



North Idaho College Strategic Plan 2017-2021

Mission

North Idaho College meets the diverse educational needs of students, employers, and the northern Idaho communities it serves through a commitment to student success, educational excellence, community engagement, and lifelong learning.

Vision

As a comprehensive community college, North Idaho College strives to provide accessible, affordable, quality learning opportunities. North Idaho College endeavors to be an innovative, flexible leader recognized as a center of educational, cultural, economic, and civic activities by the communities it serves.

Accreditation Core Themes

The college mission is reflected in its five accreditation core themes:

- Student Success
- Educational Excellence
- Community Engagement
- Stewardship
- Diversity

Key External Factors

- Changes in the economic environment
- Changes in local, state, or federal funding levels
- Changes in local, state, or national educational priorities
- Changes in education market (competitive environment)

Values

North Idaho College is dedicated to these core values which guide its decisions and actions.

Goal 1 – Student Success: A vibrant, lifelong learning environment that engages students as partners in achieving educational goals to enhance their quality of life

Objectives

- 1) Provide innovative, progressive, and student-centered programs and services.
- 2) Engage and empower students to take personal responsibility and to actively participate in their educational experience.
- 3) Promote programs and services to enhance access and successful student transitions.

Performance Measures

- Percentage of full-time, first-time and new transfer-in students who a) were awarded a degree or certificate, b) transferred without an award to a 2- or 4-year institution, c) are still enrolled, and d) left the institution within six years.
Benchmark: Increase average of awards and transfer annually

**WORKSESSION
APRIL 13, 2016**

- Total number of employers (out of total respondents) who indicate satisfaction with overall preparation of CTE completers
Benchmark: 80% of employers indicate satisfaction with preparation of completers
- Fall to Spring Persistence Rate, credit students
Benchmark: 84% persist
- First-time, full-time, student retention rates
Benchmark: 63%
- First-time, part-time, student retention rates
Benchmark: 45%

Goal 2 - Educational Excellence: High academic standards, passionate and skillful instruction, professional development, and innovative programming while continuously improving all services and outcomes

Objectives

- 1) Evaluate, create and adapt programs that respond to the educational and training needs of the region.
- 2) Engage students in critical and creative thinking through disciplinary and interdisciplinary teaching and learning.
- 3) Strengthen institutional effectiveness, teaching excellence and student learning through challenging and relevant course content, and continuous assessment and improvement.
- 4) Recognize and expand faculty and staff scholarship through professional development.

Performance Measures

- Student Learning Outcomes Assessment goals are met annually
Benchmark: 80% percent or more of annual assessment goals are consistently met over 3-year plan
- Full-time to Part-time faculty ratio
Benchmark: Maintain above average ratio
- NIC is responsive to faculty and staff professional development needs
Benchmark: Maintain or increase funding levels available for professional development
- Licensure pass rates at or above national pass rates
Benchmark: Maintain at 85% or above
- Dual Credit students who enroll at NIC as degree-seeking postsecondary students as a percentage of total headcount
Benchmark: Sustain or increase
- All instructional programs submit annual summary reports documenting program improvements as a result of assessment
Benchmark: 20% of total programs per year over five years until fully implemented

Goal 3 - Community Engagement: Collaborative partnerships with businesses, organizations, community members, and educational institutions to identify and address changing educational needs

Objectives

- 1) Advance and nurture relationships throughout our service region to enhance the lives of the citizens and students we serve.
- 2) Demonstrate commitment to the economic/business development of the region.
- 3) Promote North Idaho College in the communities we serve.
- 4) Enhance community access to college facilities.

Performance Measures

**WORKSESSION
APRIL 13, 2016**

- Distance Learning proportion of credit hours
Benchmark: Increase annually by 2% until 25% of total student population is achieved
- Dual Credit annual credit hours in the high schools
Benchmark: Increase by 5% annually
- Dual Credit annual credit hours taught via distance delivery
Benchmark: Increase by 5% annually
- Market Penetration (Credit Students): Unduplicated headcount of credit students as a percentage of NIC's total service area population
Benchmark: 3.6%
- Market Penetration (Non-Credit Students): Unduplicated headcount of non-credit students as a percentage of NIC's total service area population
Benchmark: 3.0%
- Percentage of student evaluations of community education courses reflect a satisfaction rating of above average
Benchmark: 85% of total number score a satisfaction rating of above average

Goal 4 – Diversity: A learning environment that celebrates the uniqueness of all individuals and encourages cultural competency

Objectives

- 1) Foster a culture of inclusion.
- 2) Promote a safe and respectful environment.
- 3) Develop culturally competent faculty, staff and students.

Performance Measures

- Number of students enrolled from diverse populations
Benchmark: Maintain a diverse, or more diverse population than the population within NIC's service region
- Students surveyed perceive NIC encourages contact among students from different economic, social, and racial or ethnic backgrounds
Benchmark: Increase by 2% annually until the national average is met or exceeded

Goal 5 – Stewardship: Economic and environmental sustainability through leadership, awareness, and responsiveness to changing community resources

Objectives

- 1) Exhibit trustworthy stewardship of resources.
- 2) Demonstrate commitment to an inclusive and integrated planning environment.
- 3) Explore, adopt, and promote initiatives that help sustain the environment.

Performance Measures

- Dollars secured through the Development Department via private donations and grants
Benchmark: \$2,000,000
- College-wide replacement schedule for personal computers
Benchmark: 100% of the computers are replaced within the 42 month window
- Efficiency measures and energy upgrades result in dollars saved
Benchmark: Sustain or Increase
- Tuition and Fees for full-time, in-district students (full academic year)
Benchmark: Maintain rank in the lowest 40% against comparator institutions

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North Idaho College Strategic Plan

Strategic Plan Supplement

2017 – 2021

Student Success Performance Measures

- Percentage of full-time, first-time and new transfer-in students who a) were awarded a degree or certificate, b) transferred without an award to a 2- or 4-year institution, c) are still enrolled, and d) left the institution within six years
Benchmark: Increase average of awards and transfer annually
Status: a) 25.6% b) 27.7% c) 2.8% d) 43.9%
- Total number of employers (out of total respondents) who indicate satisfaction with overall preparation of CTE completers
Benchmark: 80% of employers indicate satisfaction with preparation of completers
Status: 96%
- Fall to Spring Persistence Rate, credit students
Benchmark: 84% persist
Status: 84.4%
- First-time, full-time, student retention rates
Benchmark: 63%
Status: 58%
- First-time, part-time, student retention rates
Benchmark: 45%
Status: 39%

Educational Excellence Performance Measures

- Student Learning Outcomes Assessment goals are met annually
Benchmark: 80% percent or more of annual assessment goals are consistently met over 3-yr plan
Status: 72%
- Full-time to Part-time faculty ratio
Benchmark: Maintain above average ratio
Status: 0.8:1.0 (163 full-time and 194 part-time)
- NIC is responsive to faculty and staff professional development needs
Benchmark: Maintain or increase funding levels available for professional development
Status: \$78,000 in current funding
- Licensure pass rates at or above national pass rates
Benchmark: Maintain at 85% or above
Status: 98% or above for all programs for which data is available
- Dual Credit students who enroll at NIC as degree-seeking postsecondary students as a percentage of total headcount
Benchmark: Sustain or Increase
Status: 2.2%

- All instructional programs submit annual summary reports documenting program improvements as a result of assessment
Benchmark: 20% of total programs per year over five years until fully implemented
Status: This is a new measure; no status available

Community Engagement Performance Measures

- Distance Learning proportion of credit hours
Benchmark: Increase annually by 2% until 25% of total student population is achieved
Status: 24.3%
- Dual Credit annual credit hours in the high schools
Benchmark: Increase by 5% annually
Status: 2,969
- Dual Credit annual credit hours taught via distance delivery
Benchmark: Increase by 5% annually
Status: 2,822
- Market Penetration (Credit Students): Unduplicated headcount of credit students as a percentage of NIC's total service area population
Benchmark: 3.6%
Status: 3.3%
- Market Penetration (Non-Credit Students): Unduplicated headcount of non-credit students as a percentage of NIC's total service area population
Benchmark: 3.0%
Status: 2.1%
- Percentage of student evaluations of community education courses reflect a satisfaction rating of above average
Benchmark: 85% of total number score a satisfaction rating of above average
Status: 94%

Diversity Performance Measures

- Number of students enrolled from diverse populations
Benchmark: Maintain a diverse, or more diverse population than the population within NIC's service region
Status: 80% White, 14% Other; 6% Unknown
- Students surveyed perceive NIC encourages contact among students from different economic, social, and racial or ethnic backgrounds
Benchmark: Increase by 2% annually until the national average is met or exceeded
Status: 39.6% (compared to national average of 53.5%)

Stewardship Performance Measures

- Dollars secured through the Development Department via private donations and grants
Benchmark: \$2,000,000
Status: \$8.2 million
- College-wide replacement schedule for personal computers
Benchmark: 100% of the computers are replaced within the 42 month window
Status: ERS-A: 94.0%; ERS-B: 98.9%

- Efficiency measures and energy upgrades result in dollars saved
Benchmark: Sustain or Increase
Status: 12.5% overall decrease (over 7 year period) in utilities expenditures
- Tuition and Fees for full-time, in-district students (full academic year)
Benchmark: Maintain rank in the lowest 40% against comparator institutions
Status: \$3,022

Idaho State Board of Education System-Wide Performance Measures

- Degree Production – Degree and certificate production and headcount of recipients
Benchmark: Maintain graduation rate at or above the median for IPEDS peer group
Status: 965 awards / 898 headcount
- Degree Production - Unduplicated headcount of graduates over rolling 3-year average degree seeking FTE
Benchmark: Compare favorably against Idaho peer group
Status: 23.5%
- Retention Rate – (a) Percent of full-time new and transfer degree-seeking students that are retained or graduate the following year: first-time, full-time degree-seeking students
Benchmark: 63%
Status: 58%
- Retention Rate – (b) Percent of full-time new and transfer degree-seeking students that are retained or graduate the following year: transfer, degree-seeking students
Benchmark: 65%
Status: 57%
- Undergraduate cost per credit
Benchmark: Compare favorably against Idaho peer group
Status: \$302.49
- Graduates per \$100k – Graduates per \$100,000 of education and related spending by institutions
Benchmark: Maintain rank at or above the median for IPEDS peer group
Status: 2.04
- Remediation - Number and percentage of first-time freshmen who graduated from an Idaho high school in the previous year requiring remedial education as determined by institutional benchmarks.
Benchmark: This measure is an input from the K-12 system and is not benchmarkable, per ISBOE
Status: 58.6%
- Dual Credit – Total annual credit hours
Benchmark: This measure is an input from the K-12 system and is not benchmarkable, per ISBOE
Status: 9,922
- Dual Credit – Unduplicated Annual Headcount
Benchmark: This measure is an input from the K-12 system and is not benchmarkable, per ISBOE
Status: 993