



## Strategic Plan

2014-2016

### Presidential Strategic Initiatives, January 2014

Northland Pioneer College's updated 2014-2017 Strategic Plan is thorough and well-thought out, with broad participation from across the college community. However, the president of the college has identified certain strategic initiatives that must move rapidly to the forefront of college planning, decision-making and implementation. Additionally, the Higher Learning Commission's Open Pathway mandates immediate attention to these initiatives.

The president is issuing the following strategic initiatives as a preface to the NPC Strategic Plan and a vision for the direction of NPC; these strategic initiatives must be the main focus of our work together for the next several years.

1. Successful entry into HLC Academy for student persistence and retention.
2. Strengthen relationships and partnerships with K-12, counties and communities through shared resources, projects and programs.
3. Align the culture of all areas of college to goals of student completion, retention, persistence.
4. Sustain and improve use of network connectivity to support student success.
5. Facilitate resolution of year round college, fast track schedules, new scholarships and other recently introduced topics all oriented toward student success. Accurately track short and long-term results of each project.
6. Connect current, past and future students more closely to the college.
7. Find opportunities for students and staff to have fun.

**Pillar 1: Improve Student Learning and Success in all Instructional Areas**

Overall Responsibility: Vice President for Learning and Student Services

**Priority 1: Continue to Improve Student Learning**

Next Major Milestone: June 30, 2014

Responsibility: Vice President for Learning and Student Services, Deans and Directors

**Goals:**

**1.1.1 Develop learning opportunities to assist with student goals and community needs.**

*Supports HLC core components 2DE, 3ABCD, 4ABC, 5AC*

- Develop operational and innovative plans to support student goals and community needs in all instructional areas.
- Assess the need for alternative curriculum, scheduling, and delivery systems in each division.
- Provide adequate facilities to support student learning.
- Provide a culture of continuous improvements in all courses/programs that reflects current standards, technology and global knowledge.
- Develop a schedule in each division to audit and evaluate curriculum to assess current viability.

**1.1.2 Create adequate support services to enhance student success.**

*Supports HLC core components 2DE, 3CD, 4AC*

- Strengthen the link of information sharing between advisors and instruction.
- Strengthen and enhance the tutoring program.
- Expand scholarship opportunities for students.
- Establish and implement processes for student access to faculty.

**1.1.3 Promote faculty and staff development activities that contribute to student learning**

*Supports HLC core components 2ADE, 3CD, 4A*

- Promote sabbatical opportunities.
- Promote conference participation.
- Encourage all faculty members and staff to participate in in-house professional development workshops.
- Improve pedagogical strategies and techniques to enhance student learning in all divisions.

**1.1.4 Continue to develop, evaluate and assess student learning.**

*Supports HLC core components 3BCD, 4ABC, 5C*

- Establish a schedule to provide summative assessments for all courses.
- Utilize student data to evaluate, document and improve learning.
- Develop and implement internal processes that allow an increase in student completion rates.

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- Evaluate, revise and improve student evaluations.
- Evaluate and improve the assessment of student knowledge (ASK).
- Strengthen department assessment projects and participation.

**Pillar 2: Strengthen Institutional Planning and Accountability**

Overall Responsibility: President

**Priority 1: Support Student Success**

Next Major Milestone: Ongoing

Responsibility: Vice President for Learning and Student Services, Director of Information Services, Director of Institutional Effectiveness, Director of Marketing and Public Relations, Academic Deans, Dean of Students, Career Services Advisor

**Goals:**

**2.1.1 Facilitate student enrollment in a variety of learning opportunities**

*Supports HLC Core Components 1ABCD, 2B, 3B, 4AC, 5AC*

- Conduct environmental scanning, including student, personal interest/lifelong learning for all age ranges, and employer markets (Spring 2014: community survey completed, student and employer market surveys pending)
- Work with local public school districts to identify and educate students on college-ready skills and college options (Ongoing: GEAR UP grant in development, coordination of regional science fair underway)
- Educate eligible district residents of GED and high school graduation options; provide preparation courses and support for GED aspirants (Ongoing)

**2.1.2 Support enrolled students' educational goals**

*Supports HLC Core Components 1ACD, 2BE, 3ABCDE, 4ABC, 5ABCD*

- Support emerging Open Pathways Quality Initiative project focused on student retention and persistence
- Support (if accepted) NPC participation in HLC Retention Academy project.
- Develop baseline set of current retention and persistence activities as foundation for Open Pathways Quality Initiative project

**2.1.3 Promote and measure student attainment of post-completion goals**

*Supports HLC Core Components 1D, 2B, 3CDE, 4AC, 5BCD*

- Develop alumni communication and tracking strategy (Ongoing: tracking software in place, email communication tools and usage upcoming in next academic year)
- Develop plan for cultivating alumni loyalty, commitment, and identification with NPC (Ongoing: marketing "Reconnect" plan completed, implementation phase in upcoming academic year)
- Initiate feasibility study for development of alumni mentoring program (May 2014, with alumni and community mentoring currently in pilot phase at LCC)

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- In conjunction with TAACCCT and Perkins grants, develop procedure for tracking and recording graduate/completer employment data (Summer 2014)

### **Pillar 3: Strengthen Technology to Support Learning and Service**

Overall Responsibility: Director of Information Services

**Priority 1: Provide technology solutions to increase student success.**

Next Major Milestone: August 31, 2014

Responsibility: Director of Information Services

#### **Goals:**

**3.1.1 Increase technology availability, access, and support that focuses on student needs.**  
*Supports HLC Core Components 1ABD, 2E, 3D, 5ABCD*

- Assess student technology needs.
- Provide technology training for students.
- Improve student access to NPC technology resources.

**Priority 2: Develop and maintain a reliable, safe, progressive, and efficient technology infrastructure to support the essential functions of the College.**

Next Major Milestone: August 31, 2014

Responsibility: Director of Information Services

#### **Goals:**

**3.2.1 Enhance technology resources and infrastructure to increase and improve support for all College operations.**  
*Supports HLC Core Components 1ABD, 2E, 3AD, 5ABCD*

- Increase network capacity.
- Assess employee technology needs.
- Provide technology training for employees.
- Provide and support new technologies to improve business processes and student retention.
- Provide effective technologies and processes to enhance communications.
- Implement technology solutions to enhance classroom and other facility spaces.
- Reengineer technology systems and processes to improve access and security.
- Promote processes and new technologies to increase data resolution and accuracy.

**3.2.2 Sustain the College's technology infrastructure and service levels in order to support transformative and strategic initiatives.**  
*Supports HLC Core Components 1ABD, 2E, 3AD, 5ABCD*

- Provide effective and prompt technology support to students and employees.
- Provide high availability and redundancy for critical technology systems.
- Support effective online and distance education course development and usage.
- Support updates and upgrades to all distance-learning systems.

- Maintain standardized technology infrastructure aligned with College and industry standards.
- Ensure all computer and communications systems comply with federal and state laws, regulations, and policies
- Strengthen and support existing network infrastructure through discovery, documentation, and remediation efforts.
- Establish and maintain professional organization memberships.
- Provide continuous training for Information Services staff members.
- Increase Information Services positions to meet increased service demands due to rapidly emerging technologies.
- Continue to develop and implement a set of best practices for IT service management and IT.

**Pillar 4: Strengthen Human Resources and Employee Relations**

Overall Responsibility: Vice President for Administrative Services

**Priority 1: Foster an institutional environment that encourages teamwork, pride in job and institution, professional growth and development in support of student learning and success**

Next Major Milestone: June 30, 2014

Responsibility: Executive Team, Dean of Students, Human Resources Director, Employee Relations Committee

**Goals:**

**4.1.1 Provide support to student success in job search and employment skills**

*Supports HLC Core Components 1AC, 2E, 3BC, 5D*

- Collaborate between divisions and departments to determine needs and opportunities
- Develop methods to foster student success through training and support activities

**4.1.2 Establish consistency, compliance, and excellence of College staff and services through enhanced training**

*Supports HLC Core Components 1AD, 2AE, 3BC, 5D*

- Improved new employee orientation and ongoing customer service training
- Provide and track ongoing mandatory workplace training
- Develop and respond to employee training priorities based on information obtained through regular feedback mechanisms

**4.1.3 Strengthen hiring, evaluation and compensation standards**

*Supports HLC Core Components 1ABC, 2BCDE, 3CDE, 4A, 5AD*

- Develop improved hiring and job performance assessment processes
- Seek to improve compensation structure and hiring placement procedures
- Address adjunct faculty hiring and employment standards

**4.1.4 Seek to continuously improve communications**

*Supports HLC Core Components 1ACD, 2AB, 3D, 5C*

- Promote use of existing resources
- Determine best practices and methods to implement college-wide
- Establish written communication protocols

**4.1.5 Encourage an institutional environment of excellence**

*Supports HLC Core Components 1AC, 2ABD, 3BCDE, 5AD*

- Foster effective team-building activities focused on community service
- Promote and support professional development activities



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- Continue to provide a comprehensive employee benefits package, including an improved wellness program
- Support recognition of individual and group achievement

**Pillar 5: Strengthen Fiscal Resources to Innovate Critical Programs and Services**

Overall Responsibility: Vice President for Administrative Services

**Priority 1: Support, identify and prioritize fiscal responsibility and funding opportunities to improve student success**

Next Major Milestone: June 2014

Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services, Director of Financial Services, Director of Institutional Effectiveness, Director of Small Business Development, Dean of CTE

**Goals:**

**5.1.1 Improve grants management function**

*Support HLC Core Components 3D1, 5A 5B, 5C, 5D*

- Assess need for a grant writer and grant coordinator
- Identify and evaluate grant opportunities
- Expand use of grant search tools to identify grant opportunities
- Improve grant proposal writing strategies
- Consider impact of initial grant requirements and long-term sustainability

**5.1.2 Strengthen community partnerships**

*Support HLC Core Components 3D4, 5A 5B, 5C, 5D*

- Develop and provide supporting technical documentation for future grant opportunities
- Actively seek partnership engagement and resources

**Priority 2: Support long-term financial planning**

Next Major Milestone: Ongoing

Responsibility: President, Vice President for Administrative Services, Vice President for Learning and Student Services, Director of Financial Services, Academic Deans, Dean of Students

**Goals:**

**5.2.1 Identify future funding challenges and seek long-term solutions**

*Supports HLC Core Components 2A, 5ACD*

- Address expenditure limitation issues

- Seek to stabilize and enhance all state funding sources
- Develop potential alternative funding sources

**5.2.2 Increase availability and use of multiple-year planning resources**

*Supports HLC Core Components 5ABCD*

- Improve current capital budget and planning practices at department, division, and college-wide levels
- Explore additional multiple-year planning options
- Strengthen linkage between program review and assessment to multiple-year planning

**Pillar 6: Strengthen Facilities through Planning, Development and Renewal**

Overall Responsibility: President, Vice President for Administrative Services

**Priority 1: Improve facility planning and development by incorporating a broad range of considerations into current and future facility use**

Next Major Milestone: May 31, 2014

Responsibility: Vice President for Administrative Services, Director of Facilities, Academic Deans, Dean of Students, Campus & Center Managers

**Goals:**

**6.1.1 Implement facility resources to improve student success**

*Supports HLC Core Components 1C, 2AE, 3CDE, 4ABC, 5CD*

- Regularly review current research identifying role of facilities in improving student success
- Maintain current set of implementation recommendations

**6.1.2 Improve availability and use of facilities**

*Supports HLC Core Components 1A, 2B, 3DE, 4A, 5ACD*

- Prioritize implementation of Master Facilities Plan to respond to current needs and provide for growth opportunities
- Create an effective and transparent room availability management system to promote effective use
- Investigate options for expanded use of classrooms equipped with flexible location combinations
- Explore partnership opportunities for facility and new program development

**6.1.3 Maintain current facilities and equipment**

*Supports HLC Core Components 1C, 2B, 5ACD*

- Maintain sufficient resources for ongoing preventative maintenance for facilities and equipment
- Maintain a current use catalog and listing of future program plans
- Maintain retention and disposal plans for equipment and materials

**6.1.4 Implement safety and emergency plan**

*Supports HLC Components 1D, 2BE, 5CD*

- Consider emergency response planning and management in development and renewal of facilities
- Implement ongoing crisis/safety training and annual drills

**6.1.5 Implement the Higher Education Presidents Climate Commitment**

*Supports HLC Core Components 1CD, 2ABE, 4A, 5ACD*

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- Evaluate opportunities to implement assurances to and recommendations from the Higher Education Presidents Climate Commitment at individual and local levels
- Include climate leadership concepts in planning process and development processes
- Identify funding resources to implement plans
- Develop climate commitment curriculum