

Strategic Plan 2009-2014

Northland Community & Technical College

East Grand Forks & Thief River Falls, Minnesota

www.northlandcollege.edu

Discovery



Starting in 2008, Northland Community and Technical College began a comprehensive process to develop a strategic plan. This process, at the direction of President Anne Temte, was spearheaded by the college's Center for Outreach and Innovation (COI). COI's leadership hosted numerous meetings, which included area community leaders and the college's employees and students. Throughout this open process, individuals were able to speak to their concerns and identify what they



believed to be the highest priorities for the college.

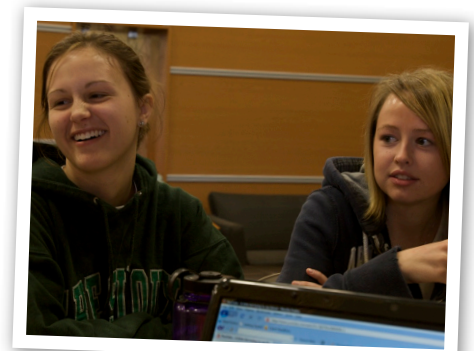
This process resulted in identifying three specific priorities: 1. Inspire Student Success. 2. Cultivate High Quality Programs, Services & Employees. 3. Revolutionize Growth Strategies to Sustain Vibrant Learning Communities. Out of these three priorities, specific lead measures, strategies and responsible parties were identified.

It was determined to use the example of the difference between water at 211

degrees versus 212 degrees. At 212 degrees water boils, creating steam, which in turn can power a locomotive. Only one degree difference, yet significant in use and impact.

Through this strategic plan, everyone in the college is encouraged to strive to do the extra things that will cause us to reach that extra degree. As a result our theme is "What Is Your Plus One?"

Following is an outline and tables detailing this information.



What is Your



INSPIRE STUDENT SUCCESS

1. Increase student success rates (retention + graduation + transfer) to align with the mean of MnSCU system colleges
 - a. Increase Retention Rates
 - b. Increase Graduation Rates
 - c. Increase Transfer Rates
2. Increase the success rates of underrepresented students to align with the mean of MnSCU system colleges
 - a. Close the Achievement Gap

CULTIVATE HIGH QUALITY PROGRAMS, SERVICES, & EMPLOYEES

3. Improve institutional performance against established quality standards (measures will be developed during academic year 2009-2010)
 - a. Employ External Standards
 - b. Utilize Assessment Measures throughout the College
 - c. Develop and Train Employees
 - d. Engage in Continuous Improvement
 - e. Enhance Stakeholder Satisfaction

REVOLUTIONIZE GROWTH STRATEGIES TO SUSTAIN VIBRANT LEARNING COMMUNITIES

4. Increase the number of full-year equivalent (FYE) students from 2,800 to 3,100 by 2014
 - a. Increase Enrollment from High School Population
 - b. Increase Enrollment from Post-High School Population
 - c. Promote Short-term/Flexible Training
5. Increase net annual revenue from entrepreneurial and philanthropic sources from \$167,500 to \$269,000 by 2014 (10% year to year increase)
 - a. Increase COI Net Profit
 - b. Increase Foundation Revenue
6. Develop new programs and delivery methods to address needs of learners and regional economies
 - a. Develop New Programs/Program Redesign
 - b. Develop Short-term/Flexible Training
 - c. Enhance use of Online Technology
 - d. Deploy Resources Strategically

STRATEGIC FOCUS	WILDLY IMPORTANT GOALS	STRATEGY	ACTION PLANNING RESPONSIBILITY
Inspire Student Success	1. Increase student success rates (retention + graduation + transfer) to align with the mean of MnSCU system colleges	A. Increase Retention Rates: Increase fall to fall retention rates	Retention Committee
		B. Increase Graduation Rates: Increase program and certificate completion rates	Academic Affairs & Standards Council (AASC)
		C. Increase Transfer Rates: Increase transfer to baccalaureate institutions	Transfer & Articulation Committee
	2. Increase the success rates of under-represented students to align with the mean of MnSCU system colleges	A. Close the Achievement Gap: Increase the success rates of students from populations traditionally under-represented in higher education (success = retention + graduation + transfer rates)	Diversity Committee
Cultivate High Quality Programs, Services & Employees	3. Improve institutional performance against established quality standards (measures will be developed during academic year 2009-2010)	A. Employ External Standards: Achieve measurable progress toward average or better institutional performance relative to external standards	Institutional Research Committee
		B. Utilize Assessment Measures: Meet or exceed goals of annual departmental/committee assessment/work plans	Assessment Committee Student Services Academic Affairs Administrative Services
		C. Develop and Train Employees: Employees will achieve knowledge and skills sufficient to grow professionally and to perform established expectations of positions	Continuous Improvement Committee
		D. Engage in Continuous Improvement: Increase the capacity of the college to engage in and implement continuous improvement projects	Continuous Improvement Committee
		E. Enhance Stakeholder Satisfaction: Improve perceptions of satisfaction and likelihood to recommend NCTC among students, employees, and external constituents.	Continuous Improvement Committee Marketing & Enrollment Team (MET)

Strategic Focus	Wildly Important Goal	Strategy	Action Planning Responsibility
Revolutionize Growth Strategies To Sustain Vibrant Learning Communities	4. Increase the number of full-year equivalent (FYE) students from 2,800 to 3,100 by 2014	A. Increase Enrollment from High School Population: Increase the number of students enrolled from high schools	Marketing & Enrollment Team (MET)
		B. Increase Enrollment from Post-High School Population: Increase the number of students enrolled from the post-high school population	Marketing & Enrollment Team (MET)
		C. Promote Short-term/Flexible Training: Increase the number of students served through credit-based customized training, continuing education, or short-term certificates	Marketing & Enrollment Team (MET)
	5. Increase net annual revenue from entrepreneurial and philanthropic sources from \$167,500 to \$269,000 by 2014.	A. Increase COI Revenue: Increase net annual revenue from customized training and continuing education	Center for Outreach and Innovation (COI)
		B. Increase Foundation Revenue: Increase annual revenue	NCTC Foundation Board
	6. Develop new programs and delivery methods to address needs of learners and regional economies	A. Develop New Programs/Program Redesign: Develop new offerings (content, scheduling, and/or delivery method) that address the needs of regional employers and reflect labor/market conditions	Academic Affairs & Standards Council (AASC)
		B. Develop Short-term/Flexible Training: Develop and/or revise programs and certificates to provide short-term, stackable, flexible, and timely training	Academic Affairs & Standards Council (AASC) Center for Outreach and Innovation (COI)
		C. Enhance use of Online Technology: Increase the number of academic, information, and student services offerings	Distance Education Committee
		D. Deploy Resources Strategically: Adjust internal resources of the college to enable the development and implementation of innovative instructional offerings	Finance Committee President's Cabinet

NORTHLAND COMMUNITY & TECHNICAL COLLEGE FISCAL YEAR 2010 FACT SHEET

YEAR COLLEGE FOUNDED: 1949

CAMPUS LOCATIONS:

East Grand Forks Campus
2022 Central Avenue NE
East Grand Forks, MN 56721
218.793.2800 Toll-Free: 800.451.3441
Fax: 218.793.2842 TDD: 218.793.2801

Thief River Falls Campus
1101 Highway One East
Thief River Falls, MN 56701
218.683.8800 Toll-Free: 800.959.6282
Fax: 218.683.8980 TDD: 218.683.8801

SATELLITE SITES:

Mahnomen
Highway 59 South
Mahnomen, MN 56557
218.936.5775

Roseau
121 Center St. E., Suite 200
Roseau, MN 56751
218.463.1606

Thief River Falls Airport
13892 Airport Drive
Thief River Falls, MN 56701
218.683.8802

COLLEGE WEBSITE: www.northlandcollege.edu

TYPE OF INSTITUTION: Northland Community & Technical College (NCTC) is a fully-accredited two-year college with campuses in East Grand Forks and Thief River Falls, MN, offering one and two-year degrees, transfer programs and diploma certification in a variety of majors, as well as workforce training and continuing education programs.

MISSION: NCTC is dedicated to creating a quality-learning environment for all learners through partnerships with students, communities, businesses, and other educational institutions.

STRATEGIC PLAN: NCTC has identified three core priorities in the advancement of achieving our mission:

1. Inspire Student Success.
2. Cultivate High Quality Programs, Services, & Employees.
3. Revolutionize Growth Strategies To Sustain Vibrant Learning Communities.

GOVERNANCE: NCTC is a public community & technical college operating under the auspices of the Minnesota State Colleges and Universities System. The system consists of 32 universities, community, and technical colleges in Minnesota. The system is led by a Board of Trustees and Chancellor Dr. James H. McCormick.

COLLEGE LEADERSHIP: NCTC President: Dr. Anne Temte (2006 – Present)
NCTC Vice President of Academic and Student Affairs: Kent Hanson (2003 – Present)

COLLEGE EMPLOYEES: Administrators: 11 (10 Full-Time Equivalent)
Faculty: 227 (184 Full-Time Equivalent)
Staff: 130 (110 Full-Time Equivalent)

TUITION AND FEES: Average annual cost is \$4,899 (based on 2009-2010). The actual cost depends upon the program or degree choice and credit load.

FACTS & FIGURES: Total number of students served: 5,540
Full-time students: 46.0% Part-time students: 54.0%
Percent male: 41.9% Percent female: 58.1%
College Colors: Navy & Scarlet College Mascot: Pioneers

EAST GRAND FORKS CAMPUS HISTORY:

- 1971 – The local school district was designated for an Area Vocational Technical Institute (AVTI).
- 1973 – First classes of the East Grand Forks AVTI were offered in rented facilities.
- 1975 – The present facility opened.
- 1992 – The name was changed to Northwest Technical College and consolidated with five area technical colleges.
- 2003 – The college was merged with Northland Community & Technical College of Thief River Falls.

THIEF RIVER FALLS CAMPUS HISTORY:

- 1949 – Thief River Falls Area Vocational School was established, and was housed in various locations in Thief River Falls.
- 1965 – Thief River Falls State Junior College was established and housed at Lincoln High School.
- 1973 – Thief River Falls State Junior College was renamed Northland Community College.
- 1995 – The two schools were merged to form Northland Community & Technical College.
- 2003 – NCTC merged with Northwest Technical College in East Grand Forks. The name remained Northland Community & Technical College.

DEGREES OFFERED: Associate in Arts, Associate in Science, Associate in Applied Science, Diplomas, and Certificates.

ACCREDITATION: NCTC is accredited by the Higher Learning Commission and a member of the North Central Association.

ECONOMIC IMPACT: NCTC has a nearly \$70 million economic impact in the region and employs 368 individuals.

BUDGET: NCTC's general fund budget for fiscal year 2010 is \$27,500,000, 44% of which is an allocation from the State of Minnesota. The remaining 56% is raised through tuition, fees and other sources of revenue.

LIBERAL ARTS

TRANSFER PROGRAMS: Art, Biology, Business, Chemistry, Education, English, Environmental Studies, History, Journalism, Mathematics, Music, Natural Resources, Physical Education & Coaching, Physics, Political Science, Pre-Athletic Training, Pre-Chiropractic, Pre-Dentistry, Pre-Engineering, Pre-Law, Pre-Medicine, Pre-Mortuary, Pre-Pharmacy, Pre-Physical Therapy, Pre-Veterinary Science, Social Work, and Sports Management

TECHNICAL PROGRAMS: Accounting, Administrative Support, Architectural Technology & Design, Auto Body Collision Technology, Automotive Service Technology, Aviation Maintenance Technology, Business, Carpentry – Residential, CISCO Networking, Computer Service/Networking, Construction Electricity, Cosmetology, Criminal Justice, Early Childhood & Paraprofessional, Electronics Technology, Electronics/Automated Systems, Entrepreneurship, Farm Business Management, Farm Operations & Management, Fire Technology, Heating, Ventilation & Air Conditioning, New Media, Plumbing Technology, Radio Business, Robotics/Automated Systems, Sales, Marketing, & Management, Supervisory Leadership, Welding

HEALTH PROGRAMS: Cardiovascular Technology – Invasive, Firefighter – Paramedic, Intensive Care, Paramedic, Phlebotomy, Massage Therapy, Medical Administrative Secretary, Medical Coding & Insurance, Medical Transcription, Practical Nursing (LPN), Registered Nursing (RN), Nursing Assistant, Occupational Therapy Assistant, Pharmacy Technology, Physical Therapist Assistant, Rescue Technician, Respiratory Therapist, Radiologic Technology, Surgical Technology

ATHLETICS: NCTC is a member of the National Junior College Athletic Association Division III Athletics Program. NCTC currently sponsors the following teams: Men's basketball, baseball and football and women's volleyball, basketball and softball.

STUDENT ACTIVITIES: NCTC student life includes: Choir, community band, jazz band, Phi Theta Kappa honor society, intramural athletics, student government, professional organizations and numerous student clubs.