



Northwest Technical College

Master Academic and Strategic Plan

2010 - 2015

	<p>PLAN FOR _____ TEAM</p> <p>Plan Champion:</p>	
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Planning Team Members	

PROFILE

PROFILE, PART ONE: Who we are and what we do.	
Team Leader(s):	Date of Plan Development:
	Revision date(s):
Names/positions of planning team:	
TEAM Purpose:	

PROFILE, PART TWO: How we measure our progress and success.	
Key Outcomes: (What our customers have gained as a result of accessing our products and services) Examples: Graduates possess the knowledge, skills and attitudes needed for entry into the occupation. --academic program outcome. Students are enrolled in NTC programs. --enrollment management outcome	Key Outcome Measures: (How we know we are achieving [formative] and have achieved [summative] our desired outcomes) Examples: Survey re: course delivery (formative), post-program tests (summative). --academic Track applicants turned into enrolled students (summative). --enrollment management
Key Processes, Products and Services: (what we do) Example: for academics key process is teaching, a key service is advising; for student services a key service is counseling, a key process is registration; for marketing a key product is the catalog	Key Performance Indicators: (how we know how well we've done) Key indicators for the key process examples would be student achievement (learning), student satisfaction (counseling); number of registration changes (registration); satisfaction with catalog (marketing)
Processes:	
Products:	

Services:	
Alignment with college purposes: (How we help fulfill the college's purposes).	
<input type="checkbox"/>	1. Develop intentional learners who are empowered, informed, and responsible.*
<input type="checkbox"/>	2. Provide learning experiences that integrate emerging technology and innovation.
<input type="checkbox"/>	3. Enhance educational access and opportunity.
<input type="checkbox"/>	4. Provide services and enrichment experiences supportive to our academic environment.
<input type="checkbox"/>	5. Promote continuous learning and the effective use of resources.
<input type="checkbox"/>	6. Promote civic and professional engagement, critical thinking, problem-solving and global perspectives.
<input type="checkbox"/>	7. Promote an environment that values service, diversity, and respect for self and others.
<input type="checkbox"/>	8. Contribute to opportunity, prosperity and enhanced quality of life by collaborating with local, regional, and global partners in preparing and retraining a highly qualified workforce.

PROFILE, PART THREE: Assessment of customer needs and environmental factors related to Team Charge.	
Constituents:	
Internal:	
External:	
Constituent Needs:	
Internal:	
External:	
Environmental Influences (Demographics/Learners; Workforce/Labor Market/Industry Trends; Technology; Economics):	
Opportunities:	
Threats:	

GOAL-SETTING and ACTION PLANNING: Set goals and action strategies to meet or exceed constituent needs and address the College's Strategic Goals.								
College Strategic Goals:	Team Objectives (please number these using pattern 1.1, 1.2, 2.1, etc)	Action Strategy	Strategy Champion	Performance Measure	Outcome expected (target)	Time-line	Resources Needed	Cost
1. Strength through Growth. We will achieve growth by strengthening existing and developing new programs.								
2. Learner Focus. We will increase retention by serving the academic and co-curricular needs of all individuals through leadership, pluralism and reasoned discourse.								
3. Fiduciary Responsibility. We will identify fiscal opportunity that enhances our ability to provide quality technological education to our region, state and nation.								
4. Building Partnerships. We will effectively align programs and services with Bemidji State University and other partners to leverage effectiveness, efficiency and opportunities for all.								
5. Campus Environment. We will establish a campus climate that encourages excellence, builds community, promotes involvement, supports personal and professional growth, values diversity and engenders pride.								
6. Quality Reputation. The college will be recognized as the region's premiere technological learning center because of its innovative programming, its growth through partnerships and by continuously improving.								

Alignment of Team Objectives with Strategic Priorities, AQIP Categories, and MnSCU Strategic Directions

GOAL/OBJECTIVE ALIGNMENT: Ensure that goals and objectives help meet college’s Strategic Priorities, AQIP categories, MnSCU Board’s Strategic Directions, and college values and principles.		
STRATEGIC PRIORITIES: (MASTER ACADEMIC PLAN DESIGN CRITERIA). The indicated objectives (right hand column) address the following Strategic Priorities in the following ways.		
NTC Strategic Priority:	Objective number(s):	How the objective addresses the Strategic Priority:
1. The College is a learner-centered organization. a. Service delivery is consistent with assessed student needs and wants b. Instructional delivery is assessment/outcome based c. Instruction is focused on activity-based learning		
2. The College responds to customer needs by offering quality industry-validated learning opportunities and educational support services that are: a. Accessible c. Timely b. Flexible d. Outcome-based		
3. The College engages in continuous improvement by using assessment and data to make decisions that a. anticipate and respond to the needs of our customers b. result in the efficient and effective use of resources		
4. The college uses cutting edge technology to enhance teaching, learning, and organizational efficiency and effectiveness.		
5. The College supports, develops, and recognizes the accomplishments of its personnel, focusing on learning as an ongoing process.		
6. The College forms internal and external partnerships to strengthen its ability to educate individuals and build a high performance workforce.		
7. The college continuously strengthens its competitive position.		

AQIP CATEGORIES. The indicated Team Objectives address the following AQIP Categories.		
	#1	Helping Students Learn
	#2	Accomplishing Other Distinctive Objectives
	#3	Understanding Students’ and Other Stakeholders’ Needs
	#4	Valuing People
	#5	Leading and Communicating

	#6	Supporting Institutional Operations
	#7	Measuring Effectiveness
	#8	Planning Continuous Improvement
	#9	Building Collaborative Relationships

MnSCU System Strategic Directions. The indicated Team Objectives address the following MnSCU Strategic Directions.		
Strategic Direction 1: INCREASE ACCESS AND OPPORTUNITY		
1.1	Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.	
1.2	Work with other organizations to prepare all young people to graduate from high school and enroll in college prepared for college-level work.	
1.3	Maintain an affordable cost of attendance for Minnesota residents.	
Strategic Direction 2: PROMOTE AND MEASURE HIGH-QUALITY LEARNING PROGRAMS AND SERVICES		
2.1	Promote accountability for results through a system of accessible reports to the public and other stakeholders.	
2.2	Produce graduates who have strong, adaptable and flexible skills.	
2.3	Provide multiple delivery options for educational programs and student services.	
Strategic Direction 3: PROVIDE PROGRAMS AND SERVICES THAT ENHANCE THE ECONOMIC COMPETITIVENESS OF THE STATE AND ITS REGIONS		
3.1	Be the state's leader in identifying workforce education and training opportunities and seizing them.	
3.2	Support regional vitality by contributing artistic, cultural and civic assets that attract employees and other residents seeking a high quality of life.	
3.3	Develop each institution's capacity to be engaged in and add value to its region and meet the needs of employers in its region.	
Strategic Direction 4: INNOVATE TO MEET CURRENT AND FUTURE EDUCATIONAL NEEDS		
4.1	Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness.	
4.2	Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.	
4.3	Hire and develop leaders who will initiate and support innovation throughout the system.	

AQIP ACTION PROJECTS. The indicated Team Objectives address the following AQIP Action Projects.		
retired	1. Charting our Course: Implement effective planning.	
retired	2. Staying our Course: Implement a standardized system for managing our policies and processes.	
retired	3. Monitoring and Adjusting our Course: Establish a measurement system to improve student learning.	
retired	4. Retaining our Learners through an Intrusive Advising System	
retired	5. Building Collaborative Relationships	
retired	6. Increasing the Academic Success of Learners of Color	
retired	7. Expanding Cooperative Relationships with K-12 While Institutionalizing Alignment with BSU	
retired	8. Using the Scorecard to Drive Improvement	
retired	9. Developing and Implementing a Comprehensive Retention Plan	

	10. Using eFolios to Promote and Document Learning – and More
	11. Implementing the WIDS Curriculum System
	12. Creating a Career Information System for Incoming and Graduating Learners

Values and Principles. The indicated Team Objectives address the following NTC Values and Principles.			
Values		Principles	
	Innovation		Unity and Constancy of Purpose
	Customer focus		Quality Focus
	Life-long learning		College Systems Improvement
	Respect		Data-Based Decision Making
	Diversity		Teams and Teamwork
	Trust		Valuing and Respecting People and Their Roles
	Learning environment		Continuous Improvement
	Communication		Maximized Use of Resources
	Participative decision-making		Full Contribution and Commitment
	Future orientation		Professional Development and Renewal
	Economic development of community, region, and state		Authentic Leadership
	Sound fiscal policy and cost effective use of resources		Building the College by Breaking Down Barriers
	Technology		Recognition and Rewards
	Access, opportunity and equity		Consensus Decision-Making
	Productive, competent and caring faculty and staff		Benchmarking Best Practices
	High quality and continuous improvement		Learning-Centered Environment
	Effective leadership		Collaborations and Partnerships
	Public responsibility and citizenship		Long-Range View of the Future
	Results orientation		Public Responsibility and Citizenship
	Responsiveness		Results Orientation
	Partnership development		Timely Response
	Best practices		

DEFINITIONS FOR MASTER ACADEMIC PLANNING

PROFILE Definitions:

Team This refers to the official planning team designation: Academic, Continuous Improvement, Operations, Recruitment/Retention, Executive.

Plan Champion This is the person responsible for this plan as part of his/her job responsibilities.

GOAL-SETTING AND ACTION PLANNING Definitions:

College Strategic Goal These are the goals as developed by the Executive Planning Team. They are designed to direct the actions of all planning teams toward the college's priorities, which outline what we as a college want to ultimately achieve.

Team Objectives These are the objectives of the individual planning teams that will direct their work. The objectives are designed to direct the action of the planning teams toward achieving the college's strategic goals, which outline what your team want to accomplish in the time period designated by the plan. It is only by achieving these team objectives that the college's strategic goals will be accomplished.

Action Strategy An approach that will be used to accomplish the team objectives. The strategies outline HOW you will get your objectives accomplished. Most objectives will require more than one strategy.

Strategy Champion This names the person responsible for accomplishing the indicated strategy. This designates WHO will be sure it gets done.

Performance Measure Performance measures indicate WHAT you will measure at the end of the strategies so you know whether you have succeeded. The measures will demonstrate to what degree the team has achieved its objectives.

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Outcome expected (target) This indicates what you want to exist when your goal is accomplished and/or identifies the scale on which progress will be measured. If your Performance Measure is a percent, for example, the target will be what percent you are aiming to achieve. If your Performance Measure is that something that hasn't existed before will exist, then your target would be the outcome you expect to achieve. For example, if your strategy is develop a needed process, your performance measurement might be that the process has been developed and is documented, process, and your target (expected outcome) might be that people know the process and use it.

Timeline This tells when your objective will be accomplished. This should be the date by which the indicated strategy will be completed and it should be within the next two to three years.

Resources needed This is where you will indicate any non-monetary resources (e.g., personnel, equipment, facilities) it will take to achieve this objective. If the objective will take additional resources, your team needs to plan for how these resources will be secured or from what source the resources will come. If the objective will take a considerable amount of resources for which no potential sources have been identified, the team should consider whether the objective is realistic and/or feasible.

Funding needed This is where you will identify how much it will cost to implement the strategy. If this strategy is implemented, what budget would be needed to support it and how will you secure the additional funding? The team needs to plan how the extra funding will be secured or from what source it will come. If the objective will take a considerable amount of funding for which no potential external sources have been identified, the team should plan to submit this as a budget request, recognizing that it may or may not be funded.

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