



ORGANIZATIONAL PROFILE



ORGANIZATIONAL DESCRIPTION

Northeast Lakeview College (NLC) is the newest college in the Alamo Community College District (ACCD). The District, established in 1945, is composed of four SACSCOC-accredited colleges: St. Philip's College (established 1898, reaffirmed in 2006); San Antonio College (established 1925, reaffirmed 2006); Palo Alto College (established 1985, reaffirmed in 2012); and Northwest Vista College (established 1995, reaffirmed 2006). NLC was officially established by the ACCD Board of Trustees in January 2007 to begin operations during the Fall Semester 2007; however, the institution traces its beginnings to 1996 as the Northeast Learning Center, a 1,200 square foot storefront as a satellite site of St. Philip's College. In the late 1990's, Northeast Bexar County (known as the Metrocom) community leaders acknowledged the need for college services in the area. Metrocom and ACCD officials began discussing the possibility of establishing a new college and conducted extensive research to determine student need and to select a potential site. Northeast Lakeview College provides educational access to students in northeast San Antonio and from the ten Metrocom Communities serving three counties (Bexar, Comal, and Guadalupe). NLC students may earn the Associate of Arts, Associate of Arts in Teaching, and Associate of Science degrees. Northeast Lakeview College graduated its first student in 2009 and since then, has increased its number of graduates annually.

Serving northeast San Antonio and ten small municipalities, Northeast Lakeview College welcomes the different cultures and backgrounds of its students. Activities are offered on campus regularly to celebrate cultural and historical events. In addition, Northeast Lakeview College and its employees routinely participate in community engagement opportunities as a good civic partner in the local service area.

The growth and expansion of our institution is reflected by local area support. Both the voice of the NLC employee and the needs of the community play a role in our continuous improvement process. The Friends of Nighthawks is a President's Advisory Council established in December 2014 as a direct result of the Community Listening Sessions NLC hosted in Summer and Fall 2014. The purpose of this advisory group is to create awareness of and advocate for Northeast Lakeview College and advance the mission of the college. Representatives include members from northeast Bexar County, including each of the college's service area municipalities as well as school district and university representatives. Members of this group also share ideas and continuous feedback on the current and anticipated educational and workforce training needs for the community.



ORGANIZATIONAL ENVIRONMENT

(1) Educational and Service Offerings

Northeast Lakeview College (NLC) offers three degrees, the Associate of Arts, the Associate of Arts in Teaching, and the Associate of Science. These three degrees include a coherent course of study compatible with the mission of the College to include a general education core of 42 semester credit hours and 18 semester elective credit hours from inventories of courses that will allow students to transfer to upper division institutions. Despite the fact that students will choose from an array of courses to complete the credit hours required, the three degrees rest on advising or transfer guides designed to assist students in selecting courses in their planned course of study once they transfer.



NLC offers a broad range of educational opportunities for the student whose goal is to transfer to a four-year institution. Degree plans or optional electives are available for all associate degrees; these degree plans provide students with course selections that will facilitate transfer to academic programs at four-year institutions. NLC's degree programs represent a series of courses comprised of a 42-hour state-mandated core and 18 hours of additional coursework which varies by student interest and transfer institution.

(2) Vision and Mission - Northeast Lakeview College (NLC) institutional tag line, *Right From the Start*, applies to the realization of our collective dreams and to the responsibility we have been given as stewards of the public trust. NLC has a clearly defined, comprehensive, and published mission statement. The mission statement for Northeast Lakeview College is as follows:

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.



This mission statements clearly states that NLC's focus is on supporting student success through the offering of Associate degrees and continuing education. NLC currently offers three associate degrees and a variety of continuing education options. The mission statement helps to focus institutional efforts on developing and maintaining programs that align with the needs of San Antonio and the surrounding region. The current mission statement also reflects NLC's role as a public community college; a college within the system of the Alamo Community College District; and a college that offers associate degrees and continuing education.

NLC's mission statement is comprehensive in that it describes the College's academic programs, as well as the College's commitment to, "promoting engagement in civic activities and organizations, and encouraging participation in cultural and enrichment programs."

By focusing on NLC's partnership with its communities, the mission statement identifies a geographic service region for both students and their prospective employers.

The mission statement is specific to the institution, acknowledging both NLC's membership in the Alamo Community Colleges District and its partnership with surrounding communities. It is appropriate for higher education and addresses both teaching and learning.



A center for educational excellence, Northeast Lakeview College combines innovative classroom instruction with hands-on experience to provide exemplary enrichment opportunities. We provide a variety of degree plans, flexible course schedules, and a small, student-focused environment. This belief is reflected in our **Guiding Principles** - the **Mission, Vision, and Value (MVV)** statements - as well as our **Core Competencies** that support them, all of which are shown in **Figure OP-1**.

<u>Mission</u>
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.
<u>Vision</u>
The first choice for higher education in the communities we serve.
<u>Values</u>
The members of Alamo Colleges are committed to building individual and collective character through the following shared values to fulfill our Vision and Mission.
<ul style="list-style-type: none"> • Students First • Respect for All • Community-Engaged • Collaboration • Can-Do Spirit • Data-Informed
<u>Core Competencies</u>
Student Success and Learning
Valuing and Empowering People
Community Engagement
<u>Figure OP-1 NLC Guiding Principles and Core Competencies</u>

(3) Workforce Profile – The 332 NLC employees are dedicated to student success. Employees are segmented as shown in **Figure OP-2**. Some positions in the administrative segment require professional or doctoral degrees. Most positions in the professional segment require bachelors or master’s degrees. Faculty positions range from master’s to doctoral degrees:

Northeast Lakeview Employees			PT	FT
Administrative: 8	M	1		
5%	F	5		
	Vacant	2		8
Professional: 53	M	21		
32%	F	25		
	Vacant	7		53
Classified: 34	M	11		
21%	F	23		34
Faculty: 70	M	28		
42%	F	38		
	Vacant	4		70
Adjuncts				127
PT Employees				40
		Total	332	167 165

Figure OP-2 NLC Employee Demographics





The key elements that engage our employees in accomplishing our mission and shared vision are shown in **Figure OP-3**.

Engagement Elements
60x30 Texas (Texas Education Strategic Plan)
District Strategic Plan
College Strategic Plan
Annual Unit Plan Assessments
Key Performance Indicators
Program Review
Strategic Plan Status Report
Role in Decision Making
Collaborative Work Environment
Focus on Student Success
Figure OP-3 Workforce Engagement Factors

(4) Assets - NLC owns and maintains nine buildings on 267 acres with gross building square footage of approximately 370,000 in Live Oak, and Universal City, Texas. Northeast Lakeview College opened the Phase 1 buildings in August, 2008. The facilities include:

- The Academic I Building features academic classrooms, learning laboratories, faculty offices, and administrative offices. 64,241 square feet
- The Career Technology Building features classrooms, laboratories, a high bay laboratory, and offices to support occupational, technical, and workforce programs. Size: 22,300 square feet
- The Library/Learning Resource Center provides classrooms, student learning collaborative spaces, community meeting rooms, computer laboratories, Cyber Café, and administrative offices. Size: 82,260 square feet
- The Science Building is composed of office space, science instructional classrooms, biology, chemistry, physics, and astronomy laboratories, and laboratory preparation areas for the biological and physical sciences. Size: 26,144 square feet



Phase 2 buildings were completed in August 2009. These facilities include:

- The Fine Arts Building provides classrooms, music practice rooms, two rehearsal halls, a drawing studio, two kilns for firing pottery, and office spaces. Size: 25,285 square feet
- The Performing Arts Center includes an auditorium, a stage, a gallery, a green room, costume storage, a classroom, and dressing rooms. Size: 22,320 square feet
- The Student Commons Building houses student support services including enrollment services, assessment and testing, advising, financial aid, student activities, and the business office. The building also houses a cafeteria, a bookstore, a lecture theater, classrooms, computer labs, and offices for student organizations. In Fall 2012, areas outsourced for cost savings was renovated to accommodate a university transfer center and a Veteran’s Affairs center. Size: 64,191 square feet





- Wellness Building: The Wellness Building features two dance studios, two basketball courts, a weight room, a rock climbing wall, classrooms, a nutrition laboratory, and offices. Size: 46,617 square feet
- The Physical Plant shell was completed in January 2012.
- The Physical Plant building houses the Department of Public Safety, building trades and the Facilities Department, which includes the campus mailroom, and the chiller plant. The building also includes shop and storage areas utilized for campus maintenance. A grey water line to provide year-round irrigation was completed November 2013. And during FY 2014, NLC completed a one million gallon capacity thermal storage unit to improve the operating efficiency of the physical plant and reduce utility costs. Size: 10,763 square feet



Additional facilities at the NLC campus include a small (430 square feet) observatory and a 100-seat outdoor amphitheater.

Key technology and equipment consists of workstations, laptops, tablets, servers, printers, copiers, scanners, Voice over Internet Protocol (VoIP) phone systems, virtual desktops, wired and wireless Internet connectivity availability throughout campus for all employees, students, and guests. technologies are available for students in fine arts programs and the natural science labs. Additionally, specialized software for students with disabilities such as Kurzweil 3000, Jaws 11 and FS Reader that assist with reading text. We use BANNER Enterprise Information System to manage student and financial aid data, finance and HR modules.

(5) Regulatory Requirements - SACSCOC is the body that provides accreditation to NLC.

We operate within the Texas Education Code (TEC) monitored through the Texas Higher Education Coordinating Board (THECB), which regulates contact hour funding, common courses, and the approval of new programs. THECB also provides comparative demographic and financial data and monitors institutional effectiveness. We also operate under specific FERPA, ADA, OSHA, EPA, and EEOC requirements.

ORGANIZATIONAL RELATIONSHIPS

(1) Organizational Structure - The Alamo Colleges nine- member, community elected Board of Trustees, is the governing board for the Alamo Community Colleges District. The Chancellor of ACCD is the Chief Executive Officer of the Alamo Community Colleges District and reports to the Board of Trustees. By state statute, the Board is the governing body that sets policy consistent with the Alamo Colleges mission. The Board appoints the Chancellor, levies property taxes, and approves the budget. The Board is the final authority on all policies that govern the five Colleges. College Presidents report to the Chancellor and serve as CEOs of their College. The District consolidates support for all of the colleges in the following areas: Finance, HR, Facilities, Acquisitions, Campus Police, and IT (a shared approach with NLC).



Northeast Lakeview College is organized through these areas of service: Academic Success, Student Success, College Services, and the President’s Office. Three vice presidents administer the three areas of service other than the President’s Office. Under the direction of each vice president, there are functional areas monitored and supervised by respective deans, directors and/or chairs.



(2) Customers and Stakeholders – Students and other key customer groups are shown in *Figure OP-4* along with their key requirements.

Market Segments	Customer Groups	Stakeholder Groups	Key Requirements
Men of Color	<ul style="list-style-type: none"> • Students • Parents • Citizens • Community 	<ul style="list-style-type: none"> • Taxpayers • ISD's • THECB 	<ul style="list-style-type: none"> • Focused Recruitment • Information About NLC • Easy Access
Workforce/Technical Programs	<ul style="list-style-type: none"> • Community • Students 	<ul style="list-style-type: none"> • Taxpayers • Businesses • THECB 	<ul style="list-style-type: none"> • Partnerships & Community Education Needs • Focused Recruitment • Information About NLC • Easy Access
Veterans	<ul style="list-style-type: none"> • Active, Retired, and Disabled Vets 	<ul style="list-style-type: none"> • Military Bases • VA Hospital • Taxpayers 	<ul style="list-style-type: none"> • Focused Recruitment • Information About NLC • Easy Access
Graduating High School Seniors	<ul style="list-style-type: none"> • Service Area ISD's 	<ul style="list-style-type: none"> • Parents • High School Seniors • High Schools 	<ul style="list-style-type: none"> • Focused Recruitment • Information About NLC • Easy Access
Transfer Schools	<ul style="list-style-type: none"> • Core Completers • Transfer Eligible • NLC Graduates 	<ul style="list-style-type: none"> • 4-year Institutions 	<ul style="list-style-type: none"> • Degree Completion Info • Academic Support Services • Academic Challenges • Transfer Articulation

Figure OP 4- Customer/Stakeholder Groups and Requirements



(3) Suppliers and Partners – Partners, collaborators, and suppliers (*Figure OP-5*) are important to NLC. Partners are often directly involved in the delivery of services to students and other customers; NLC employees devote substantial time and effort working with partners and collaborators to achieve short- or long-term objectives; the products and services that we procure can directly impact the quality of education we provide and how effective we are in delivering that education; and non-labor expenses represent a significant component of NLC costs.

P/C/S	Role	Requirements
Partners and Collaborators		
Feeder Schools	<ul style="list-style-type: none"> • Provide students • Shared processes for access, data, info on students 	<ul style="list-style-type: none"> • Partnerships • Student Enrollment and Transition Services • Collaborative Programs
Transfer Schools	<ul style="list-style-type: none"> • Receive our transfer students • Collaborate in development of articulation agreements 	<ul style="list-style-type: none"> • Articulation Agreements • Joint Transfer Partnerships • Students with Requisite Skills
Advisory Committees	<ul style="list-style-type: none"> • Provide input on requirements and programs 	<ul style="list-style-type: none"> • High Quality Workforce Development Programs • Skilled Graduates
Key Suppliers		
ACCD	<ul style="list-style-type: none"> • Provide finance, legal, HR, IT, police, and facilities services 	<ul style="list-style-type: none"> • Student Focus • Efficiency and Effectiveness
Services Providers	<ul style="list-style-type: none"> • Bookstore, Cafeteria, Housekeeping 	<ul style="list-style-type: none"> • Student Focus • High Quality Service • Shared MVV
Technology Providers	<ul style="list-style-type: none"> • Technology solutions • Upgrade and purchase planning 	<ul style="list-style-type: none"> • Expertise • High quality services • Responsiveness • Innovative products

Figure OP 5 - Partners, Collaborators, and Key Suppliers



ORGANIZATIONAL SITUATION

COMPETITIVE ENVIRONMENT

(1) **Competitive Position** - We operate within a competitive-cooperative environment, particularly regarding our relationship with our four sister colleges. Students have the choice of attending these or any of the four-year institutions in the area or beyond. The other four Alamo Colleges represent a modest level of competition for attracting incoming students. Local public, four-year competitors are TAMU - SA, UTSA and the University of Texas Health Science Center. Other competitors include local, private, four-year universities such as Our Lady of the Lake University, St. Mary's University, Trinity University and University of the Incarnate Word. National competitors include for-profit colleges and the military.

(2) **Competitiveness Changes** - The most important change that impacts our competitive situation and provides opportunities for innovation and collaboration is the national economic situation that continues to threaten our state funding, but also drives students to community colleges for education to make them more employable.

(3) **Comparative Data** - Our primary sources of comparative data are shown in *Figure OP-6*.

Data Type	Source of Data
Student Satisfaction	CCSSE; Noel Levitz, Class Climate, SENSE
Student and Education Program Performance	THECB Accountability System; ACCD
Financial Performance	ACCD; Moody; S&P
Workforce	PACE
Leadership	PACE
Measurement and Learning	CLA+; embedded assessment measures
Figure OP-6 Comparative Data Sources	

STRATEGIC CONTEXT

Strategic challenges and advantages are shown in *Figure OP-7*.

	Strategic Challenge	Strategic Advantages
Business /Other Educational Providers	<ul style="list-style-type: none"> Proprietary Schools Online Program 	<ul style="list-style-type: none"> Competitive Pricing Small Average Class Sizes
Operations	<ul style="list-style-type: none"> Challenged Budget Small Class Size VA Chapter Benefits Financial Aid 	<ul style="list-style-type: none"> Candidacy Hazlewood Exemptions Consolidated Tech Purchasing
Societal Responsibility	<ul style="list-style-type: none"> Innovation - what students expect we can't meet Lack soft & academic skills upon graduation and enter workforce Lack of Community Programming 	<ul style="list-style-type: none"> Utilize feedback to improve and develop curriculum
Workforce	<ul style="list-style-type: none"> External - Technical Programs Internal - Lack faculty and staff 	<ul style="list-style-type: none"> External - I 35 Corridor Growth Internal - Build staffing levels to meet growth
Figure OP 7 - Strategic Challenges and Advantages		

PERFORMANCE IMPROVEMENT SYSTEM

Northeast Lakeview Community is guided by its own Four -Year Strategic Plan which aligns with the consistent academic persistence and success imperatives as found in the overarching Texas Higher Education Coordinating Board (THECB) and Alamo Community College District Strategic Plan.

NLC’s institutional effectiveness cycle commences during the month of May and continues through April of the following year. During this period, the units present performance outcomes as guided by best practices gleaned from the previous year assessment cycle. As such, unit discretion is given to develop implementation strategies and employ assessment measures for program unit goal attainment. Unit review results are monitored throughout the year and factored into resource allocation priorities during NLC’s annual budget development in the spring of each fiscal year. The Venn diagram below in **OP-8** represents the informants to strategic planning process at NLC. The outer steps represent the cycle of continuous quality improvement for institutional effectiveness that starts with the strategic plan.

Figure OP-8: Institutional Effectiveness Cycle at NLC

What follows is a description of the processes at NLC which is in place for continuous quality improvement beginning with the development of the strategic plan.

The overarching relationship with the THECB and ACCD external stakeholders stem from NLC’s role, scope, and mission classification as a two-year public community college. As such, NLC’s Strategic Plan is a multi-year forecast of mission critical activities related to student success, learning competency attainment, and community involvement.



Effectiveness measures which support institutional goals as found in the NLC strategic plan are assessed at both program unit and college wide levels. If applicable, identified effectiveness measures are mapped to overarching key performance indicators for further alignment with THECB and ACCD strategic initiatives

The Strategic Plan Status Report is the final institutional reporting “hub” for NLC’s systemic based evaluation paradigm. Specifically, the status report provides an annual snapshot of institutional progress toward institutional goal attainment and instructional/non instructional program unit performance in support.

Program unit performance is annually tracked and measured by the objectives and strategies aligned in support of the three institutional goals established in the college strategic plan. NLC believes alignment ensures institutional accountability and college wide transparency in College mission attainment. Detailed attainment information is tracked annually through the Strategic Plan Status Report and the Executive and the Performance Goals Dashboard scorecard. The NLC senior leadership team regularly reviews KPI metrics for College strategic goal attainment and compliance with THECB/ACCD targets for increased persistence and degree completions.