



Northwest Technical College

STRATEGIC PLAN 2018–2023

BUILDING BRIDGES. TRANSFORMING LIVES.



Northwest Technical College's strategic plan, titled "Building Bridges, Transforming Lives," seeks to elevate the technical college's service to the greater Bemidji region, state of Minnesota and its people. This five-year plan (2018-2023) includes four institutional priorities that will ensure Northwest Technical College (NTC) aligns with and advances the system-wide priorities of student success; diversity, equity, and inclusion; and financial sustainability.

Beginning September 2017 through April 2018, the college's employees and students, as well as scores of regional stakeholders participated in an extensive and multi-stage process from which the priorities in the strategic plan emerged. A cross-campus Strategic Planning Committee, guided by a Steering Committee co-chaired by President Faith Hensrud and Vice President Darrin Strosahl, drew on the contributions and feedback of these participants to shape and refine the plan for implementation beginning July 2018 through June 2023.

The four priorities focus on workforce needs, student success, community and business partnerships and customized training. These priorities, and their supporting Goals and Key Activities, also have a synergistic intent.

The strategic plan's success will be measured against the goals within each priority, and progress toward goals will be evaluated against annual benchmarks. The plan will be adjusted as needed in response to changing external conditions and system-wide priorities during its five-year horizon. Above all, the plan will serve as a touchstone and guide for Northwest Technical College's commitment to achieve improved fiscal stability and enrollment growth.



After the planning process concluded, the campus reviewed and revised its mission and vision in the 2018-19 academic year and developed a set of core values. The mission and vision were approved by the Minnesota State Board of Trustees in June 2019.

MISSION

Northwest Technical College engages, supports and prepares students for rewarding careers through innovative programs and hands-on learning.

VISION

Northwest Technical College will be a regional leader in providing accessible and innovative education to meet the evolving needs of our diverse students, communities and workforce.

CORE VALUES

Our students, faculty and staff strive for:

- **Excellence** – focus on quality and continuous improvement.
- **Integrity** – earn trust by doing what we say we will do; ensure high professional and ethical standards.
- **Inclusion** – provide an atmosphere of respect, sense of belonging, dignity and acceptance of all.
- **Student Success** – provide access and educational opportunities for personal and professional growth.
- **Innovation** – deliver creative and future-oriented career and technical programs.
- **Community Engagement** – develop strong collaborative relationships with education, business and industry to meet regional needs.



President Hensrud announced the objective of implementing a new strategic plan for Northwest Technical College at her inauguration on October 14, 2016. Subsequent development of NTC's 2018-2023 Strategic Plan was a 9-month process involving multiple individuals from within and outside of the college. The committee drew on the "lessons learned" in developing a plan for our sister institution, Bemidji State University, who contracted with an experienced consultant in higher education planning. A cross-campus committee of faculty, staff, and students reviewed and synthesized broad input into four priority areas, each with measurable goals and key activities. The completed plan was implemented in July 2018, as scheduled.

ESTABLISHING A FRAMEWORK

The Administration formally began the strategic planning process with the appointment of a seven-member Strategic Planning Steering Committee in October 2017, and a broader campus-wide strategic planning committee that included faculty, staff, students and administration began its work in November 2017.

The committee established a plan for the process and developed a larger planning committee to engage in the work. The planning timeline included specific activities with the intent of completing the planning process and beginning implementation by July 2018.

FEBRUARY 2017	NOVEMBER 2017	NOV. '17—FEB. '18	FEBRUARY 2018	MARCH 2018	APRIL-MAY 2018	JULY 2018
Six business/community listening sessions	Two Town Hall meetings — one with faculty and staff and one with advisory boards, NTC Foundation board, and business & community members.	Subcommittees develop priorities and goals	Priorities and goals presented to campus community	Feedback from campus community on draft priorities and goals	Final document completed	Began implementation of Strategic Plan

INSTITUTIONAL PRIORITIES

NTC's institutional priorities align with and advance the Minnesota State system-wide priorities of:

- Student Success,
- Financial Sustainability and
- Diversity, Equity and Inclusion



STRATEGIC PRIORITY 1

Increase NTC's responsiveness to workforce needs

GOAL 1

Strengthen relationships with program advisory board members to ensure NTC's program curriculum meets their needs as well as regulatory/state standards.

Key Activities:

- a. Create and complete a program advisory board strategic plan by Spring 2019.
 - Revisit mission and vision of advisory boards.
 - Review and update advisory committee handbook.
 - Develop advisory board structure.
- b. Make needed academic changes to curriculum and recommendations to AASC.

GOAL 2

Establish program priorities and ensure workforce skills meet the needs of regional business and industry.

Key Activities:

- a. Identify work force needs to create and offer one new program each year.
- b. Reach out to employers and former students to determine if program provided preparedness for the work force by Fall 2019.

GOAL 3

Strengthen business and industry relationships to establish and maintain student experiential learning starting fall 2019.

Key Activities:

- a. Explore models of experiential learning across all program areas by fall of 2020.
- b. Establish guidelines and process for incorporating experiential learning into academic programs by Spring 2021.



**STRATEGIC PRIORITY 2**

Improve student success to include retention, graduation & job placement rates

GOAL 1

By fall of 2023 Increase the persistence/completion rate for degree seeking students from 66.7% to 72%
AND completion rate from 55.3% to 65%

Key Activities:

- Create a Student Success Center, staffed by retention counselors, to provide student support services by Fall 2019.
- Promote student engagement through comprehensive orientation programming, celebrating academic milestones, and co-curricular opportunities beginning Fall 2018.
- Create a retention program that addresses barriers to continued enrollment by Spring 2019, including financial support, early alert support, and tutoring services.

Definitions:

Persistence/completion rate: Percent of fall entering cohort of full-time regular and transfer students who have been retained, graduated, or transferred by the second fall term following original fall enrollment (Minnesota State metric).

Completion rate: Percent of fall entering cohort of full-time regular and transfer students who have completed by the end of the third spring after entry (Minnesota State metric).

GOAL 2

By fall of 2023 Increase the job placement rate from 86.7% to 92%.

Key Activities:

- Implement a workplace preparation program outlining expectations for the work place that includes verification of skills by Fall 2019.
- Develop resources for students to explore programs, create resumes, practice interviews, and search for employment by Spring 2019.
- Engage with faculty to support the job search for students and collect job placement data by Fall 2018.

Definitions:

Job placement rate: Percent of institution graduates in a fiscal year that reported they were employed during the year after graduation in a job that was related to their program or major (Minnesota State metric).

GOAL 3

By fall of 2023, increase persistence and completion ratio for students of color from .64 to .80

Key Activities:

- Create and establish a center for diversity on campus by fall of 2019.
- Establish an American Indian advisory committee spring of 2019.
- Develop and implement retention strategies and co-curricular diversity programming focused on students of color and American Indian students by fall of 2018.



STRATEGIC PRIORITY 3

Enhance community, business, and education partnerships

GOAL 1

Increase NTC enrollment each year as measured by FYE, reaching 800 FYE in 2023.

Key Activities:

- Develop a recruiting plan and goals for each program by fall 2018 to include regional high school visits
- Work closely with BHS career academies to increase enrollment resulting in an increase of at least 5 students per year into NTC.
- Establish close ties with tribal colleges to increase enrollment into NTC by at least 5 students per year.
- Review and manage articulation agreements with high schools and college partners.

GOAL 2

Increase the use of leveraged equipment funding each year to reach the level of maximization by 2021.

Yearly goals are 2018= \$50,000, 2019=\$150,000, 2020=\$250,000

Key Activities:

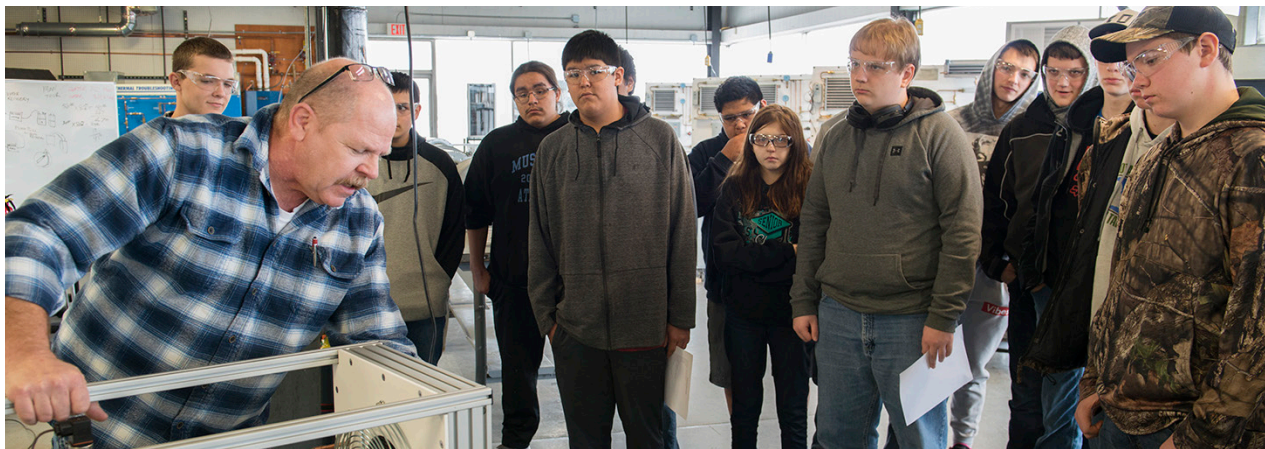
- Create a leveraged equipment plan that establishes leveraged equipment needs and goals by program by fall of 2019.
- Establish leveraged equipment goals by program by fall of 2018.
- Work closely with the foundation to create strategies to accomplish fundraising goals from individuals, corporations/businesses, and foundations.

GOAL 3

Revise the mission and vision of NTC by spring of 2019.

Key Activities:

- Using the strategic plan, engage discussions to establish a new mission and vision for NTC with board approval by spring of 2019.
- Explore the process and value of a college name change based on the new strategic plan, mission, and vision by fall of 2019.





STRATEGIC PRIORITY 4

Become a customized training partner of choice in our region

GOAL 1

Develop a plan and identify staffing needs by the end of the Fall 2018 to strengthen customized training.

Key Activities:

- Develop the partnership with NHED.
- Assess the training needs of employers within the region by the end of Fall 2018.
- Inventory the customized training resources within our region by March of 2019.

GOAL 2

Deliver customized training in a financially sustaining manner by June 2020.

Key Activities:

- Identify process of determining course and cost analysis that includes acceptable margins and exceptions, with a goal for breaking even for overall programming.
- Create a marketing plan for customized training programs that includes a calendar of available training.

