

Proposed Bridge to Strategic Planning (Fall 2005 - Spring 2007)
(Unapproved)
Vision # 1

Northland Pioneer College creates a learner-centered environment

Create an institutional culture of assessment and accountability

Objectives	Strategies/Timelines	Designees	Resources
1. Document learning in all courses and programs	1. Create a mission statement for each program and service area. <ul style="list-style-type: none"> a. VPL notify Deans, Dept. Chairs, & Coordinators by December 1 to create a mission statement for each program and service area b. Mission statements drafts done by January 15 c. Final mission statements to be adopted by February 15, forwarded to CPC 2. Develop outcomes measures linked to mission statements by March 2006 3. Disseminate Assessment data and results to all stakeholders 4. Use program review data during July through September 2006	-Deans, Dept. Chairs, & Coordinators -Divisions, Departments and Programs -IR, IS, AC, marketing -Divisions, Departments and Programs	
2. Enhance distance education to reach students across the service area	1. Develop core measures by the end of February 2006 for: <ul style="list-style-type: none"> a) technology (down-time; response time, etc.) b) instruction (retention/persistence; quality; instructor training for greater student learning) 2. Upgrade audio system by Spring 2006 semester 3. Improve Student Evaluation forms, processes and upgrade the quality and management of the data by Spring 2006 4. Implement those measures by March 2006 5. Revive a version of ITAG – a Distance Technology Working Group to develop philosophy, etc. by January 3, 2006 <ul style="list-style-type: none"> a) draft of statement to CPC by end Jan. 2006 	-IS, Deans, Vice-president of Faculty Association -Tech Services, library, deans - Faculty Association, deans, - IR -IR, IS, Deans, Vice-president of Faculty Association, Tech Services, library -A broad range of representatives from Faculty and CASO groups; one VP	(Tech Prep funds)

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<p>3. Improve activities that enhance co-curricular education</p>	<ol style="list-style-type: none"> 1. Develop process for identifying co-curricular activities by the end of January 2006 2. Create co-curricular education outcomes linked to college mission by end of January 2006 3. Expand Arts programs 4. Specify new areas in which to expand outreach programs 5. Develop services to promote peer contact 	<p>Deans, VPL</p> <p>-Deans, VPL</p> <p>-VPL, VPSS, relevant department chairs</p> <p>-Deans, relevant dept. chairs</p> <p>-Deans, faculty, student government</p>	
<p>4. Implement Service Learning</p>	<ol style="list-style-type: none"> 1. Create a mission statement for service learning by the end of January 2006 2. Examine models in the state where service learning is working by the end of March 2006 3. Promote service learning across the curriculum 4. Create measurable, quantifiable outcomes for service learning by the end of March 2006 5. Hire service learning program coordinator by 2007 6. 7. By summer 2006, develop partnerships with community organizations 8. Provide faculty/staff professional development (immediate and continuing) 9. Implement service learning placement by Fall 2006 10. Assess outcomes May 2007 	<p>-VPIC</p> <p>-Deans, VPL</p> <p>-VPIC, curriculum committee</p> <p>-VPIC, curriculum committee</p> <p>-Career Services, Deans, President</p> <p>-Foundation? VPs</p> <p>-Faculty</p> <p>-Career Services, VPs, deans</p> <p>-IR</p>	

Vision # 2
Northland Pioneer College responds to community needs

Objectives	Strategies/Timelines	Designees	Estimated Resources
A. Identify all current NPC programs, partnerships with, and services for the community	1. By January 28, define who makes up our “community” 2. By January 28, develop a plan for identifying all current programs, partnerships and services 3. Develop the list of programs, partnerships and services by February 15, 2006 4. Update list on an annual basis	The president will appoint a committee consisting of: -A dean -Student services rep. -Apache Co. Coordinator -Center mgr. -Administrative Services rep. -Workforce development rep.	0
B. Assess Community Needs in relation to NPC	1. By December 15, identify the processes currently in place that measure community needs. 2. By January 30, 2006, assess the processes currently in place that measure community needs. 3. By February 27, 2006, as needed, refine old processes or develop new ones to measure community need 4. By February 27, 2006, using new or revised processes, develop a plan to collect information that describes our community and their needs (Community Needs Assessment) 5. By April 1, begin implementation of a Community Needs Assessment 6. By September, 2006 codify and assess results of the CNA 7. By January, 2007, disseminate results and develop plan for initiation of targeted results	- The Presidential committee from above President’s Advisory Group, VPs, Deans	0 0

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<p>C. Assess all current NPC programs, partnerships, and services as they relate to community needs</p>	<ol style="list-style-type: none"> 1. By October 2006, identify the processes currently in place that assess NPC programs in three areas: academic, vocational and avocational 2. By October 2006, review the processes currently in place that assess current NPC partnerships 3. By October 2006, review the processes currently in place that assess current NPC services to the community 4. By December 2006, refine old processes or develop new ones that assess NPC practices in the three specified areas 5. By January 2007, using new or revised processes, develop assessments of NPC programs, partnerships, and services to the Community. 6. By June, 2007 develop plan to begin implementation of any revisions to programs, partnerships, and services to the community resulting from the updated assessments. 7. By September, 2007 begin implementation of plan revising approaches to programs, partnerships, and services to the community 	<p>As above +Vice President for Learning, and Assessment Committee</p> <p>Add IR Director to above group</p>	
<p>D. Institute a periodic evaluation of programs, partnerships, and services as related to community needs</p>	<ol style="list-style-type: none"> 8. By Fall 2007, establish a schedule for review and evaluation of NPC programs, partnerships, and services; 9. Review, revise as necessary, and then repeat above strategies 	<p>Group named above</p> <p>President appoint new members to committee</p>	

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<p>E. Publicize information about NPC services, partnerships, and programs.</p>	<p>1. Enhance and implement marketing plan to better communicate NPC programs, partnerships and services to the community (Ongoing)</p>	<p>MPR</p>	<p>Initial cost up to \$30,000 \$2500 per semester thereafter</p>
<p>F. Prepare an annual report on institutional effectiveness that will be distributed to all stakeholders</p>	<p>1. By July 2006 define parameters for an institutional report card 2. July 1 (annually) Prepare and distribute to the community an annual report card with internal data and external feedback from students and community detailing results of NPC programs, partnerships, and services.</p>	<p>VPL, VPSS, Deans, MPR</p>	

Vision # 3
Northland Pioneer College provides effective and responsive service

2. Develop an Enrollment Management Plan

Objectives	Strategies/Timelines	Designees	Estimated Resources	Outcomes
A. Develop outcomes and measurements for enrollment management and stability.	<ol style="list-style-type: none"> By October 28, 2005, the President shall establish an enrollment management workgroup for the purpose of identifying and defining needed outcomes and measurements related to enrollment management. By November 30, 2005, Institutional Research shall provide needed data to the newly established workgroup 	President Workgroup members IR	0	
B. Develop procedures for evaluating identified enrollment management outcomes and measurements.	<ol style="list-style-type: none"> By October 28, 2005, the Enrollment Management workgroup shall identify and define procedures for evaluating outcomes and measurements related to enrollment management By November 30, 2005, Institutional Research shall provide all needed data to the workgroup related to Objective B. 	Workgroup IR	0	
C. Develop process for feedback and review of enrollment management.	<ol style="list-style-type: none"> By November 30, 2005, Enrollment Management workgroup will develop recommendations for the President regarding feedback and review of Enrollment Management. By December 30, 2005, Institutional Research shall provide all needed data to the workgroup related to Objective C. 	Workgroup IR	0	
D. Develop a recruitment plan to identify target markets, lay out recruitment strategies, and prioritize recruitment goals.	<ol style="list-style-type: none"> By January 3, 2006, the Recruitment Workgroup shall produce a recruitment plan for review by the President, his staff, and the Enrollment Management Workgroup. 	Recruitment Workgroup (Coordinator for Advising, Director of Marketing 1 Center Manager 1 Campus Manager 2 Faculty (1 Gen Ed, 1 Vocational) 1 Academic Advisor Dean of Workforce Development	Cost of CC Benefits, Inc. software (\$8500 for 10 licenses)	
E. Develop an integrated retention plan that	<ol style="list-style-type: none"> By January 3, 2006, the Retention/Persistence Workgroup shall produce a retention plan for 	Retention Workgroup (VPSS, Dean for Developmental	0	

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2. Develop an Enrollment Management Plan

<p>identifies target groups, lays out retention strategies and goals, and prioritizes said strategies and goals.</p>	<p>review by the President, his staff, and the Enrollment Management Workgroup.</p>	<p>Services, Career Services Advisor Financial Aid Coordinator 1 Academic Advisor 3 Faculty-1 vocational, 2 Gen Ed)</p>		
<p>F. Recommend implementation of an integrated recruitment, retention, and enrollment management plan to the President. Plan shall include strategies, implementation dates, responsible parties, and allocation of estimated required resources.</p>	<p>1. By February 17, 2006, Enrollment Management workgroup, in coordination with Retention/Persistence and Recruitment workgroups, shall develop and deliver to the President an integrated enrollment management, recruitment, and retention plan that includes all elements listed in Objective F.</p>	<p>Enrollment Management workgroup</p>	<p>0</p>	
<p>G. President shall authorize implementation of some or all elements of the integrated plan produced by Enrollment Management workgroups.</p>	<p>1. By March 3, 2006, President and/or his designees shall authorize expenditure and allocation of college resources necessary to accomplish plan elements. President shall direct Enrollment Management to assign completion dates to plan elements based on priority and resource allocation.</p>	<p>President President's Staff</p>	<p>To Be Determined</p>	

Vision # 3
Northland Pioneer College provides effective and responsive service

#4. Prepare faculty and staff to provide effective and responsive service

Objectives	Strategies/Timelines	Designees	Estimated Resources	Outcomes
A. Develop a master plan for developing and disseminating needed research and data	1. By February 1, 2006 develop a Research and Development Committee to identify, conduct research and publish assessed outcomes.	IR Director VPL, VPSS and Deans		
B. Develop and implement job-specific training sessions for new and current employees	1. By April 1, 2006 identify required training needs and develop an annual training calendar with emphasis on Customer service	CASO President, NPCFA President, Personnel, VPL, VPSS		
C. Develop and implement a comprehensive orientation process for new employees	1. Using the New Faculty Orientation Model, beginning July 1, 2006, new employees will be given a comprehensive orientation to the college. A. The orientation will be held at the beginning of each semester. B. Core concepts will be: (1) Who we are as a college(to address the college culture, governance policies and procedures, student and employee demo-graphics, programs offered, sites, etc. (2) What are employee benefits and who to contact about them. (3) Job descriptions, duties,	Human Resources Director, Vice Presidents CASO, and Faculty Assn Presidents	\$2,000	

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#4. Prepare faculty and staff to provide effective and responsive service

	organizational structure?			
D. Expand and improve the College's Web presence	1. By February 1, 2006 develop a process to further enhance the appearance, format, content and utility of the NPC web site with focus on the needs of end-users.	Marketing Director, Admissions Co-ordinator, faculty rep, VPIS		
E. Develop and implement secure electronic document-handling procedures	1. Implement a plan for secure electronic means of data and document transfer by Feb. 17, 2006; Beta trials Fall 2006.	MPR Director, VPL Admin Assistant, VPIS, Admin Computer System Programmer, SS Info Support Spec.	±\$9,000	

Vision # 3
Northland Pioneer College provides effective and responsive service

1. Develop and implement a process to maintain financial stability

Objectives	Strategies/Timelines	Designees	Estimated Resources	Outcomes
1. Determine near-term and long-term funding alternatives.	<ul style="list-style-type: none"> • By March 31, 2006, develop a multiyear funding model that includes funding options for all revenue streams. 	VPAS	0	
	<ul style="list-style-type: none"> • By April 1, 2006, recommend a near-term funding plan to the President. 	President's Staff	0	
2. Develop and implement institutional plans for large and high-cost expenditures.	<ul style="list-style-type: none"> • By December 20, 2005, develop a capital facilities plan. 	President's Staff	0	
	<ul style="list-style-type: none"> • By January 31, 2006, develop an institutional computer/ technology acquisition, maintenance, and disposal plan. 	President's Staff	0	
	<ul style="list-style-type: none"> • By January 13, 2006, develop a college-wide facility maintenance and renewal plan. 	VPAS, Facilities & Transportation Director	0	
	<ul style="list-style-type: none"> • By February 17, 2006, develop a capital equipment acquisition plan. 	President's Staff	0	

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	<ul style="list-style-type: none"> By April 21, 2006, recommend implementation of capital facilities plan; computer/technology acquisition, maintenance, and disposal plan; facility maintenance and renewal plan; and, capital equipment acquisition plan to the President. 	President's Staff	0	
3. Develop and implement grant management procedures	<ul style="list-style-type: none"> By January 20, 2006, complete review and adoption of grant development, grant post-funding, and grant activity management procedures. 	President's Staff, Controller, Grant Accountant	0	
	<ul style="list-style-type: none"> By February 2, 2006 complete submission of Facilitated & Administrative rates to Department of Health and Human Services 	VPAS	0	
	<ul style="list-style-type: none"> By March 3, 2006, communicate necessary information and provide needed tools to implement approved grant management procedures. 	VPAS, Business Office	TBD on completion of procedures	
4. Define priorities for growth and maintenance and estimate anticipated long-term costs	<ul style="list-style-type: none"> By April 24, 2006, based on plans developed through the planning process, recommend a list of priorities with estimated costs for implementation to the President. 	College Planning Committee	0	

Vision # 3
Northland Pioneer College provides effective and responsive service

3. Quality and Quantity of Available Student Services

Objectives	Strategies/Timelines	Designees	Estimated Resources	Outcomes
A. Develop initiatives to expand Financial Aid services and increase the percentage of eligible students receiving Financial Aid	By January 30, 2006, Financial Aid will develop a rotating schedule of Financial Aid visitations to campuses and centers. Financial Aid will evaluate effectiveness of site visits and adjust schedule accordingly.	Financial Aid Coordinator	0	
	By January 30, 2006, Financial Aid, in conjunction with Admissions and Advising, will establish a high school visitation schedule to promote Financial Aid application and higher education.	Financial Aid Coordinator	0	
	By January 30, 2006, Financial Aid will work with Marketing to develop a marketing strategy that, in conjunction with other Financial Aid initiatives, will increase number of financial aid eligible NPC students receiving federal financial aid by 15% by Sept 1, 2007.	Financial Aid Coordinator Marketing Director	?	
B. Expand and standardize an online student services suite	By February 28, 2006, NPC will develop and implement a plan to utilize Title III	VP Student Services Student Services Coordinators		

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3. Quality and Quantity of Available Student Services

<p>that meets HLC best practices guidelines and responds to needs of distance education students.</p>	<p>resources to meet Title III student services goals and objectives. This plan will be implemented, if possible, in conjunction with Coconino CC student services.</p>	<p>Title III Web Designer NPC Web Content Manager</p>		
	<p>By February 28, 2006, NPC will develop and implement a plan to utilize college resources in implementing online student services elements not included in Title III goals and objectives.</p>	<p>VP Student Services Student Services Coordinators NPC Web Content Manager</p>		
<p>C. Develop and implement a suite of orientation and first-year experience programs that respond to the varied needs of NPC student populations.</p>	<p>By July 1, 2006, develop a web-based new student orientation module that addresses student concerns and provides an overview of college services and procedures.</p>	<p>VP Student Services VP Learning NPC Deans Head Librarian Web Content Manager</p>		
	<p>Recommend that Retention & Persistence Workgroup examine the feasibility of creating a 15 week “first semester experience” course</p>	<p>Retention Workgroup</p>		

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Northland Pioneer College provides effective and responsive service

3. Quality and Quantity of Available Student Services

	for degree seeking students. Course would include wide array of topics, including: college success strategies, overcoming barriers, transfer planning, academic planning, time management and budgeting issues, etc.			

Vision #4
Northland Pioneer College fosters professional growth and collegial collaboration

Objective	Strategies/Timelines	Designees	Estimated Resources	Outcomes
<p>NPC will encourage professional growth of its employees by actively supporting and funding efforts to improve communication, collaboration, technological literacy, and opportunities for career advancement</p>	<ol style="list-style-type: none"> 1. Develop a process of continuous regular and systematic evaluation of faculty and staff positions/salaries 2. The ultimate goal for this objective is, as soon as possible, to hire a Human Resources Director who would be responsible to: <ol style="list-style-type: none"> a. Implement a comprehensive new employee orientation program b. Function as an on-going resource to employees for benefits information c. Develop internal processes for the professional and career development of employees and recommend a related College procedure d. Identify cost-effective outside opportunities for learning and development which support the goals listed in the objective, and e. develop procedure manuals 3. By 2008 the College will hire additional personnel for technology positions that will specifically address the areas of concern identified in the Philosophy of Technology Advisory Comments. <ol style="list-style-type: none"> a. Hires will include staff to design 	<p>Plan 'B' team (See attached)/ CPC</p> <p>President, DGB</p> <p>HR Director and staff</p> <p>HR Director, VPIS, CPC</p>	<p>\$5-10K</p> <p>\$68K/yr</p> <p>\$100K/yr</p>	

Vision #4
Northland Pioneer College fosters professional growth and collegial collaboration

	<p style="text-align: center;">and manage a global email solution and a global help desk solution for all NPC affiliate, including adjunct</p> <p>4. By July 2006, CASO, Faculty Association, and Benefits Team to begin hosting “brownbag” style seminars on topics of interest to their respective constituents, including seminars on relevant emerging technology</p> <p>5. By academic year 06-07, the College will sufficiently fund both faculty and staff professional growth activities that improve teaching, customer service, and currency in field.</p> <ul style="list-style-type: none"> a. Professional development funds will be distributed based on criteria which include relevance, teaching improvement, and benefit to the College b. Summaries of activities will be dispersed to relevant groups <p>6. By July 2006 the College will develop a 2006-07 schedule of events to foster positive interaction and collegial collaboration among the various College work groups</p>	<p>CASO, NPCFA, Benefits and Plan B Teams</p> <p>Plan B Team or HR Director (if hired), VPL, President’s Cabinet</p> <p>VPL, Deans, CASO, NPCFA, VPIS, Marketing, HR Director, CPC</p>	<p>\$3-6K/yr</p> <p>\$30K/yr</p> <p>\$10K+</p>	
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