

METRICS

METRIC	BASELINE	2022-2023 TARGET	2023-2024 TARGET	2024-2025 TARGET	2025-2026 TARGET	2026-2027 TARGET
Headcount-Credit	3,905	3,944	4,023	4,144	4,309	4,525
FYE	1,525	1,540	1,571	1,618	1,683	1,767
Number of Credentials Awarded	859	868	885	911	948	995
% Area High School Students Attending Fall Following Graduation*	20%	22%	23%	24%	25%	25%

*Northland has not historically looked at this metric. The baseline is a national best practice.

How we got here.

In the fall of 2021, Northland Community & Technical College embarked on a journey to create a new, five-year strategic plan. This plan provides a framework for Northland’s future, proactively ensuring the college is on target to carry out its Vision. The plan brings renewed energy and focus to the fulfillment of the updated Mission to “Transform the lives of students and our communities through a welcoming, supportive, and integrated learning environment” between now and 2027.

Northland engaged students, employees, community members, business partners, and education partners, focusing on opportunities, needs, and challenges in learning. This broad stakeholder engagement was critical to developing a plan to position Northland for future success in a rapidly changing demand. Activities to shape the plan included a benchmarking trip to visit three Wisconsin colleges identified as successful leaders in higher education. The process also included an examination of stakeholder perspectives, best practices of other post-secondary institutions, labor market data, CCSSE survey data, enrollment trends, and student success metrics.

In the spring of 2022, a strategic planning subgroup met to review the findings and the implications. The team reviewed and revised the Mission, Vision, and Values. In addition, they identified four strategic priorities: Access, Student Success, Partnerships, and Advancing Equity. The next step was identifying goals and strategies to move the needle forward in pursuing the compelling new Vision. Northland’s new strategic plan is data-driven and focuses on measurable results.

I look forward to continued engagement and future opportunities together as we work towards our Mission.

Dr. Sandy Kiddoo

ONE

Transforming lives one student at a time.

PRIORITIES AND STRATEGIES

PRIORITY 1

ACCESS

Meet students where they are to ensure all have access to high-quality educational opportunities.

Strategies

- ▲ **1.1** Expand recruitment to underserved populations.
- ▲ **1.2** Provide flexible learning opportunities.
- ▲ **1.3** Remove financial barriers for students.
- ▲ **1.4** Provide clear pathways for students.
- ▲ **1.5** Remove student enrollment barriers.
- ▲ **1.6** Streamline transition from pre-college services to programs.

PRIORITY 2

STUDENT SUCCESS

Improve outcomes, success, and completion through quality programs, advising, and student development.

Strategies

- ▲ **2.1** Support students in achieving their educational goals.
- ▲ **2.2** Provide high-quality, relevant, engaging, and rigorous coursework.
- ▲ **2.3** Create a vibrant, supportive, and welcoming environment for students.
- ▲ **2.4** Provide exceptional student support services.
- ▲ **2.5** Provide individualized services to increase retention and support learning, education, and career goals.
- ▲ **2.6** Close equity gaps to improve success for all students.

PRIORITY 3

PARTNERSHIPS

Strengthen partnerships with school districts, institutions of higher education, employers, and community organizations.

Strategies

- ▲ **3.1** Expand collaboration with education partners.
- ▲ **3.2** Increase community engagement.
- ▲ **3.3** Expand employer partnerships.
- ▲ **3.4** Respond and adapt to the ever-changing market and partner needs.

PRIORITY 4

ADVANCING EQUITY

Create an inclusive culture where all can reach their full potential.

Strategies

- ▲ **4.1** Embody a welcoming and inclusive environment for all.
- ▲ **4.2** Ensure equitable access to resources for historically underserved individuals.
- ▲ **4.3** Ensure our campus community represents a rich array of experiences and viewpoints.
- ▲ **4.4** Establish community bonds through an understanding of our common humanity.

VALUES

Statement of course values is designed to characterize the desired teaching/learning environment and to guide the development of institutional policies and practices.

Student Focus

We meet students where they are, focus on student success, and provide a high-value learning experience that promotes lifelong learning.

Personalized Service

We care about the people and communities we serve and work together to provide excellent service.

Equity and Inclusion

We embody an inclusive, respectful, and welcoming environment that celebrates differences and provides equal opportunities for all.

Creativity

We aspire to operate as a best-in-class college where ingenuity, innovation, and entrepreneurship are encouraged and incorporated.

Continuous Improvement

We aim to do better every day to meet student, employer, and community needs.

Economic and Workforce Development

We support economic growth through the development of skills, knowledge, and talent.

Stewardship

We strive to be accountable and responsible stewards of resources entrusted to us.

MISSION

Northland transforms the lives of students and our communities through a welcoming, supportive, and integrated learning environment.

VISION

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

FOUNDATIONAL PRINCIPLE

We are united as one college to increase educational access, support student success, strengthen partnerships, and advance equity in the communities we serve.