

[Note: The following pages contain the North Idaho College 2008-2013 Five-Year Strategic Plan that has been updated to include new Objectives and new Action Items that reflect continual updates. Completed Action Items are not shown but are available upon request. The last updates posted were December 2009. NIC's Outcomes are SBOE's Performance Measures. NIC's Performance Measures are SBOE's Benchmarks.]

North Idaho College 2011-2015 Strategic Plan Themes, Goals, and Objectives

Vision Statement

North Idaho College will be...

- * A comprehensive community college, a regional leader in an integrated education system, and a catalyst for positive change.
- * A student-centered institution that embraces innovation and flexibility in response to community needs.
- * The first choice of students seeking an accessible and affordable quality education.
- * A caring, supportive learning community where the principles of equality are modeled and promoted.
- * An institution dedicated to scholarship, personal growth, and lifelong learning.

Mission Statement

North Idaho College is committed to student success, teaching excellence, and lifelong learning. As a comprehensive community college, North Idaho College provides quality educational opportunities that expand human potential and enhance the quality of life for the students and the communities it serves.

Key External Factors

- * Enrollment Growth
- * Revenue - Property Taxes
- * Revenue - General Fund and PTE cuts
- * Economic Climate
- * Pay Comparability

THEME I: PROGRAMS

Goal	Create program schedules that maximize the use of available facilities, and take advantage of new and alternative facilities as appropriate.
Objective	Develop scheduling alternatives to maximize room utilization.
	<i>Action Item:</i> Appoint a task force to look at room utilization based on instructor needs/desires (such as room size and technology requirements) for room assignments.
	<i>Outcome:</i> Make best use of our available classroom space
	<i>Performance Measure:</i> Classrooms and technology match the needs/desires of the instructor ***
	<i>Action Item:</i> Establish an internal policy for the use of shared resources between PTE and WFT to include facilities, equipment, and faculty.
	<i>Outcome:</i> A policy for shared use of facilities, equipment, and faculty that provides equity for all parties.
	<i>Performance Measure:</i> Document that can be used by PTE and WFT to clearly define the roles and responsibilities of all parties. ***
	<i>Action Item:</i> New classroom plan and organization in Seiter Hall
	<i>Outcome:</i> Successful redesign and remodel of Seiter Hall to create more instructional space.
	<i>Performance Measure:</i> Increased instructional seating. ***
Objective	Explore facility use within business and industry as appropriate.
	<i>Action Item:</i> Contract with interested businesses to offer training/courses at their site.
	<i>Outcome:</i> Offer off-site training
	<i>Performance Measure:</i> Contracted training, credit or non-credit, offered to at least one business at their facility ***
Objective	Explore off-campus sites within the service area.
	<i>Action Item:</i> Explore creation of a larger Coeur d'Alene Tribal Educational Institute in Plummer as a site for offering NIC and UI classes.
	<i>Outcome:</i> Work with Tribe members and UI staff to plan and design a new facility to house the Educational Institute and to be built and financed by the Tribe
	<i>Performance Measure:</i> Institute designed by Summer 2009 ***
Goal	Expand and improve alternative delivery of education.
Objective	Expand course offerings at the NIC Outreach Centers and other off-campus sites.
	<i>Action Item:</i> Continue discussions with the Silver Valley Economic Development group regarding offering Trade & Industry programs in the Silver Valley.

Outcome: Develop a schedule for offering programs in Kellogg and Wallace

Performance Measure: Two programs ready to offer by Fall 2010

Goal Improve and expand educational opportunities, programs, and courses for the student population and community.

Objective Continue existing and develop new transfer opportunities with four-year institutions that meet the needs of students and employers

Action Item: Consider/initiate plans to offer a course sequence leading to an Associates Degree offered by NIC at the Coeur d'Alene Tribal Educational Institute, followed by a Bachelors Degree offered by the UI at the same center.

Outcome: Initial discussions on course offerings, and initial planning for a new facility to house the Educational Institute to be built by the Coeur d'Alene Tribe

Performance Measure: Offer a minimum of two college-level classes each semester and summer at the Educational Institute

Objective Expand program offerings, and accelerate the implementation of new professional-technical and workforce training at NIC that meet the needs of students, business, and industry.

Action Item: Active engagement of advisory committees with PTE programming.

Outcome: An active advisory committee for each PTE program where each member of the committee contributes to the committee and the program.

Performance Measure: Advisory committees and committee members feel empowered to make broad-based decisions regarding the program.

Action Item: Add new non-credit career and related courses based on community need and consumer demand.

Outcome: Develop strategic partnerships with third party vendors to offer new in-demand courses that lead to employment.

Performance Measure: New courses are offered and courses meet minimum enrollment requirements.

Action Item: Assure that all NIC instructional spaces meet minimum technology standards.

Outcome: All NIC classrooms are equipped with standard instructional technology.

Performance Measure: Percent of classrooms meeting standard

Action Item: Determine the appropriate standardized class size for each NIC course.

Outcome: Established criteria used to determine the appropriate class size, based on common practice pedagogy, for each NIC course.

Performance Measure: An established template which identifies the standardized class size/cap.

Action Item: Establish college-wide acceptance and use of student-learning outcomes assessment.

Outcome: Implement specific and measurable student-learning assessment across campus.

Performance Measure: Increased participation in student-learning outcomes assessment.

Action Item: Establish specific criteria for evaluation of new PTE certificates and degrees proposals.

Outcome: New specific criteria used to select new PTE programs.

Performance Measure: New program development template developed.

Action Item: Facilitate the use of the learning module system with every credit class offered.

Outcome: Every class offered at NIC has a minimum web-enhance capability.

Performance Measure: Percent of NIC classes connected to the e-Learning module system.

Action Item: Find additional space for delivery of enrollment rich PTE programs.

Outcome: Partnerships with outside agencies or business which allow for NIC instruction of enrollment rich PTE programs off campus.

Performance Measure: Number of additional spaces found and utilized for delivery of PTE classes.

Action Item: Idaho POST approval of NIC Patrol Academy

Outcome: Submit request to Idaho POST for approval to continue offering the POST approved basic patrol academy on the NIC campus.

Performance Measure: POST Approval

Action Item: Implement a new campus and community engagement activity (similar to the Popcorn Forum)

Outcome: A scheduled and professionally organized "Cardinal Connections" event involving a subject matter authority figure

Performance Measure: A successful Cardinal Connections event

Action Item: Pursue alternative funding sources for development of new PTE and Workforce Training courses.

Outcome: The ability to combine state funding with outside resources to provide more and expanded programming.

Performance Measure: Receipt of a minimum of two grants and/or industry partnerships.

Objective	Increase awareness of and access to college education and workforce training opportunities for ABE/GED students.
	<i>Action Item: Increase the number of ABE/GED students who enroll in PTE programs.</i>
	<i>Outcome: Market/promote the PTE programs at the ABE/GED Center on a monthly basis</i>
	<i>Performance Measure: A 10% increase in the number of ABE/GED students who enroll in PTE programs during Fall 2009</i>

	<i>Action Item: Increase the number of ABE/GED students who enroll in Workforce Training courses</i>
	<i>Outcome: Market/promote Workforce Training opportunities at the ABE/GED Center on a monthly basis</i>
	<i>Performance Measure: A 10% increase in the number of ABE/GED students who enroll in Workforce Training courses during Fall 2009</i>

	<i>Action Item: Meet and/or surpass the new and more rigorous State of Idaho performance standards regarding student completion rates, transition to post-secondary education, GED acquisition, and employment.</i>
	<i>Outcome: ABE/GED student performance tracked, analyzed and measured against the Idaho Measurement and Accountability System to ensure goal attainment.</i>
	<i>Performance Measure: Student performance exceeds state performance goals as set by the ABE State Director.</i>

	<i>Action Item: Offer College Transition classes at the outreach centers and at the Coeur d'Alene Tribal Educational Institute.</i>
	<i>Outcome: Plan and promote the college transition class at each site, and offer the class for Spring 2009</i>
	<i>Performance Measure: Track students taking the class and note if they enroll in NIC courses</i>

THEME II: STUDENT SUPPORT

Goal	Implement initiatives to increase student success.
Objective	Develop off-campus day care options, and market those options.
	<i>Action Item: Explore keeping Children's Center open in summer</i>
	<i>Outcome: Written evaluation of possibility</i>
	<i>Performance Measure: Completion of evaluation</i>

Objective	Develop technology-based student services.
	<i>Action Item: Assess if Children's Center bills can be assessed to Student Accounts</i>
	<i>Outcome: Created system if possible</i>
	<i>Performance Measure: Created system</i>

Action Item: *Begin section wait-listing*
Outcome: *Developed system*
Performance Measure: *System in place*

Action Item: *Begin transcript tracking*
Outcome: *Developed System*
Performance Measure: *System in place*

Action Item: *Develop an NIC transcript tracking program*
Outcome: *Developed system*
Performance Measure: *System in place*

Action Item: *Develop broader closed-captioned library*
Outcome: *Developed library*
Performance Measure: *Library resources in place*

Action Item: *Develop curriculum to enhance keyboard options for students with disabilities*
Outcome: *Developed curriculum*
Performance Measure: *Approval received for curriculum*

Action Item: *Develop on-line admissions application*
Outcome: *On-line application*
Performance Measure: *Finished project*

Action Item: *Expand social networking through student activities*
Outcome: *Developed system*
Performance Measure: *System in place*

Action Item: *Explore instant messaging as recruitment tool*
Outcome: *Created system if possible*
Performance Measure: *Created system*

Action Item: *Finish automated Financial Aid award system (Award letter online)*
Outcome: *Completed system*
Performance Measure: *System in place*

Action Item: *Investigate possibility of Bookstore-Financial Aid link*
Outcome: *Determination if system feasible*

Performance Measure: Report outlining determination

Objective Improve systems to help students identify and achieve educational goals.

Action Item: Implement on-line catalog

Outcome: Catalog on-line

Performance Measure: Successful implementation

Action Item: Integrate e-Advising into faculty advising process

Outcome: Trained faculty on e-Advising

Performance Measure: Provide training and measure usage

Objective Provide clear pathways for students to achieve four-year degrees via the partnerships with Lewis-Clark State College & the University of Idaho.

Action Item: Develop system to update articulation agreements as approved by instruction

Outcome: Developed System

Performance Measure: Review usage and procedure

Action Item: Redesign web to promote clear/prominent transfer info

Outcome: Completed Web Page

Performance Measure: Completed Web Page

Goal Improve student access.

Objective Develop a system to assist potential students with financial planning for costs associated with attending NIC.

Action Item: Begin sending a Financial Aid rep to the Outreach Centers on a regular basis

Outcome: Improved ability to obtain Financial Aid info

Performance Measure: Evaluations from Outreach Centers

Action Item: Develop a workshop series to help students get better info

Outcome: Presentations delivered to GEAR UP schools

Performance Measure: Successful presentation of workshops

Action Item: Develop job description for a "Financial Planner"

Outcome: Completed JD

Performance Measure: See above

Action Item: Target students with disabilities for receiving better scholarship info

Outcome: Have system developed

	<i>Performance Measure: Successful system in place</i> ***
Objective	Identify nontraditional target populations and develop appropriate recruitment strategies. <i>Action Item: Implement ideas developed by team</i> <i>Outcome: Assigned project managers with appropriate due dates for implementation</i> <i>Performance Measure: Reports due by project managers detailing progress</i> *** <i>Action Item: Measure non-traditional enrollment.</i> <i>Outcome: Determine if recruitment strategies affect enrollment by tracking appropriate populations</i> <i>Performance Measure: Longitudinal Datatel reports</i> *** <i>Action Item: Work with General Studies faculty to identify non-trad students and recruitment methods</i> <i>Outcome: Meetings which lead to action items</i> <i>Performance Measure: Meeting Notes and Written Action Plans</i> ***
Objective	Improve collaboration with high school career guidance counselors to provide improved career exploration, advising, and dual credit registration based on unique student interests, aptitudes, and abilities. <i>Action Item: Implement ideas developed by team.</i> <i>Outcome: Assigned project managers with appropriate due dates for implementation</i> <i>Performance Measure: Reports due by project managers detailing progress</i> *** <i>Action Item: Meet weekly to discuss issue and develop strategies.</i> <i>Outcome: Scheduled meetings for Fall 2008</i> <i>Performance Measure: Documentation that team met and made progress</i> ***
Goal	Improve student communications
Objective	Implement a student email system. <i>Action Item: Assist with implementation of portal and sync with email</i> <i>Outcome: Have developed system</i> <i>Performance Measure: Successful system in place</i> *** <i>Action Item: Begin Phase 2 of implementation: Non-Enrollment department usage.</i> <i>Outcome: Established set of protocols for all non-enrollment department's use of email system</i> <i>Performance Measure: N/A</i> ***

Objective Increase Advisor-Student interactions.

Action Item: *Develop an advising syllabus with learning outcomes.*

Outcome: *Available to all advisors*

Performance Measure: *Successful distribution of syllabus*

THEME III: COLLEGE COMMUNICATIONS AND CLIMATE

Goal Attract and retain high quality employees.

Objective Create plan to address employee turnover.

Action Item: *Create succession plan for key positions within organization to identify impact of loss, probability of loss, and bench strength for key positions.*

Outcome: *Planned control of succession management*

Performance Measure: *Plan created, bench strength identified, potential successors identified for key positions and development plans established*

Action Item: *Identify ongoing turnover rates among employee groups and identify potential causes of turnover through surveys, exit interviews, and other analyses.*

Outcome: *Improved Retention*

Performance Measure: *Baseline turnover data will be established and used as benchmark for future efforts*

Action Item: *Increase mentoring and developmental opportunities for internal candidates to prepare for promotional opportunities created by turnover.*

Outcome: *Greater bench strength established for all key positions in current incumbents and potential successors*

Performance Measure: *Formal mentoring program developed for key positions and potential successors; Professional development program developed for key positions and potential successors*

Objective Define and develop a comprehensive hiring process and provide training to all hiring managers and participants on effective hiring strategies.

Action Item: *Review and revise hiring practices to ensure compliance and ease of hiring best candidates.*

Outcome: *Increased legal compliance and quality of hire, reduced turnover*

Performance Measure: *New hiring practices established; New hiring practices communicated marketing campaign developed that permeates all communication among current and potential employees*

Objective Develop a comprehensive recruitment strategy to attract highly qualified and diverse candidates.

Action Item: *Develop strategic recruitment and hiring strategy that incorporates advertising, marketing and other recruitment efforts to attract high quality and diverse candidates.*

Outcome: Improved Recruitment
Performance Measure: Comprehensive plan developed; Measure types and breadth of advertising venues for positions; # applicants, diversity of applicants; Hiring metrics (time to hire)

Action Item: Implement an internal branding campaign to focus on positive elements of working for NIC.

Outcome: Improved Recruitment & Retention

Performance Measure: New internal and external employment marketing campaign developed that permeates all communication among current and potential employees

Objective Implement a comprehensive orientation process to improve integration and retention of new employees.

Action Item: Develop new online and multimedia tools to provide better information, orientation, and training to potential and new employees to enhance on-boarding experience.

Outcome: Improved integration of new employees; reduced turnover of new hires

Performance Measure: New orientation completed/available

Action Item: Establish a passport tool for new employees to ensure effective orientation through the first six months of employment.

Outcome: Improved integration of new employees; reduced turnover of new hires

Performance Measure: New orientation completed/available

Objective Improve upon total rewards offered to employees.

Action Item: Review compensation practices to identify improvements in faculty compensation programs.

Outcome: Ensure appropriateness of pay structure

Performance Measure: Job analysis and evaluation complete; Work with faculty group(s) to assess current structure and appropriateness; presentation of recommended changes to President's Cabinet for review; adoption as approved

Action Item: Review compensation practices to identify improvements in staff compensation programs.

Outcome: Internal/External equity components in plan; ensure appropriateness of pay structure

Performance Measure: Job analysis and evaluation complete; internal equity structure established for jobs; comprehensive market survey completed; alignment/restructuring of pay grades as appropriate; presentation of recommended changes to President's Cabinet for review; adopt

Goal	Further develop opportunities for professional development.
Objective	Create additional faculty development programs and opportunities.
	<i>Action Item: Develop faculty development program to promote further professional and academic development of faculty.</i>
	<i>Outcome: Enhanced opportunities for ongoing faculty development to enhance quality in classroom</i>
	<i>Performance Measure: Number of faculty development opportunities; number of faculty development hours</i>

	<i>Action Item: Integrate faculty development into faculty evaluation tools.</i>
	<i>Outcome: Increased accountability for ongoing development and improved classroom quality</i>
	<i>Performance Measure: Creation of faculty development evaluation tool that incorporates professional development</i>

Objective	Establish an internal leadership institute program.
	<i>Action Item: Develop curriculum for new program to provide employees with the opportunity to prepare for future leadership roles. Offer program at least once during FY09.</i>
	<i>Outcome: Improved competencies of supervisors, greater consistency and compliance in policy administration and execution, improved employee relations, greater management effectiveness, and reduced risk</i>
	<i>Performance Measure: Number of course offerings, number of attendees, and percentage of all managers trained</i>

Objective	Implement executive development program to enhance the capability of senior leaders.
	<i>Action Item: Develop format of executive development strategies with President and incorporate into executive performance expectations for coming year.</i>
	<i>Outcome: Improved competencies of executives, and greater ability to adapt and innovate</i>
	<i>Performance Measure: Creation of executive development strategy, and development activities per year by executives</i>

Goal	Improve organizational and inter-departmental communications.
Objective	Create tools and opportunities for communication among employees, students, managers, and leaders.
	<i>Action Item: Conduct an employee opinion survey as a follow up to the 2008 survey to evaluate progress in key areas.</i>
	<i>Outcome: Improved input from employees regarding NIC, and greater awareness of issues affecting NIC; Assessment of progress to improve previously identified issues and opportunities</i>
	<i>Performance Measure: Assessment comparison of 2007 to 2008 results to determine progress in measured areas</i>

Action Item: Increase awareness of employee access to "open door" policy to managers and leaders throughout the organization.

Outcome: Improved input from employees regarding NIC, and greater access to managers and leaders

Performance Measure: Awareness messages and strategy developed

THEME IV: FINANCE AND FUNDING

Goal Align budget with strategic plan.

Objective Document how the budget addresses the priorities of the strategic plan.

Action Item: In the preparation of the budget for each upcoming year, have each respective Vice President document how the budget is conforming to the Strategic Plan in their particular area.

Outcome: Document of conformance is prepared

Performance Measure: Review documents presented in the budgeting process to document conformance of the budget to the Strategic Plan

Objective Ensure that the strategic plan is addressed in the budget and at the Board of Trustee's meetings.

Action Item: The President's Cabinet will review the Strategic Plan each year at the start, middle, and end of the budgeting process. Discuss the completion of objectives and changes to the plan as necessary.

Outcome: Review of plan is made

Performance Measure: Review the minutes and agenda for appropriate discussion on the Strategic Plan

Goal Pursue expanded funding opportunities through NIC Foundation for student success, faculty-staff support, facility development, and program development.

Objective Provide appropriate support for future college expansion and special initiatives.

Action Item: Pursue expanded funding for priority needs.

Outcome: Successful fundraising and strengthened relationships

Performance Measure: Total dollars raised and relationships built

Goal Pursue opportunities for alternative funding sources.

Objective Build partnerships and collaborative relationships with business and industry.

Action Item: The college will join JobsPlus and the Manufacturer's Consortium as well as becoming more active in the Coeur d'Alene Chamber of Commerce.

Outcome: Membership in JobsPlus and Manufacturer's Consortium

Performance Measure: Each year the Board of Trustees will include as part of their evaluation of the President, the campus involvement to ensure adequacy. Memberships in community events will be evaluated annually by the President.

Objective	Expand total external private and federal grant applications for targeted college priority needs.
	<i>Action Item: Increase campus involvement in grants development.</i>
	<i>Outcome: Greater number of NIC administrators, faculty, and staff taking a leadership role in the grant-seeking process</i>
	<i>Performance Measure: Greater number of departments/divisions participating in pursuit of external funding requests which requires willingness to develop concepts/ideas and providing the expertise necessary to support grant-seeking process</i>

	<i>Action Item: Increase targeted requests for grant sources such as: Title III, Part A-Strengthening Institutions; TRIO (SSS, EOC, Talent Search); NSF Programs (ATE, CCLI, STEP, S-STEM, etc.); other federal and private grants.</i>
	<i>Outcome: Enhanced fiscal resources for programs and services</i>
	<i>Performance Measure: Increased total number of requests sought and overall success rate</i>

Objective	Seek federal and state special appropriations for suitable college priority activities and programs.
	<i>Action Item: Actively seek federal appropriation requests.</i>
	<i>Outcome: Enhanced fiscal resources for programs and services and elevated awareness about North Idaho College with Idaho's federal delegation</i>
	<i>Performance Measure: Number of requests sought and success in securing support</i>

	<i>Action Item: As requests are prepared for special or routine appropriations, review each with the President's Cabinet and as appropriate with the Board of Trustees. Prepare priorities as appropriate.</i>
	<i>Outcome: Review is performed</i>
	<i>Performance Measure: Within the month proposed, discuss each appropriations request with the appropriate administrative or governing body. Conform with guidelines regarding submission and content.</i>

THEME V: COLLEGE IMAGE AND RELATIONS

Goal	Enhance community perception of NIC among targeted groups.
Objective	Develop strategies to involve community members in NIC activities and events.
	<i>Action Item: Continue current process of promoting events and activities.</i>
	<i>Outcome: Promote NIC events and activities</i>
	<i>Performance Measure: None</i>

	<i>Action Item: Expand upon the "Be Our Guest" program.</i>
	<i>Outcome: Provide "Be Our Guest" passes</i>
	<i>Performance Measure: More attendance at NIC events.</i>

Action Item: Explore the feasibility and fiscal implications of a mass mailing to county senior citizens offering the NIC "Gold Card" and/or to be added to our senior class mailing.

Outcome: Study conducted/decision made

Performance Measure: None quantifiable

Action Item: Send annual events list and season guest pass to targeted populations.

Outcome: Targeted populations receives passes to NIC events.

Performance Measure: Increased attendance at NIC events.

Objective Promote the value of NIC and the credentials and expertise of the faculty to the community.

Action Item: Develop NIC Speakers Bureau and survey campus community for willingness to serve and topical subjects. Bureau would be posted on NIC website.

Outcome: Speakers Bureau established

Performance Measure: Published to the web

Action Item: Obtain and utilize testimonials from current students, graduates, and faculty in marketing campaign and on the NIC website to promote how NIC has impacted them.

Outcome: Prospective students hear from those impacted by NIC.

Performance Measure: None

Action Item: Promote and publicize community service projects and activities involving students, faculty, and staff.

Outcome: More community involvement

Performance Measure: None

Action Item: Promote the job placement rate and salary information of NIC Professional-Technical graduates (this report is already done by the PTE Division).

Outcome: Information promoted

Performance Measure: Press release, clippings

Goal Promote awareness and recruitment through a strong marketing campaign.

Objective Develop a comprehensive branding and marketing plan.

Action Item: Incorporate and coordinate NIC and IdahoGoes teams marketing strategies and resources to maximize effectiveness and combined purchasing power.

Outcome: Maximize effectiveness

Performance Measure: None

Objective	<p>Improve the marketing strategies that facilitate a potential student's interest in professional-technical programs.</p> <p><i>Action Item:</i> Continue supporting <i>Hardhats, Hammers and Hot Dogs</i> initiative, <i>Fall NIC Tech Tour</i>, and <i>Spring PTE Extravaganza</i>.</p> <p><i>Outcome:</i> Opportunity to advertise these events to the public.</p> <p><i>Performance Measure:</i> None</p> <p>***</p> <p><i>Action Item:</i> Create a <i>PTWE</i> webpage that is easily accessible, information rich, and inclusive of all aspects of <i>PTWE</i>.</p> <p><i>Outcome:</i> Getting more information out to the public about <i>PTWE</i>.</p> <p><i>Performance Measure:</i> None</p> <p>***</p> <p><i>Action Item:</i> Explore the potential for a dedicated <i>PTWE</i> newsletter.</p> <p><i>Outcome:</i> <i>PTWE</i> information readily available</p> <p><i>Performance Measure:</i> None</p> <p>***</p> <p><i>Action Item:</i> Produce feature stories when possible on news and successes within <i>PTWE</i> programs.</p> <p><i>Outcome:</i> Personal stories about <i>PTWE</i> programs available to promote programs.</p> <p><i>Performance Measure:</i> None</p> <p>***</p> <p><i>Action Item:</i> Work with <i>PTWE</i> leadership and staff to create a <i>PTWE</i> specific presentation to be used in conjunction with community speaking opportunities.</p> <p><i>Outcome:</i> Ability to have <i>PTWE</i> information for the public at speaking engagements.</p> <p><i>Performance Measure:</i> None.</p> <p>***</p>
Objective	<p>Market four-year degree opportunities that exist via relationships with partner institutions.</p> <p><i>Action Item:</i> Conduct a fall workshop for identified <i>NIC</i> frontline staff involving <i>University of Idaho</i> and <i>Lewis-Clark State College</i> officials to familiarize <i>NIC</i> staff with available programming in <i>North Idaho</i>.</p> <p><i>Outcome:</i> Workshop conducted</p> <p><i>Performance Measure:</i> Participation at workshop</p> <p>***</p> <p><i>Action Item:</i> Conduct a workshop for <i>NIC</i> frontline staff involving <i>University of Idaho</i> and <i>Lewis-Clark State College</i> officials to familiarize <i>NIC</i> staff with available programming in <i>North Idaho</i>.</p> <p><i>Outcome:</i> Familiarize each school frontline people with what each school offers for students.</p> <p><i>Performance Measure:</i> None</p>

Action Item: Coordinate with partner institutions on a once-a-semester public information event promoting cooperative programs.

Outcome: Events scheduled and held

Performance Measure: Attendance at events, increased awareness of cooperative programs

Action Item: Coordinate with partner institutions on a one-a-semester public information event promoting cooperative programs.

Outcome: More information to the public about schools.

Performance Measure: None

Action Item: Marketing representatives from partner schools' North Idaho branches will meet periodically to coordinate strategies for marketing purposes.

Outcome: Collaborate marketing strategies.

Performance Measure: None

THEME VI: DIVERSITY & HUMAN RIGHTS

Goal Promote diversity and human rights, including respect for all elements of the college.

Objective Develop a comprehensive employee diversity initiative focused on improving awareness and inclusion throughout the campus.

Action Item: Develop hiring practices and strategies that attract applicants who reflect global diversity.

Outcome: Increased awareness and inclusion among employees and managers, and increased access to diverse candidates for improved hiring effectiveness

Performance Measure: Formalized diversity initiative developed by Human Resources

Action Item: Incorporate diversity awareness, inclusion and education in formal training provided to employees.

Outcome: Increased awareness and inclusion among employees and managers, and increased legal compliance regarding areas of diversity and protected classes

Performance Measure: Number of facilitated events relating to training

Action Item: Update the college Affirmative Action Plan / Program to ensure legal compliance.

Outcome: Up-to-date Affirmative Action Plan compliant with OFCCP standards and state/federal regulations

Performance Measure: Completed document that outlines all related data, action plans, and other applicable components of a bona fide Affirmative Action plan

Objective	<p>Explore international educational opportunities for students, faculty and staff.</p> <p><i>Action Item:</i> <i>Develop Study Abroad resources</i></p> <p><i>Outcome:</i> <i>Designated person and resources for study abroad info</i></p> <p><i>Performance Measure:</i> <i>Materials and person in place</i></p> <p>***</p> <p><i>Action Item:</i> <i>Explore opportunities for faculty.</i></p> <p><i>Outcome:</i> <i>Catalog of opportunities for faculty exchange</i></p> <p><i>Performance Measure:</i> <i>Document available to faculty</i></p> <p>***</p> <p><i>Action Item:</i> <i>Explore opportunities for staff.</i></p> <p><i>Outcome:</i> <i>Identify opportunities offered internally and externally for staff to gain greater exposure to education related to global and international relations that will enhance diversity, inclusion and awareness throughout the campus.</i></p> <p><i>Performance Measure:</i> <i>Number of sponsored events with an international focus for staff development and education</i></p> <p>***</p>
Objective	<p>Promote cross-cultural understanding, diversity, and human rights in the curriculum.</p> <p><i>Action Item:</i> <i>Identify themes that classes / curriculum should incorporate.</i></p> <p><i>Outcome:</i> <i>Collection of appropriate and available diversity and human rights competencies</i></p> <p><i>Performance Measure:</i> <i>Established catalog of competencies available to faculty</i></p> <p>***</p>
Objective	<p>Reflect NIC's commitment to diversity and human rights in extra-curricular activities and events.</p> <p><i>Action Item:</i> <i>Develop faculty/staff advising & support group for Spanish speaking students</i></p> <p><i>Outcome:</i> <i>Group developed</i></p> <p><i>Performance Measure:</i> <i>Group becomes connected with Spanish speaking students</i></p> <p>***</p> <p><i>Action Item:</i> <i>Develop multi-cultural community guide</i></p> <p><i>Outcome:</i> <i>Developed guide</i></p> <p><i>Performance Measure:</i> <i>Developed guide completed</i></p> <p>***</p> <p><i>Action Item:</i> <i>Develop volunteerism program with exposure to diversity</i></p> <p><i>Outcome:</i> <i>Developed program</i></p> <p><i>Performance Measure:</i> <i>Program in place</i></p> <p>***</p> <p><i>Action Item:</i> <i>Diversify Student Activity Offerings</i></p> <p><i>Outcome:</i> <i>Activities that represent diversity</i></p> <p><i>Performance Measure:</i> <i>Planned & Completed activities</i></p>

Action Item: *Implement Diversity Training for student leaders.*

Outcome: *Successful implementation of program*

Performance Measure: *N/A*

Action Item: *Translate recruitment materials to Spanish*

Outcome: *Translated materials*

Performance Measure: *Distribution of materials*

THEME VII: PHYSICAL RESOURCES

Goal **Advance the campus infrastructure with regards to technology and safety.**

Objective Assess campus safety practices and implement necessary improvements.

Action Item: *Improve network security via collaboration and best practice adoption.*

Outcome: *Enhanced security of records and other official information.*

Performance Measure: *A roster of defined best practices for improving network access and other security. Improvements to the VLAN and DNS architecture. Preparation to integrate an intrusion detection / prevention system (IDS/IPS) when funding becomes available.*

Action Item: *Improve network security.*

Outcome: *Improved network and systems security via consultation, best practice adoption, software acquisition and standards creation.*

Performance Measure: *A network intrusion detection and prevention device will be acquired. Network traffic will be monitored to ensure that both records and traffic are secure for all purposes. Policy development regarding information security will be undertaken. An infor*

Objective Enhance online student support and education services.

Action Item: *Acquire & develop college-wide portal system.*

Outcome: *Acquire, implement and develop a portal system*

Performance Measure: *Portal system hardware, software and services will be acquired. Portal governance will be established. An implementation team from across the college will be developed. Project scope and phased project plan will be defined with participation outlined f*

Action Item: *Bring all qualifying NIC classrooms to the minimum information technology standard using ARRA stimulus funding.*

Outcome: *Improved instructional delivery to 45 classrooms.*

Performance Measure: *Plan outlining the qualifying classrooms. Completion of rooms with available funding.*

Action Item: Develop a plan for equipment replacement.

Outcome: Develop plan addressing equipment replacement in classrooms with faculty input and institutional funding.

Performance Measure: A comprehensive plan for standardizing all classrooms will be prepared. Plans and funding requests will be reviewed by faculty.

Action Item: Develop a secure and sustainable wireless network in all college buildings to extend and improve the learning environment for additional students and instructors.

Outcome: A consistent set of wireless tools and services. Security and bandwidth monitoring to all locations and all levels of users.

Performance Measure: Completed wireless system.

Action Item: Develop the "MyNIC" portal system.

Outcome: Improve collaboration and internal communications among faculty, staff and students by implementing a portal system to integrate information and systems access.

Performance Measure: Staff and students will be trained to access, build and use the portal. System performance and availability will be monitored. Access to student/staff email, "MyNICCourses" class sites, and other applications will be incorporated.

Action Item: Extend wireless network access.

Outcome: Wireless network access will be extended to more students and instructors in a secure manner.

Performance Measure: Wireless rollout will be continued as described in the Phase 2 planning and the installations using DPW funding (from FY08) completed. Security will be monitored and improved. Bandwidth will be managed to all locations. Instructions on how to obtain ac
