

Committee/Team/Workgroup	Task/activity/goal (metric)	Priority	Metric
Academic Affairs Standards Council			
Shared Governance Council			
Executive Team	<p>Identify niche and destination programming to invest in resources for targeted recruitment and marketing.</p> <p>Explore adding a career and transfer services center</p>	2.1, 2.5	
Leadership Advisory Team			
Staff Advisory Council			
Equity and Inclusion Team	<p>In consultation with the Facilities committee, provide input to the facilities master plan to ensure a welcoming and inclusive physical college.</p> <p>Create a rubric to view policies and practices college wide with an equity lens.</p>	4.1	
Campus Management Team			
Research and Data Governance Team	<p>Develop a strategic plan dashboard.</p> <p>Develop and support metrics for strategic committees.</p> <p>Ensure consistent data practices</p>		
ASA (Academic and Student Affairs)	<p>Implement a course schedule design that reduces instructional inefficiencies (Increase course fill rates to 70%)</p> <p>Implement an 8-week year-round schedule in at least 2 programs</p> <p>Identify additional stacked credentials or micro credentials to offer at multiple sites.</p> <p>Review faculty overload verses adjunct, build a pool of adjunct faculty</p> <p>Develop clear pathway maps for each technical program that includes stacked credentials, multiple entry and exit points that is aligned with high school offerings. Include options for credit for prior learning when appropriate to provide an incentive for returning adult students to return and earn degrees.</p> <p>Develop a Center for Teaching and Learning concept to support faculty teaching and</p>	<p>1.2</p> <p>1.2</p> <p>1.4</p> <p>1.4</p> <p>2.2</p> <p>2.2</p>	<p>Increase course fill rates to 70% in the fall, 65% in the spring</p>

	<p>learning innovation such as universal design, consistent course templates.</p> <p>Incorporate student feedback into every class for faculty.</p> <p>Plan to incorporate library services and ASC into a single physical space at each campus, research, and plan to streamline and support services for students in one common space.</p> <p>Early childhood to hyflex.</p> <p>Review multiple faculty disciplines look for efficiencies in scheduling faculty assignments across campuses.</p> <p>Offer new programming at TRF in a hyflex model (Marketing, Computer Networking, Administrative Professional).</p>	2.1, 2.4	
Transfer Advisory Team	<p>Create a guidebook and materials that identifies transfer options, which is focused on the “end in mind”-such as a pharmacist or music teacher.</p> <p>Develop market-based articulation agreements</p>	1.4 3.1	
Developmental Education Team	Increase success in developmental education courses.	1.6	
Academic Appeals			
Student Services Appeals			
Commencement Planning Team	Coordinate and plan TRF and EGF graduations.		
Enrollment Management Team	<p>Develop and implement a comprehensive enrollment management plan.</p> <p>Utilize enrollment funnel data to proactively align recruitment activities with areas that need support, collaboration, and marketing.</p> <p>Develop and implement a new communications workflow and materials from inquiry to application.</p> <p>Develop and implement career exploration academies and camps for 7-12 graders.</p> <p>Develop and implement strategies to recruit non-traditional aged students.</p> <p>Expand concurrent enrollment.</p>	1.5 1.1, 1.5 1.6, 3.1, 3.2 1.1 3.1 1.5	<p>Increase matriculation rates from inquiry to application and application to enrollment.</p> <p>Increase nontraditional aged enrollment.</p> <p>Increase enrollment of underserved populations Increase number of schools served with concurrent enrollment.</p>

	<p>Streamline the application process, removing barriers for students.</p> <p>Explore utilizing an entrance survey to proactively identify student challenges and share with areas of the college who can reach and provide support (like NWTC does).</p>	2.5	<p>Increase number of students earning college credit from Northland in high school.</p> <p>Increase the number of students earning college credit in high school transitioning to Northland.</p>
Retention and Completion Team	<p>Research national best practices for supporting students, bring ideas to the executive committee.</p> <p>Design a holistic first year experience for students.</p> <p>Add basic needs support for students.</p> <p>Implement a student ambassador program.</p> <p>Identify cohort-based programs to support underrepresented students.</p> <p>Identify and implement strategies to close equity achievement gaps.</p> <p>Create and implement strategies to re-engage stop out students.</p>	<p>2.1</p> <p>2.1, 2.4</p> <p>1.3,2.5</p> <p>2.3, 2.4</p> <p>2.6</p> <p>2.6, 4.2</p> <p>1.1, 1.2, 1.5, 2.4</p>	<p>Increase fall to spring retention</p> <p>Increase fall to fall retention</p> <p>Increase graduation rates</p> <p>Reduce equity gaps</p>
School Partnership Workgroup	<p>Working with the enrollment committee, identify concurrent enrollment opportunities to offer at high schools in an academy model.</p> <p>Create a college going mind-set program with our K-12 partners, particularly smaller schools</p> <p>Develop materials and training to educate K-12, parents, and students on concurrent enrollment options.</p> <p>Expand concurrent enrollment options.</p> <p>Develop campaigns to engage students in concurrent enrollment including information to parents, information on programming, college materials, etc.</p>	<p>3.1</p> <p>1.1, 4.1, 4.3</p> <p>3.1, 1.4</p> <p>1.4, 2.1, 3.1</p> <p>1.4, 2.1, 3.1</p>	<p>Number of concurrent high school students served.</p> <p>Number of \$\$\$ by high school students taking concurrent enrollment.</p> <p>Number of concurrent enrollment students transitioning to Northland.</p> <p>High school graduating class transition rates per school/region</p>

	Increase transition rates from high school to Northland.	1.4, 2.1, 3.1	
Athletics Advisory Workgroup	Identify strategies to support athletics and coaches. Explore additional athletics to offer as part of an enrollment strategy. Create an athletics recruitment plan.	4.1, 2.3, 2.4 1.1, 1.4, 2.3	Increase athletic student graduation Ensure full rosters
Facilities and Technology Team	Develop a facilities and technology master plan aligned with the future programming and institutional needs. Create a one college culture with consistent looks at all Northland sites. Create a warm and welcoming physical space.	2.3, 4.1, 4.3 4.1, 4.3 2.3, 4.1, 4.3	
Resource Development Team	Create a resource development plan. Identify strategies to increase grant funding that aligns with institutional priorities. Improve internal infrastructure to support grants. Identify alternative revenue streams as an institution. Align foundation activities with strategic plan including piloting a promise program.	3.3 1.3	Increase indirect grant revenue
Student Engagement Team	Create a more vibrant student life experience for all campus-based students, offering at least 1 activity per month for students on each campus. Identify ways for students to connect as one college through student life activities. Identify and implement ways to engage online students.	2.3 2.3 2.3, 4.1, 4.3, 4.4	
People Development Team	Create a new employee orientation. Create a library of professional development opportunities. Identify and coordinate professional development and training opportunities for employees to support the strategic plan.	4.3, 4.4 4.4 4.4	

Workforce Solutions Team	<p>Expand the number of employers served through customized training.</p> <p>Increase the number of non-credit headcount students served</p> <p>Increase revenue streams in contracted training.</p> <p>Identify additional micro credentials to serve business and industry.</p> <p>Create a catalog of continued and workforce education opportunities to offer.</p> <p>Explore offering EMT in workforce.</p> <p>Explore nurse aid through workforce.</p>	<p>3.3</p> <p>3.3</p> <p>3.3</p>	<p>Increase the number of employers served.</p> <p>Increase the number of non-credit students served.</p> <p>Create a revenue stream for the gen fund.</p>
Community Engagement Team	<p>Identify and coordinate community engagement events for the college.</p>	<p>3.2, 4.3, 4.4</p>	
Security Task Group			
Student Scholarship Workgroup	<p>Streamline and simplify the student scholarship process from application to award.</p>	<p>1.3</p>	<p>Decrease the number of students taking out student loans.</p>