



STRATEGIC PLAN

February 2018

NORTHLAND

PHILOSOPHY STATEMENT

Northland's approach to strategic planning is based on the premise that a strategic plan is a living document, designed for effectiveness through adaptability and flexibility, and subject to continuous review. Our plan was developed with solicited input from both internal and external constituents along with guidance and facilitation from a third-party consulting firm. The primary focus of the strategic plan is to improve student success, increase our value to the communities we serve and further the institution's viability.

VISION STATEMENT

Northland will be highly valued for providing exceptional education that transforms lives and strengthens the communities we serve.

MISSION STATEMENT

Northland is an innovative leader in higher education, preparing all learners with work and life skills that advance personal well-being and regional prosperity.

FOUNDATIONAL GOALS

1. Foster Student Success

- Improve institutional performance for student success as demonstrated by outcomes related to:
 - Transfer, graduation, training certificates, job placement and career advancement.
 - Communication skills, critical thinking skills, social engagement, information and applied technology, and personal development.

2. Advance the Development of the College

- Increase student enrollment.
- Cultivate high quality faculty and staff.
- Develop new programs and delivery methods to engage more effectively with learners and communities in the region.
- Increase revenues from entrepreneurial and philanthropic sources.

INSTITUTIONAL VALUES

- Meet students where they are at
- Focus on student success
- Provide a high value learning experience
- Work collaboratively and build relationships
- Advance diversity, equity and inclusion
- Promote global competency
- Encourage innovation and creativity
- Pursue quality and continuous improvement
- Meet community and workforce needs
- Practice financial stewardship

STRATEGIC PRIORITIES

Our strategic priorities are derived from the most pressing issues facing both the college and students. Strategic priorities must be aligned with our mission and vision and consistent with our institutional values. They are developed with the intent of employing a three year “rolling priority”. This process requires that priorities are revisited each year, amending or adjusting priorities appropriately reflecting actual accomplishment and/or progress. New priorities are then established for year three, resulting in a continuous three-year strategic plan.

Specific action steps associated with each priority and corresponding areas of focus are developed by an ad-hoc work group that is best qualified to work on the specific priority. Implementation of action steps are the responsibility of all involved in the specific strategy with leadership and guidance provided by the institutions core leadership team.

STRATEGIC PRIORITIES 2019 – 2020

Increase Enrollment and Retention Phase I

Areas of Focus

Enrollment

1. Recruitment Activities
2. Promotional Marketing/Advertising
3. Scholarships/Financial Aid incentives
4. Intake Processes
 - a. Advising
 - b. Orientation
 - c. Registration
5. Academic Programming

Student Retention

1. Student engagement (instruction/Student Life)
2. Support services (Academic Success Center)
3. Financial Aid/Scholarships
4. Counseling
5. Curriculum - Guided Pathways

STRATEGIC PRIORITIES 2020 – 2021

Increase Enrollment and Retention Phase II

Areas of Focus

Same as 2018-2019

- 1) Continuation of work in areas not completed in Phase I

STRATEGIC PRIORITIES 2021 – 2022

Institutional Effectiveness

Proposed Areas of Focus

1. Academic Success Center - Tutoring
2. Student Completion Rate
3. Reducing the Achievement Gap
4. Institutional Research
5. Employee Professional Development