



North Idaho College

NIC STRATEGIC PLAN PREAMBLE

The 2008-2013 North Idaho College Strategic Plan was developed over an 8-month period by constituents from across North Idaho. These constituents consisted of students, staff, faculty and community members working in concert with each other to write goals and objectives designed to guide North Idaho College for five years. This plan helps NIC realize its mission:

*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.*

This plan is ultimately designed to support and enhance the educational opportunities available to the North Idaho community. Whether through the expansion and/or improvement of programs, facilities, or student support, the improvement of the campus climate or college image, the development of funding mechanisms or sound financial practices, every aspect of this plan serves to better the college's ability to serve its community.

This plan, and likewise the work accomplished by its authors, is guided by the vision and values on which NIC is founded.

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.

COLLEGE VALUES

The values upon which North Idaho College bases its Mission and Vision Statements are the principles, standards, and qualities the college considers worthwhile and desirable. The college ensures that its values are freely chosen, publicly affirmed, and consistently acted upon. North Idaho College recognizes that the quality of its faculty and staff is key to the accomplishment of its mission.

Pursuing Excellence

Since 1933, North Idaho College has built a tradition of meeting the educational needs of its students and community. Having established itself as a quality comprehensive community college, NIC fully commits to pursuing the highest obtainable standards in all its endeavors.

Promoting Scholarship

North Idaho College is dedicated to cultivating a respect for learning and the power of the learning process. It provides and nurtures an environment designed to inspire the on-going search for knowledge. The college encourages and recognizes the scholarly pursuits of its students, faculty, and staff.

Ensuring Access to Education and Training

North Idaho College provides access to comprehensive educational programs for a broad range of students. The college strives to offer affordable tuition, appropriate learning assistance, and an environment free of barriers and discrimination.

Upholding Ethical Practices and Integrity

North Idaho College models the highest standards of ethics and integrity and consistently applies fairness, honesty, and accountability in its educational offerings, professional interactions, and business practices.

Serving the Community

North Idaho College is sensitive to community needs and issues. As such, the College values responsiveness and offers educational opportunities to empower individuals and organizations.

Fostering Human Dignity

North Idaho College models, promotes and upholds respect, compassion, and equality for all persons, allowing for the co-existence of individual differences that are vital to a diverse learning community.

Modeling Citizenship

North Idaho College models and teaches the necessary skills, abilities, and attitudes that exemplify responsible participation in a democratic society - participation that embraces justice, equality, inclusiveness, service, and acceptance.

Furthering Cooperation and Collaboration

North Idaho College embraces participatory governance. As a community partner, the college willingly shares resources and expertise and is eager to learn from the experiences and perspectives of others.

Maintaining Accountability

The college is accountable for the quality of its programs and services and for the responsible use of its fiscal and intellectual resources. It regularly tests this accountability against recognized standards of excellence.

Nurturing Creativity

North Idaho College provides a nurturing climate of innovative and creative thought, where expressiveness, originality, and imagination are encouraged and supported.

This plan requires the investment of resources, human, physical, and financial, from within the college as well as from its community. To thrive, this plan will need the continued or renewed investment from college constituents and members of our community. NIC believes that the success of this plan equates to success in enhancing the quality of life for the people of North Idaho.

NIC STRATEGIC PLAN THEMES, GOALS, & OBJECTIVES

THEME I: PROGRAMS

THEME COORDINATOR – VICE PRESIDENT FOR INSTRUCTION

Goal 1: Improve and expand educational opportunities, programs, and courses for the student population and community.

- A. 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.
1. *Redesign the first program to increase access points for students – multiple entry/exit points.*
 - *Outcome:* Redesigned welding curriculum will be presented to Curriculum Council for approval
 - *Performance Measure:* Welding curriculum on Curriculum Council Agenda, Nov'08
 - *Responsible Party:* Dean of Professional, Technical, & Workforce Education in conjunction with Division Chair for Trades and Industry
 - *Time Frame:* Fall 2008
 2. *Implement annual needs assessment process to determine professional technical and workforce training needs in the region.*
 - *Outcome:* Design or select an assessment tool to identify training and educational needs; distribute, collate data, analyze, and make recommendations
 - *Performance Measure:* Recommendations to Dean by February 2009
 - *Responsible Party:* Executive Director of Workforce Training
 - *Time Frame:* Fall 2008 – Spring 2009
 3. *Identify and evaluate key processes for responding to student/client needs and identify areas for improvement.*
 - *Outcome:* Evaluate process and propose changes
 - *Performance Measure:* Proposed changes to Dean by January 2009
 - *Responsible Party:* Executive Director of Workforce Training
 - *Time Frame:* Fall 2008 – Spring 2009
 4. *Offer Certified Nursing Assistant (CNA) Online.*
 - *Outcome:* Obtain curriculum, determine specifics, and offer online certificate
 - *Performance Measure:* CNA scheduled as online offering during Fall 2008
 - *Responsible Party:* Director of Health Professions & Nursing in conjunction with Director of Workforce Development
 - *Time Frame:* Summer 2008 - Fall 2008
 5. *Offer first courses in a new A.A.S. degree in General Business customized for the Coeur d'Alene Tribe.*
 - *Outcome:* Work with Tribe members and their consultant to design a degree program and obtain state approval
 - *Performance Measure:* Program approval during Fall 2010
 - *Responsible Party:* Dean of Professional, Technical, & Workforce Education in conjunction with Division Chair for Business & Professional Programs
 - *Time Frame:* Fall 2009 - Fall 2010
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- B. Continue existing and develop new transfer opportunities with four-year institutions that meet the needs of students and employers
1. *Creation of an Associates and Bachelors Degree in Interdisciplinary Studies in Coeur d'Alene, offered in cooperation between NIC, University of Idaho, and Lewis-Clark State College.*
 - *Outcome:* Selection of NIC, UI, and LCSC Faculty; Faculty join forces to develop the curriculum; NIC, UI, and LCSC announce the degree; Interview and accept the first program participants; Fine tune the course sequence and course contents; initiation of the program
 - *Performance Measure:* Eight to ten students enter the interdisciplinary degree program in Coeur d'Alene
 - *Responsible Party:* Dean of General Studies in conjunction with Division Chairs, the University of Idaho, and Lewis-Clark State College
 - *Time Frame:* Fall 2009 - Fall 2011

 2. *Initiation of a Military Science – Army (ROTC) program at NIC with the ability to transfer credits to UI or LCSC ROTC programs.*
 - *Outcome:* Idaho National Guard in cooperation with UI will offer the first two years of ROTC classes at NIC; UI may bring the last two years of ROTC courses to Coeur d'Alene if demand is sufficient
 - *Performance Measure:* Eight to ten students transfer to UI or LCSC with ROTC credits; UI brings ROTC to Coeur d'Alene due to large enrollments
 - *Responsible Party:* Dean of General Studies in conjunction with the Idaho National Guard
 - *Time Frame:* Fall 2008 – Spring 2010

 3. *Continue to offer exposure to biotechnology through the INBRE Grant secured by NIC in conjunction with UI.*
 - *Outcome:* NIC students will have hands-on lab experience as paid Interns in local labs (medical, environmental, etc) as Summer Scholars (research assistants) or Summer Fellows (undergraduate research assistants) in a working university research lab
 - *Performance Measure:* Track Interns as they move to other institutions or enter the workforce; track Summer Scholars as they return to NIC and then move to other institutions; track Summer Fellows as they complete their degrees at four-year schools and go on to graduate studies
 - *Responsible Party:* Division Chair for Natural Sciences in conjunction with Biology instructor
 - *Time Frame:* 2008 - 2009

 4. *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 University of Idaho and Lewis-Clark State College 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
 - *Responsible Party:* Dean of General Studies in conjunction with Division Chairs
 - *Time Frame:* Fall 2008 – Fall 2009

5. Offer a graduate-level education course through UI to train high school teachers to become Dual Credit teachers for NIC.
- *Outcome:* Initial discussions with UI about offering such a class in Coeur d'Alene; NIC and UI plan the content and purpose of the course; initial offering of the course (Summer 2009)
 - *Performance Measure:* Review the enrollment and success of the summer class
 - *Responsible Party:* Dual Enrollment Coordinator in conjunction with Division Chairs
 - *Time Frame:* Fall 2007 – Fall 2009

C. Continue existing and expand new remedial programs that increase the potential for student success.

1. Expand face-to-face offerings of remedial mathematics and English classes at the Coeur d'Alene Tribal Educational Institute in Plummer, Idaho.

- *Outcome:* Math 015, Math 025, Math 108, College-level Math, and Engl 099 offered
- *Performance Measure:* Track the enrollments with a goal of eight students minimum
- *Responsible Party:* Dean of General Studies in conjunction with Division Chairs
- *Time Frame:* Summer 2008 – Spring 2009

2. Offer College Transition courses for potentially at-risk students through a multi-tier student-advising model.

- *Outcome:* Fall 2008: Level One – Remedial in two or more areas; Level Two – Remedial; Level Three – college-level new student-athlete, including transfer students; Level Four – all student athletes
- *Performance Measure:* Track the success of these students compared with other at-risk student groups (Spring 2009)
- *Responsible Party:* Dean of General Studies in conjunction with Division Chairs and the Director of Athletics
- *Time Frame:* Summer 2008 – Spring 2009

D. Increase awareness of and access to college education and workforce training opportunities for ABE/GED students.

1. Increase the number of ABE/GED students who enroll in PTE programs.

- *Outcome:* Market/promote the PTE programs at the ABE/GED Center on a monthly basis
- *Performance Measure:* A 10% increase in the number of ABE/GED students who enroll in PTE programs during Fall 2009
- *Responsible Party:* Director of ABE/GED in conjunction with the Director of Health Professions & Nursing and the Division Chairs for Trades & Industry and Business & Professional Programs
- *Time Frame:* Fall 2008 – Fall 2009

2. Increase the number of ABE/GED students who enroll in Workforce Training courses

- *Outcome:* Market/promote Workforce Training opportunities at the ABE/GED Center on a monthly basis
- *Performance Measure:* A 10% increase in the number of ABE/GED students who enroll in Workforce Training courses during Fall 2009
- *Responsible Party:* Executive Director of Workforce Training
- *Time Frame:* Fall 2008 – Fall 2009

3. *Offer College Transition classes at the outreach centers and at the Coeur d'Alene Tribal Educational Institute.*
 - *Outcome:* *Plan and promote the college transition class at each site, and offer the class for Spring 2009*
 - *Performance Measure:* *Track students taking the class and note if they enroll in NIC courses*
 - *Responsible Party:* *College Skills Division Chair*
 - *Time Frame:* *Fall 2008 – Fall 2009*

E. **Develop programming to support the educational interests of the 60+ community.**

1. *Explore possibilities of expanding the current Community Education unit to include 60+ programming.*
 - *Outcome:* *Determine feasibility of adding 60+ programming to the current PTE group*
 - *Performance Measure:* *Recommendation to the Dean by February 2009*
 - *Responsible Party:* *Executive Director of Workforce Training in conjunction with Director of Community Education*
 - *Time Frame:* *Fall 2008 - Spring 2009*
2. *Continue to develop 60+ programming in the PTE areas of Culinary Arts and Computer Applications.*
 - *Outcome:* *Addition of three additional 60+ courses*
 - *Performance Measure:* *New courses offered by Fall 2009*
 - *Responsible Party:* *Division Chair for Business & Professional Programs*
 - *Time Frame:* *Fall 2008 – Fall 2009*

Goal 2: Expand and improve alternative delivery of education.

A. **Investigate and implement a web-based course delivery system and provide necessary training for instructors and students.**

1. *Promote internet and hybrid classes to current faculty and especially new faculty through workshops and demonstrations.*
 - *Outcome:* *Prepare for change to different web delivery system and invite instructors to observe current faculty who are doing creative online activities. Provide a student support group/network for those experimenting with the new format, and provide students technology training so they are not having to learn technology and course content at the same time*
 - *Performance Measure:* *Two new additional classes offered as internet or hybrid*
 - *Responsible Party:* *Dean of General Studies in conjunction with Division Chairs*
 - *Time Frame:* *Fall 2008 – Spring 2009*
2. *Select a new web-based delivery system.*
 - *Outcome:* *Continue investigations of alternative web-based course delivery systems (Blackboard and ANGEL) with faculty and organize a formal decision-making process to decide on a system.*
 - *Performance Measure:* *Selection of web-based course delivery system by end of Fall 2008*
 - *Responsible Party:* *Director of eLearning & Outreach*
 - *Time Frame:* *Summer - Fall 2008*

3. *Implement a new web-based course delivery system.*

- *Outcome:* Set up test and live environment for new system, integrate new system with Datatel Colleague, and train faculty on new system
- *Performance Measure:* All Summer 2009 faculty trained on new system and all Summer 2009 classes offered on new system
- *Responsible Party:* Director of eLearning & Outreach
- *Time Frame:* Spring 2009 – Summer 2009

B. Recruit additional faculty to teach by alternative delivery methods.

1. *Offer more PTE programs/courses via internet or hybrid modes.*

- *Outcome:* Addition of four courses per year via alternative methods of delivery
- *Performance Measure:* Four new courses via internet or hybrid during each of the next 4 school years
- *Responsible Party:* Division Chairs for Trades & Industry and Business & Professional Programs in conjunction with Director of Health Professions & Nursing
- *Time Frame:* Fall 2008 – Fall 2011

2. *Have more internet-trained faculty.*

- *Outcome:* Recruit two new faculty each school year for internet delivery instruction
- *Performance Measure:* Two faculty trained each of the next four years for internet delivery
- *Responsible Party:* Division Chairs
- *Time Frame:* Fall 2008 – Fall 2011

3. *Have more faculty using eLearning services.*

- *Outcome:* Offer training on new web-based course delivery system, on teaching using the IVC system, on integrating rich media into courses, and on integrating elements of universal instructional design into courses; make presentations to instructional divisions on eLearning services and training that are available; create and disseminate a faculty technology services guide.
- *Performance Measure:* At least three training sessions/presentations made per semester
- *Responsible Party:* Director of eLearning & Outreach in conjunction with Division Chairs
- *Time Frame:* Fall 2008 – Fall 2009

4. *Have more faculty experienced in teaching using alternate delivery methods.*

- *Outcome:* Work with Instructional Divisions so that new faculty hires require experience with and expectations for teaching in alternate delivery methods
- *Performance Measure:* At least half of all new full-time faculty hires come in with prior experience of teaching using alternate delivery methods
- *Responsible Party:* Director of eLearning & Outreach in conjunction with Division Chairs
- *Time Frame:* 2008 - 2009

C. Expand course offerings at the NIC Outreach Centers and other off-campus sites.

1. *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

- *Responsible Party:* Dean of Professional, Technical & Workforce Education in conjunction with Trades & Industry Division Chair
 - *Time Frame:* Fall 2008 – Fall 2010
2. *Continue discussions with the Ponderay Center to offer Office Technology, Allied Health, and Business courses in Sandpoint.*
- *Outcome:* Develop a schedule for offering courses in Sandpoint
 - *Performance Measure:* Two new courses offered each year for the next three years
 - *Responsible Party:* Dean of Professional, Technical & Workforce Education in conjunction with Director of Health Professions & Nursing and Business & Professional Programs Division Chair
 - *Time Frame:* Fall 2008 – Fall 2010
3. *Continue to be responsive to the requests of the Outreach Center Coordinators and to the Department of Education of the Coeur d'Alene Tribe.*
- *Outcome:* Associates degrees offered in Plummer
 - *Performance Measure:* New class added at each site each semester; enrollments increased each semester
 - *Responsible Party:* Dean of General Studies in conjunction with Division Chairs
 - *Time Frame:* 2008 - 2009
4. *Expand course offerings at Ponderay Center.*
- *Outcome:* Acquire and remodel new space in Ponderay Center to ensure larger instructional capacity
 - *Performance Measure:* Additional classes offered at Ponderay Center starting Fall 2008
 - *Responsible Party:* Director of eLearning & Outreach in conjunction with Division Chairs
 - *Time Frame:* 2008 - 2009

Goal 3: Develop and expand opportunities for high school students enrolled through NIC, emphasizing professional technical and dual credit/enrollment programs.

A. Develop an expanded schedule of Professional-Technical dual credit courses.

1. *Offer dual credit PTE programs/courses in Diesel Mechanics, Auto Technician and Outdoor Power/Recreational Vehicle Technology.*
 - *Outcome:* Full enrollments in each of the three programs/courses that are offered
 - *Performance Measure:* 10 – 12 students enrolled in each of the three programs/courses
 - *Responsible Party:* Division Chair for Trades & Industry
 - *Time Frame:* 2008 - 2009
2. *Determine one additional PTE program to offer as dual credit.*
 - *Outcome:* Select, prepare, and market one more PTE program for dual credit
 - *Performance Measure:* 10 – 12 students enrolled in the new dual credit program/courses
 - *Responsible Party:* Division Chairs for Trades & Industry and Business & Professional Programs in conjunction with Director of Health Professions & Nursing
 - *Time Frame:* 2009 – 2010

B. Develop an expanded schedule of transfer dual credit courses.

1. Continue to promote dual credit at high schools and home schooling networks throughout our service area.

- *Outcome:* Dual credit classes accessible to all high school students in our service area
- *Performance Measure:* Increase the enrollment in dual credit courses by 25%
- *Responsible Party:* Dual Enrollment Coordinator in conjunction with Division Chairs
- *Time Frame:* 2008 – 2009 school year

Goal 4: Create program schedules that maximize the use of available facilities, and take advantage of new and alternative facilities as appropriate.

A. Develop scheduling alternatives to maximize room utilization.

1. Explore additional programs that can work on a flip schedule or with night/weekend classes.

- *Outcome:* Offer more classes at alternative times to better utilize facilities
- *Performance Measure:* One additional program that can be on a flip schedule by Fall 2009
- *Responsible Party:* Division Chairs for Trades & Industry and Business & Professional Programs in conjunction with Director of Health Professions & Nursing
- *Time Frame:* Fall 2008 – Fall 2009

2. Continue to find programs that can work equally well on a flip schedule or night and weekend schedule.

- *Outcome:* Offer more classes at alternative times to better utilize facilities
- *Performance Measure:* One additional program that can be on an alternative schedule
- *Responsible Party:* Division Chairs for Trades & Industry and Business & Professional Programs in conjunction with Director of Health Professions & Nursing
- *Time Frame:* Fall 2009 – Fall 2010

3. Appoint a task force to look at room utilization based on instructor needs/desires (such as room size and technology requirements) for room assignments.

- *Outcome:* Make best use of our available classroom space
- *Performance Measure:* Classrooms and technology match the needs/desires of the instructor
- *Responsible Party:* Dean of General Studies in conjunction with Division Chairs
- *Time Frame:* Fall 2009 – Fall 2010

B. Explore off-campus sites within the service area.

1. Explore creation of a larger Coeur d'Alene Tribal Educational Institute in Plummer as a site for offering NIC and UI classes.

- *Outcome:* 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
- *Performance Measure:* Institute designed by Summer 2009
- *Responsible Party:* Vice-President for Instruction in conjunction with Director of eLearning & Outreach and Division Chairs
- *Time Frame:* Summer 2008 – Summer 2009

C. Explore facility use within business and industry as appropriate.

1. Explore feasibility of using business and industry sites for training and classes, both credit and non-credit.

- *Outcome:* Develop a list of businesses that are interested in offering training/courses at their facilities
- *Performance Measure:* Database of interested businesses by Fall 2009

- *Responsible Party:* Dean of Professional, Technical & Workforce Education in conjunction with Executive Director of Workforce Training and Division Chair for Trades & Industry
 - *Time Frame:* Fall 2008 – Fall 2009
2. *Contract with interested businesses to offer training/courses at their site.*
- *Outcome:* Offer off-site training
 - *Performance Measure:* Contracted training, credit or non-credit, offered to at least one business at their facility
 - *Responsible Party:* Dean of Professional, Technical & Workforce Education in conjunction with Executive Director of Workforce Training and Division Chair for Trades & Industry
 - *Time Frame:* Fall 2009 – Fall 2010

THEME II: STUDENT SUPPORT
THEME COORDINATOR – VICE PRESIDENT FOR STUDENT SERVICES

Goal 1: Improve student access.

- A. Identify nontraditional target populations and develop appropriate recruitment strategies.
1. *Identify team to address issue, including faculty from PTE & Transfer.*
 - *Outcome:* Developed team
 - *Performance Measure:* Agreement by all team members to serve
 - *Responsible Party:* Vice President for Student Services in conjunction with Director of Admissions
 - *Time Frame:* August 2008
 2. *Meet weekly to discuss issue and develop strategies.*
 - *Outcome:* Scheduled meetings for Fall 2008
 - *Performance Measure:* Documentation that team met and made progress
 - *Responsible Party:* Vice President for Student Services in conjunction with Director of Admissions
 - *Time Frame:* Fall 2008
 3. *Implement ideas developed by team.*
 - *Outcome:* Assigned project managers with appropriate due dates for implementation
 - *Performance Measure:* Reports due by project managers detailing progress
 - *Responsible Party:* Vice President for Student Services in conjunction with Director of Admissions
 - *Time Frame:* 2009 - 2010
 4. *Measure non-traditional enrollment.*
 - *Outcome:* Determine if recruitment strategies affect enrollment by tracking appropriate populations
 - *Performance Measure:* Longitudinal Datatel reports
 - *Responsible Party:* Vice President for Student Services in conjunction with Director of Admissions
 - *Time Frame:* 2009 - 2010
- B. 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.
1. *Identify team to address issue.*

- *Outcome:* *Developed team*
- *Performance Measure:* *Agreement by all team members to serve*
- *Responsible Party:* *Director of Advising and Testing Services in collaboration with school district personnel*
- *Time Frame:* *August 2008*

2. *Meet weekly to discuss issue and develop strategies.*

- *Outcome:* *Scheduled meetings for Fall 2008*
- *Performance Measure:* *Documentation that team met and made progress*
- *Responsible Party:* *Director of Advising and Testing Services*
- *Time Frame:* *Fall 2008*

3. *Implement ideas developed by team.*

- *Outcome:* *Assigned project managers with appropriate due dates for implementation*
- *Performance Measure:* *Reports due by project managers detailing progress*
- *Responsible Party:* *TBD*
- *Time Frame:* *Spring 2009*

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

1. *Identify possible resources or systems for prospective students to use when considering college cost.*

- *Outcome:* *A list of resources*
An identified method for communicating resources to students
A system for consulting with someone knowledgeable about the topic
- *Performance Measure:* *Documentation of above*
- *Responsible Party:* *Director of Financial Aid in conjunction with American Indian Minority Student Advisor and Director of Student Union/Auxiliary Services*
- *Time frame:* *Fall 2008, Planning*
Spring 2009, Implementation

2. *Promote awareness of NIC scholarship program in high schools.*

- *Outcome:* *Better awareness of available resources by high schools*
- *Performance Measure:* *Website with accurate information*
Communication delivered to high schools
- *Responsible Party:* *Executive Assistant to the Vice President for Student Services*
- *Time frame:* *Fall 2008*

Goal 2: Implement initiatives to increase student success.

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

1. *Implement new Testing Center partnership with UI & LC.*

- *Outcome:* *Hiring of new Manager and Proctor; Establishment of service protocols*
- *Performance Measure:* *Successful accomplishment of above; semesterly evaluation by NICHE-LOC*
- *Responsible Party:* *Director of Advising and Testing Services in conjunction with Testing Center Manager*
- *Time Frame:* *Fall 2008*

2. *Verify accuracy of articulation agreements, and communicate pathways to students.*
 - *Outcome:* Certification by NIC & partners that agreements are accurate; identified means of communication agreements
 - *Performance Measure:* N/A
 - *Responsible Party:* Director of Advising and Testing Services
 - *Time Frame:* Fall 2008, Verification; Spring 2009, Communication

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

1. Prepare e-Advising for Fall 2009 implementation.

- *Outcome:* Fully ready and accurate system based on Program of Study model
- *Performance Measure:* N/A
- *Responsible Party:* Director of Advising and Testing Services in conjunction with Registrar and Academic Advisors
- *Time Frame:* Fall 2008 & Spring 2009

C. Develop technology-based student services.

1. Prepare e-Advising for Fall 2009 implementation (see above).

2. Implement OARS-Online.

- *Outcome:* Fully functional online orientation system
- *Performance Measure:* Solicited feedback from student use
- *Responsible Party:* Student Activities Coordinator in conjunction with an Academic Advisor
- *Time Frame:* Implementation complete by August 2008; Evaluation complete Fall 2008

3. Expand IP Web Phone system.

- *Outcome:* Multiple web phones in multiple offices and outreach centers
- *Performance Measure:* Guides will be published for users. Estimates of costs will be produced.
- *Responsible Party:* Vice President for Student Services in conjunction with Director of Advising and Testing Services and Instructional Technology Services
- *Time Frame:* Fall 2008 & Spring 2009

4. Improve Bookstore online purchasing system.

- *Outcome:* Increase in purchasing capabilities via web
- *Performance Measure:* N/A
- *Responsible Party:* Director of Student Union/Auxiliary Services in conjunction with Bookstore Manager
- *Time Frame:* Fall 2008 & Spring 2009

D. Develop off-campus day care options, and market those options.

1. Develop published list of alternative day care options.

- *Outcome:* An annually updated list of resources for parents
- *Performance Measure:* Completion and publication of list
- *Responsible Party:* Director of the NIC Children's Center
- *Time Frame:* December 2008

Goal 3: Improve student communications

A. Implement a student email system.

1. Convert current email addresses to new system and integrate with Portal.

- *Outcome:* *Successful conversion*
- *Performance Measure:* *Distribution of emails to students.*
- *Responsible Party:* *Vice President for Student Services*
- *Time Frame:* *Summer 2008*

2. *Successfully advertise new system.*

- *Outcome:* *Awareness by students of system*
- *Performance Measure:* *Examples of marketing campaign; Tracked student use of system*
- *Responsible Party:* *Director of Admissions in conjunction with the Registrar and the Directors of Advising & Testing Services and Financial Aid*
- *Time Frame:* *Summer 2008*

3. *Finish development of institutional protocols.*

- *Outcome:* *Established set of protocols and “Best Practices” for offices.*
- *Performance Measure:* *N/A*
- *Responsible Party:* *Director of Admissions in conjunction with the Registrar and the Directors of Advising & Testing Services and Financial Aid*
- *Time Frame:* *Fall 2008*

4. *Begin Phase 2 of implementation: Non-Enrollment department usage.*

- *Outcome:* *Established set of protocols for all non-enrollment department’s use of email system*
- *Performance Measure:* *N/A*
- *Responsible Party:* *Student Activities Director in conjunction with Director of Student Union/Auxiliary Services*
- *Time Frame:* *Spring 2009*

B. *Increase Advisor-Student interactions.*

1. *Implement Phase 2 of Lead Faculty Advisor Program.*

- *Outcome:* *Management Plan for Lead Faculty Advisor Projects*
- *Performance Measure:* *Established Plan
Fulfillment of plan by Lead Faculty Advisors*
- *Responsible Party:* *Director of Advising & Testing Services*
- *Time Frame:* *Summer (Fall) 2008*

2. *Develop an advising syllabus with learning outcomes.*

- *Outcome:* *Available to all advisors*
- *Performance Measure:* *Successful distribution of syllabus*
- *Responsible Party:* *Director of Advising & Testing Services*
- *Time Frame:* *Fall 2008, development; Spring 2009, distribution*

C. *Improve solicitation of student feedback and communicate how ideas are incorporated into college operations.*

1. *Identify means of collecting feedback and if additional feedback is necessary given current methodologies.*

- *Outcome:* *List of feedback collection devices*
- *Performance Measure:* *N/A*

- *Responsible Party:* Student Activities Director in conjunction with the Director of Student Union/Auxiliary Services and the Executive Assistant to the Vice President for Student Services
 - *Time Frame:* Fall 2008
2. *Identify means of responding to feedback such that students are aware of the impact of their suggestions.*
- *Outcome:* List of methods to respond back to students
 - *Performance Measure:* N/A
 - *Responsible Party:* Student Activities Director in conjunction with the Director of Student Union/Auxiliary Services and the Executive Assistant to the Vice President for Student Services
 - *Time Frame:* Fall 2008

THEME III: COLLEGE COMMUNICATIONS AND CLIMATE
THEME COORDINATOR – DIRECTOR OF HUMAN RESOURCES

Goal 1: Improve organizational and inter-departmental communications.

- A. Support participatory governance through team-building and increased communication.
1. *Increase interaction with key constituency groups (e.g., Senate, Faculty Assembly, Staff Assembly, committees) for improved communication and collaboration.*
- *Outcome:* Improved communication among groups, and improved dialogue regarding campus issues
 - *Performance Measure:* Number of meetings/conferences per year, and number of groups with whom meetings occur
 - *Responsible Party:* Director of Human Resources in conjunction with President
 - *Time Frame:* May 2009
- B. Improve current and establish new venues and tools for organizational communication and actively promote their access by all employees.
1. *Increase opportunities to communicate with executive staff through offerings of employee forums to discuss relevant topics.*
- *Outcome:* Improved access to upper management, and improved connectedness of senior leaders
 - *Performance Measure:* Number of forums offered per year, and attendance at each of the forums
 - *Responsible Party:* Director of Human Resources in conjunction with President's Cabinet
 - *Time Frame:* May 2009
2. *Increase use of online and e-tools for ongoing communication and greater access to information by employees, managers, and community constituents.*
- *Outcome:* Improved access to ongoing events within NIC; and increased interaction between NIC, employees, and constituencies
 - *Performance Measure:* Number of sources to access information, and frequency of distribution of information; frequency of updating information to stakeholders
 - *Responsible Party:* Human Resources Director and Senior Administrative Assistant
 - *Time Frame:* December 2008

- C. Create tools and opportunities for communication among employees, students, managers, and leaders.
1. *Conduct an employee opinion survey as a follow up to the 2008 survey to evaluate progress in key areas.*
 - *Outcome:* *Improved input from employees regarding NIC, and greater awareness of issues affecting NIC; Assessment of progress to improve previously identified issues and opportunities*
 - *Performance Measure:* *Assessment comparison of 2007 to 2008 results to determine progress in measured areas*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *January 2009*
 2. *Implement a virtual suggestion box to allow for anonymous input from all employees and stakeholders.*
 - *Outcome:* *Improved input from employees regarding NIC, and greater awareness of issues affecting NIC*
 - *Performance Measure:* *Number of valid suggestions; Number of initiatives/changes as a result of suggestions and input*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *August 2008*
 3. *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*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *September 2008*

Goal 2: Further develop opportunities for professional development.

- A. Create comprehensive professional development program for staff.
1. *Offer professional development tools and opportunities for employees at all levels of the organization to promote personal development, lifelong learning, and promotion opportunities.*
 - *Outcome:* *Ongoing educational & learning opportunities for employees as a means to increase employee capabilities and retention*
 - *Performance Measure:* *Number of formal professional development programs and/or course offerings; number of employees taking advantage of development opportunities*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *January 2008*
 2. *Integrate professional development into performance evaluation tools and hold employees & managers accountable for professional development activities.*
 - *Outcome:* *Ongoing educational & learning opportunities for employees as a means to increase employee capabilities and retention; create accountability for employees to engage in professional development opportunities*
 - *Performance Measure:* *Number of formal professional development programs and/or course offerings; number of employees taking advantage of development opportunities*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *January 2008*

3. *Improve upon current performance tools to increase access of managers and employees to performance tools to improve employee performance.*
 - *Outcome:* *Incorporate a culture of performance to guide employee development and improve employee capabilities*
 - *Performance Measure:* *Creation of new performance tools; completion of 100% performance appraisals*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *October 2008*

B. Create additional faculty development programs and opportunities.

1. *Develop faculty development program to promote further professional and academic development of faculty.*
 - *Outcome:* *Enhanced opportunities for ongoing faculty development to enhance quality in classroom*
 - *Performance Measure:* *Number of faculty development opportunities; number of faculty development hours*
 - *Responsible Party:* *Director of Human Resources in conjunction with Faculty Development Committee*
 - *Time Frame:* *January 2008*
2. *Integrate faculty development into faculty evaluation tools.*
 - *Outcome:* *Increased accountability for ongoing development and improved classroom quality*
 - *Performance Measure:* *Creation of faculty development evaluation tool that incorporates professional development*
 - *Responsible Party:* *Director of Human Resources in conjunction with Office of Instruction*
 - *Time Frame:* *January 2008*

C. Develop comprehensive supervisor training program available for all managers and supervisors.

1. *Establish 40-hour management course for essential basics of management to be offered over the course of five-weeks. Offer training multiple times a year to allow individuals to attend.*
 - *Outcome:* *Improved competencies of supervisors, greater consistency and compliance in policy administration and execution, improved employee relations, greater management effectiveness, and reduced risk*
 - *Performance Measure:* *Number of course offerings, number of attendees, and percentage of all managers trained*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *October 2008*
2. *Offer monthly training courses available to managers and supervisors on management and leadership related topics pertinent to development.*
 - *Outcome:* *Improved competencies of supervisors, greater consistency and compliance in policy administration and execution, improved employee relations, greater management effectiveness, and reduced risk*
 - *Performance Measure:* *Number of course offerings; number of attendees and percentage of all managers trained*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *October 2008*

D. Establish an internal leadership institute program.

1. *Develop curriculum for new program to provide employees with the opportunity to prepare for future leadership roles. Offer program at least once during FY09.*
 - *Outcome:* *Improved competencies of supervisors, greater consistency and compliance in policy administration and execution, improved employee relations, greater management effectiveness, and reduced risk*
 - *Performance Measure:* *Number of course offerings, number of attendees, and percentage of all managers trained*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *October 2008*

E. Implement executive development program to enhance the capability of senior leaders.

1. *Develop format of executive development strategies with President and incorporate into executive performance expectations for coming year.*
 - *Outcome:* *Improved competencies of executives, and greater ability to adapt and innovate*
 - *Performance Measure:* *Creation of executive development strategy, and development activities per year by executives*
 - *Responsible Party:* *Director of Human Resources in conjunction with President*
 - *Time Frame:* *December 2008*

Goal 3: Attract and retain high quality employees.

A. Create plan to address employee turnover.

1. *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*
 - *Responsible Party:* *Human Resources Director and Information Specialist*
 - *Time Frame:* *September 2008*
2. *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*
 - *Responsible Party:* *Human Resources Director and Senior Administrative Assistant*
 - *Time Frame:* *January 2009*
3. *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*

- *Responsible Party:* Director of Human Resources
- *Time Frame:* March 2009

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

1. 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
- *Responsible Party:* Human Resources Director and Senior Administrative Assistant
- *Time Frame:* December 2008

2. 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)
- *Responsible Party:* Human Resources Director
- *Time Frame:* December 2008

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

1. 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
- *Responsible Party:* Human Resources Director and Senior Administrative Assistant
- *Time Frame:* September 2008

2. Develop comprehensive hiring manual and training to provide instruction to hiring managers and those involved with hiring to ensure consistency and quality in hiring process.

- *Outcome:* Increased legal compliance and consistency in hiring practices
- *Performance Measure:* Hiring practices handbook written/delivered; Train all hiring managers with ½ day class; Make training available to all involved in the hiring process (e.g., selection committee members); Require certification for all hiring processes
- *Responsible Party:* Human Resources Director
- *Time Frame:* September 2008

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

1. 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
- *Responsible Party:* Human Resources Director and Benefits/Recruiting Specialist
- *Time Frame:* December 2008

2. *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
- *Responsible Party:* Human Resources Director and Benefits/Recruiting Specialist
- *Time Frame:* December 2008

E. Improve upon total rewards offered to employees.

1. *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; adoption as approved
- *Responsible Party:* Human Resources Director, Generalist, and Senior Administrative Assistant
- *Time Frame:* May 2008

2. *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
- *Responsible Party:* Human Resources Director and Generalist
- *Time Frame:* May 2008

3. *Implement consumer-directed health care to provide resources to employees to maximize earnings related to healthcare.*

- *Outcome:* Lower benefits costs to employees & NIC; self managing funds to improve quality of health and wellness among employees
- *Performance Measure:* Launch/Enrollment in CDHC program by employees; participation rates/levels in program; cost savings on premiums over 3 years
- *Responsible Party:* Human Resources Director and Benefits/Recruiting Specialist
- *Time Frame:* August 2008

4. *Evaluate all benefits offered to determine ability to increase benefits offerings at no- or low-cost to employees.*

- *Outcome:* Expanded benefits at no/low additional costs; improve retention & employee satisfaction
- *Performance Measure:* Benefits offering analysis; recommendation of new/changes to benefits; communicate benefits offerings to employees
- *Responsible Party:* Human Resources Director and Benefits/Recruiting Specialist
- *Time Frame:* August 2008

THEME IV: FINANCE AND FUNDING
THEME COORDINATOR – VICE PRESIDENT FOR ADMINISTRATIVE SERVICES

Goal 1: Pursue expanded funding opportunities through NIC Foundation for student success, faculty-staff support, facility development, and program development.

- A. Provide appropriate support for future college expansion and special initiatives.
1. *Actively support special initiatives for priority needs.*
 - *Outcome:* Provide financing and/or secure external fiscal resources
 - *Performance Measure:* Successful acquisition of resources
 - *Responsible Party:* Executive Director of Development/NIC Foundation in collaboration with Foundation leadership
 - *Time Frame:* Immediate and on-going
 2. *Pursue expanded funding for priority needs.*
 - *Outcome:* Successful fundraising and strengthened relationships
 - *Performance Measure:* Total dollars raised and relationships built
 - *Responsible Party:* Executive Director of Development/NIC Foundation in collaboration with Foundation leadership
 - *Time Frame:* Immediate and on-going
- B. Develop and implement a more comprehensive annual giving campaign to expand resources for priority needs.
1. *Continue to expand on the newly formed external annual giving campaign.*
 - *Outcome:* Increase in overall resources and support for priority needs and heightened awareness about NIC
 - *Performance Measure:* Total dollars raised
 - *Responsible Party:* Executive Director of Development/NIC Foundation in collaboration with Foundation leadership
 - *Time Frame:* Immediate and on-going
 2. *Develop an internal annual campaign that the NIC family feels positive about and actively participates in.*
 - *Outcome:* Increase in overall resources and level of participation
 - *Performance Measure:* Internal participation and dollars raised
 - *Responsible Party:* Executive Director of Development/NIC Foundation in collaboration with Foundation leadership
 - *Time Frame:* Annual and on-going

Goal 2: Pursue opportunities for alternative funding sources.

- A. Seek federal and state special appropriations for suitable college priority activities and programs.
1. *Actively seek federal appropriation requests.*
 - *Outcome:* Enhanced fiscal resources for programs and services and elevated awareness about North Idaho College with Idaho's federal delegation
 - *Performance Measure:* Number of requests sought and success in securing support
 - *Responsible Party:* NIC President with support from Vice President for Community Relations and Grants Coordinator
 - *Time Frame:* Annually

2. *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.*
 - *Outcome:* Review is performed
 - *Performance Measure:* Within the month proposed, discuss each appropriations request with the appropriate administrative or governing body. Conform with guidelines regarding submission and content.
 - *Responsible Party:* Executive Director of Development/NIC Foundation and/or Vice President for Administrative Services
 - *Time Frame:* Requests will be presented to President's Cabinet and/or the Board of Trustees within 15 days of completion as appropriate

B. Build partnerships and collaborative relationships with business and industry.

1. *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.
- *Responsible Party:* NIC President
- *Time Frame:* Annually

C. Expand total external private and federal grant applications for targeted college priority needs.

1. *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.*

- *Outcome:* Enhanced fiscal resources for programs and services
- *Performance Measure:* Increased total number of requests sought and overall success rate
- *Responsible Party:* Grants Coordinator in collaboration with NIC leadership, staff, and faculty
- *Time Frame:* Immediate and on-going

2. *Increase campus involvement in grants development.*

- *Outcome:* Greater number of NIC administrators, faculty, and staff taking a leadership role in the grant-seeking process
- *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
- *Responsible Party:* Grants Coordinator in collaboration with NIC leadership, staff, and faculty
- *Time Frame:* Immediate and on-going

Goal 3: Align budget with strategic plan.

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

1. *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
- *Responsible Party:* President's Cabinet, led by Vice President for Administrative Services
- *Time Frame:* During the budgeting process (start, middle, end)

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

1. 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 conformation is prepared
 - *Performance Measure:* Review documents presented in the budgeting process to document conformance of the budget to the Strategic Plan
 - *Responsible Party:* Vice President for Administrative Services
 - *Time Frame:* During the budget development process

THEME V: COLLEGE IMAGE AND RELATIONS
THEME COORDINATOR – VICE PRESIDENT FOR COMMUNITY RELATIONS

Goal 1: Enhance community perception of NIC among targeted groups.

A. Develop strategies to involve community members in NIC activities and events.

1. Continue current process of promoting events and activities via press releases, community calendar listings, postcards, fliers, posters, website promotions, newsletters, print & broadcast advertisements.
 - *Outcome:* Examples of all materials
 - *Performance Measure:* Same
 - *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
 - *Time Frame:* 2008-09 and ongoing
2. Expand upon Foundation “Be Our Guest” program by providing each member of Management Team five guest cards per semester, with a request that Management Team members personally invite non-NIC guests to various activities.
 - *Outcome:* Initiative implemented
 - *Performance Measure:* Report based on evaluation by participants
 - *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
 - *Time Frame:* 2008-09; continue if effective
3. Send annual events list and season guest pass to targeted populations of public/civic officials in late September including county school superintendents, principals, counselors, county commissioners, county mayors and city council members, North Idaho legislators, county Chamber of Commerce chief executives and board chairs.
 - *Outcome:* Initiative implemented
 - *Performance Measure:* None quantifiable
 - *Responsible Party:* Vice President for Community Relations
 - *Time Frame:* 2008-09; continue if effective
4. 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
 - *Responsible Party:* Vice President for Community Relations
 - *Time Frame:* 2009 - 2010

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

1. *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
- *Responsible Party:* College Relations staff
- *Time Frame:* Fall 2008

2. *Utilize testimonials from current students, graduates, and faculty in marketing campaign and on the NIC website to promote how NIC has impacted them.*

- *Outcome:* Testimonials presented
- *Performance Measure:* Examples of finished product
- *Responsible Party:* College Relations staff
- *Time Frame:* 2008-09; continue if effective

3. *Promote and publicize community service projects and activities involving students, faculty and staff.*

- *Outcome:* Community Service highlighted
- *Performance Measure:* Examples of successful promotion
- *Responsible Party:* College Relations staff
- *Time Frame:* 2008-09; continue if effective

4. *Develop NIC Speakers Bureau and survey campus community for willingness to serve and topical subjects. Bureau would be posted on NIC website with individual contact information.*

- *Outcome:* Speakers Bureau established
- *Performance Measure:* Published to the web
- *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
- *Time Frame:* Late Fall 2009; update annually

Goal 2: Promote awareness and recruitment through a strong marketing campaign.

A. Develop a comprehensive branding and marketing plan.

1. *Utilize existing NIC Marketing Committee to develop an annual marketing plan.*

- *Outcome:* Plan created
- *Performance Measure:* Plan implemented
- *Responsible Party:* Marketing committee
- *Time Frame:* Fall 2008

2. *Incorporate and coordinate NIC and NICHE marketing strategies and resources to maximize effectiveness and combined purchasing power.*

- *Outcome:* Coordinated marketing effort
- *Performance Measure:* Plans (NIC and NICHE) that are complementary in timing, placement
- *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff and NICHE
- *Time Frame:* 2008-09; continue if effective

B. Develop college wide standards for supporting the branding and marketing plan.

1. *Compile NIC Graphic Elements Guide Book and NIC Style Guide, publish on web and make available in print to campus community. Conduct workshops during fall and spring convocation week on how to access and utilize.*

- *Outcome:* Guides created and disseminated
- *Performance Measure:* Completed guides in wide use
- *Responsible Party:* College Relations staff
- *Time Frame:* 2008-09; and ongoing

2. *Develop templates for various publications (e.g. business card, letterhead, fliers/brochures); make available on the website.*

- *Outcome:* Templates created
- *Performance Measure:* Templates in wide use
- *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
- *Time Frame:* Fall 2008

C. Market four-year degree opportunities that exist via relationships with partner institutions.

1. *Create a flier for all NIC frontline staff listing degree opportunities in partner institutions' local branches.*

- *Outcome:* Flier created
- *Performance Measure:* Flier distributed as appropriate
- *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
- *Time Frame:* Fall 2008

2. *Conduct a fall workshop for identified NIC frontline staff involving University of Idaho and Lewis-Clark State College officials to familiarize NIC staff with available programming in North Idaho.*

- *Outcome:* Workshop conducted
- *Performance Measure:* Participation at workshop
- *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
- *Time Frame:* Fall 2008; continue if effective

3. *Marketing representatives from partner schools' North Idaho branches will meet periodically to coordinate strategies.*

- *Outcome:* Coordination/information sharing
- *Performance Measure:* Evidence of regular meetings, reports
- *Responsible Party:* NICHE and collaborating institutions
- *Time Frame:* 2008-09; continue if effective

4. *Develop a marketing piece/flier promoting cooperative programs.*

- *Outcome:* Marketing piece/flier created
- *Performance Measure:* Flier distributed
- *Responsible Party:* Vice President for Community Relations in collaboration with College Relations staff
- *Time Frame:* 2009 – 2010

5. *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*
 - *Responsible Party:* *Vice President for Community Relations in collaboration with College Relations staff*
 - *Time Frame:* *2009 - 2010*

D. *Improve the marketing strategies that facilitate a potential student’s interest in professional-technical programs.*

1. *Continue to support Hardhats, Hammers and Hot Dogs initiative, Fall NIC Tech Tour, and Spring PTE Extravaganza.*
 - *Outcome:* *PTE marketed widely*
 - *Performance Measure:* *Examples of promotional materials and initiatives*
 - *Responsible Party:* *Vice President for Community Relations in collaboration with College Relations staff*
 - *Time Frame:* *2008-09; ongoing*
2. *Incorporate PTE marketing resources into general college marketing initiatives.*
 - *Outcome:* *Coordinated marketing initiatives*
 - *Performance Measure:* *PTE marketed in collaboration with institutional marketing*
 - *Responsible Party:* *Vice President for Community Relations in collaboration with College Relations staff and PTE*
 - *Time Frame:* *2008-09 and beyond*
3. *Produce feature stories when possible on news and successes within PTE programs.*
 - *Outcome:* *Press releases*
 - *Performance Measure:* *Published articles*
 - *Responsible Party:* *College Relations staff*
 - *Time Frame:* *2008-09; continue if effective*

THEME VI: DIVERSITY & HUMAN RIGHTS
THEME COORDINATOR – VICE PRESIDENT FOR STUDENT SERVICES

Goal 1: Promote diversity and human rights, including respect for all elements of the college.

- A. *Develop a comprehensive employee diversity initiative focused on improving awareness and inclusion throughout the campus.*
 1. *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*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *May 2009*

2. *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*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *May 2009*

3. *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*
 - *Responsible Party:* *Director of Human Resources*
 - *Time Frame:* *May 2009*

B. Promote cross-cultural understanding, diversity, and human rights in the curriculum.

1. *Review curriculum.*
 - *Outcome:* *Inventory of curriculum and identified courses dealing with diversity and human rights issues*
 - *Performance Measure:* *Increase number of courses including diversity and human rights issues*
 - *Responsible Party:* *Vice President for Instruction in collaboration with Deans and Division Chairs*
 - *Time Frame:* *Fall 2008 – Spring 2009*

2. *Identify themes that classes / curriculum should incorporate.*
 - *Outcome:* *Collection of appropriate and available diversity and human rights competencies*
 - *Performance Measure:* *Established catalog of competencies available to faculty*
 - *Responsible Party:* *Vice President for Instruction in collaboration with Deans and Division Chairs*
 - *Time Frame:* *Fall 2008 – Spring 2009*

C. Reflect NIC's commitment to diversity and human rights in extra-curricular activities and events.

1. *Implement Diversity Training for student leaders.*
 - *Outcome:* *Successful implementation of program*
 - *Performance Measure:* *N/A*
 - *Responsible Party:* *Vice President for Student Services*
 - *Time Frame:* *Fall 2008 Development
Spring 2009 Implementation*

2. *Develop action items for 9-Point Agreement.*
 - *Outcome:* *Successful implementation of next set of action plans*
 - *Performance Measure:* *N/A*
 - *Responsible Party:* *Vice President for Student Services*
 - *Time Frame:* *Fall 2008 & Spring 2009*

3. *Revisit recommendations from Diversity & Human Rights Steering Committee and prioritize for future implementation.*
 - *Outcome:* *Committee meeting focusing on prioritization*

- *Performance Measure:* List of prioritized action items
- *Responsible Party:* Vice President for Student Services
- *Time Frame:* Fall 2008

D. Assign President's Cabinet the responsibility of implementing initiatives from the plan.

1. Assign PC members to be involved with the committee on a particular area of the plan.

- *Outcome:* Assigned list
- *Performance Measure:* PC members and committee meet
PC members provides list of prioritized action items to be completed
- *Responsible Party:* NIC President
- *Time Frame:* Fall 2008

E. Explore international educational opportunities for students, faculty and staff.

1. Explore opportunities for faculty.

- *Outcome:* Catalog of opportunities for faculty exchange
- *Performance Measure:* Document available to faculty
- *Responsible Party:* Vice President for Instruction
- *Time Frame:* Fall 2009 – Spring 2010

2. Explore opportunities for staff.

- *Outcome:* 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.
- *Performance Measure:* Number of sponsored events with an international focus for staff development and education
- *Responsible Party:* Director of Human Resources
- *Time Frame:* June 2009

3. Explore opportunities for students.

- *Outcome:* Design a leadership-based experience with international exposure for students to participate in. The 2008-2009 trip will explore opportunities in Canada. The 2009 -2010 trip will explore opportunities in Mexico.
- *Performance Measure:* Development of a detailed plan and risk management assessment.
- *Responsible Party:* Student Activities Director
- *Time Frame:* Completion by end of Spring 2009

THEME VII: PHYSICAL RESOURCES
THEME COORDINATOR – VICE PRESIDENT FOR ADMINISTRATIVE SERVICES

Goal 1: Assure opportunities for college expansion.

A. Acquire properties that become available to meet the needs for higher education in the region. Expansion will consider the importance of maintaining the existing college campus feel and support services for students and NIC employees.

1. *Make budget plans to collect tax dollars as necessary for the purchase of property as determined by the Board of Trustees.*

- *Outcome: Property is purchased as planned*
- *Performance Measure: Tax income is receipted*
- *Responsible Party: Vice President for Administrative Services*
- *Time Frame: By September 1 of each year*

B. Develop acquired properties in support of the college mission.

1. *Make plans for development of properties and submit budget requests as necessary to fund the development.*

- *Outcome: Prepare plans and budgets as appropriate*
- *Performance Measure: Document the plan for development of the properties*
- *Responsible Party: Vice President for Administrative Services*
- *Time Frame: As approved*

Goal 2: Advance the campus infrastructure with regards to technology and safety.

A. Enhance online student support and education services.

1. *Develop Services Guide.*

- *Outcome: Develop guide for faculty with inclusion of services from the ITS, eLearning, Library and HelpDesk teams.*
- *Performance Measure: Services available and methods to access will be published via a website. The web location will be publicized and promoted via the Week'sWorth and other means. Paper publication will also be done if useful.*
- *Responsible Party: Information Technology*
- *Time Frame: 2008 - 2009*

2. *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.*
- *Responsible Party: Information Technology*
- *Time Frame: 2008 - 2009*

3. *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 for college departments and their managers. Pilot groups will be given access to create content and access communications tools.*

- *Responsible Party:* Information Technology
- *Time Frame:* 2008 – 2009

4. *Replace Datatel hardware.*

- *Outcome:* Replacement of Unix servers and SAN
- *Performance Measure:* The current HP-UX system will be replaced with a higher performance IBM AIX system. Datatel applications and databases will be moved to the new system. Information storage will be increased and the storage needs of the portal will be included in the SAN. System uptime will be measured. Data restoration procedures will be created.
- *Responsible Party:* Information Technology
- *Time Frame:* 2008 - 2009

5. *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 access will be published, promoted and updated.
- *Responsible Party:* Information Technology
- *Time Frame:* 2008 - 2009

B. *Assess campus safety practices and implement necessary improvements.*

1. *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 information audit will be researched for future improvement.
- *Responsible Party:* Information Technology
- *Time Frame:* 2008 - 2009