills development.
- Develop campus systems to provide for the special needs of international students.

Develop assessment to guide recruiting and retention efforts

- Develop metrics identifying the best return on investment for marketing and recruitment efforts.
- Develop a strategic plan reflecting marketing and recruitment based on assessment.
- Develop and implement a retention plan.

Identify and prioritize new programs and modes of delivery to meet Nebraska's agricultural industry needs

- Establish clear enrollment, budget and faculty workload goals for online and dual credit programs.
- Establish partnerships with UNL to provide course offerings to best facilitate student career success.
- Implement curriculum for the Omaha Urban Agriculture program as directed by the Urban Agriculture industry.
- Improve utilization of industry advisory councils and organizations to revise and expand curriculum.

Integrate workforce development and lifelong learning into curriculum

- Implement a system to increase the integration of continuing education into courses and curriculum.

Budget and Finances

Strengthen campus-wide participation and understanding of budgeting processes

- Continue to assess and refine budget allocation procedures (operating, capital equipment, IT, division expenses, team travel).
- Operationalize the use of student success assessment data in the budgeting process.
- Establish clear reporting of all spending. (SURF, professional development, recruiting, division expenses, teams, facilities, etc.)
- Implement an integrated data reporting and assessment requirement during budget allocation.

Develop strategies to increase revenue

- Develop budgeting models based on projected enrollment growth showing both income and planned expenses.
- Implement a system for identifying grant and donor opportunities available to support campus needs.
- Prioritize needs and develop effective capital-improvement campaigns for funding these needs.

Develop a preventative maintenance plan for long-term campus sustainability

- Identify preventative maintenance concerns and needs for effective cost analysis.

Develop procedures for farm budgeting and planning

- Develop and implement budget control procedures for the college farm.

Review processes and procedures for awarding scholarships

- Provide annual, transparent reporting of scholarship awards.

Infrastructure

Develop a college facilities master plan

- Identify and prioritize campus infrastructure upgrades needed for the next 10 years. Consider:
    - ▶ Fire suppression system for Aggie East Residence Hall
    - ▶ ADA compliant entrance in the cafeteria
    - ▶ Increased ADA compliance throughout campus
    - ▶ Spray tank mixing and filling pad at Lashley building
    - ▶ Renovation of Library – Learning Resource Center, textbook pick up
    - ▶ Renovation of farm Lashley building – lighting, tool storage, seed and pesticide storage
    - ▶ USDA compliant cattle holding pens for teaching activities
    - ▶ Phase 2 welding patio
    - ▶ Intermediate welding laboratory
    - ▶ University farm swine facility
    - ▶ University farm sheep facility
    - ▶ Upgrade floor in livestock arena
    - ▶ Air-conditioning in dormitories
    - ▶ Electrical upgrade in the two traditional residence halls
    - ▶ Window upgrade in the two traditional residence halls
    - ▶ Student union audiovisual system
    - ▶ Development of a USDA approved meat science laboratory
    - ▶ Renovation of Ag Hall (matched 1:1 by 309 funds)
    - ▶ Creation of a distant education classroom
    - ▶ Three additional smart classrooms – projector, desktop computer, DVD/CD player, room sound, teaching station
- Utilize cost analysis to direct long-term maintenance and updates. Clearly document preventative maintenance schedules.

Ensure a safe and secure campus life

- Evaluate campus security needs and implement strategies for improvement.
- Establish annual training sessions for students, faculty, and staff on campus safety practices.
- Implement a campus wide safety and emergency management plan.
- Identify and prioritize campus safety hazards.

Ensure campus is ADA compliant

- Install ADA entrance to the college cafeteria.
- Provide wheelchair rest areas for high slope sidewalks.
- Assess ADA compliance needs throughout campus.

Establish Unit/Division assessment of operating systems for efficiently meeting student needs

- Establish a procedure for each division/unit to annually identify needs based on assessment; and a campus-wide procedure for prioritizing these needs.

- Establish protocol for sharing campus resources for education, such as the farm learning center, classrooms and laboratories.

Public Relations/Communications

Develop positive and effective communication with internal and external audiences

- Develop and implement assessment parameters for public relations out-put methods, such as number of articles published weekly, number of radio broadcasts weekly, number of social media hits, etc.

- Develop and implement a planned structure for discipline-specific marketing of all degree programs. Include marketing initiatives for state, national and international audiences.

- Develop a recruitment plan utilizing our public relations and recruitment capabilities.

Strengthen student/campus relationships with local and regional communities

- Develop strategies to improve student, faculty/staff/administrator relations with the Curtis community.

Strengthen alumni relations to support campus growth

- Develop a set schedule of campus communications to alumni: events, capital campaigns, student achievements.

- Develop an annual alumni recognition award.

College Growth Initiatives

Explore the expansion of statewide college programming

- Examine the feasibility of NCTA programming off campus.

- Examine the feasibility of offering an accredited veterinary technology program on the UNL campus in partnership with the School of Veterinary and Biomedical Sciences.

- Examine the feasibility of offering an urban agriculture academic program in Omaha. Consider viticulture as a component.

- Implement a system to include faculty and staff input prior to the implementation of growth initiatives.

- Examine the feasibility of developing an associate degree for UNL non-completers which includes an experiential learning component at the NCTA campus, perhaps as an internship or practicum experience.

Mission Statement

The Nebraska College of Technical Agriculture is devoted to a statewide mission of preparing students for successful careers in agriculture, veterinary technology and related industries. The college provides open access to innovative technical education resulting in associate degrees, certificates and other credentials.

Vision

The Nebraska College of Technical Agriculture will be an effective and nurturing student-centered learning community with a national reputation for producing graduates who are in high demand by cutting-edge industries.

Key Characteristics

— *Important and distinctive features of the NCTA experience* —

Practical, applied, experiential education activities

Career-applied technical education

Programs relevant to job attainment and career development

Dedicated and caring faculty and staff

Low student-to-faculty ratio

Accessible land and animal resources for hands-on learning

Interaction and support from agricultural industries and employers

Close working relationship with the UNL Institute of Agriculture and Natural Resources (IANR) and the College of Agricultural Sciences and Natural Resources (CASNR)

www.ncta.unl.edu

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