



North Idaho College

NORTH IDAHO COLLEGE INTEGRATED STRATEGIC PLAN

2020-2025

North Idaho College’s 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.*

North Idaho College’s 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.*

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

Student Success

A vibrant, lifelong learning environment that engages students as partners in achieving educational goals to enhance their quality of life

Educational Excellence

High academic standards, passionate and skillful instruction, professional development, and innovative programming while continuously improving all services and outcomes

Community Engagement

Collaborative partnerships with businesses, organizations, community members, and educational institutions to identify and address changing educational needs

Stewardship

Economic and environmental sustainability through leadership, awareness, and responsiveness to changing community resources

Diversity

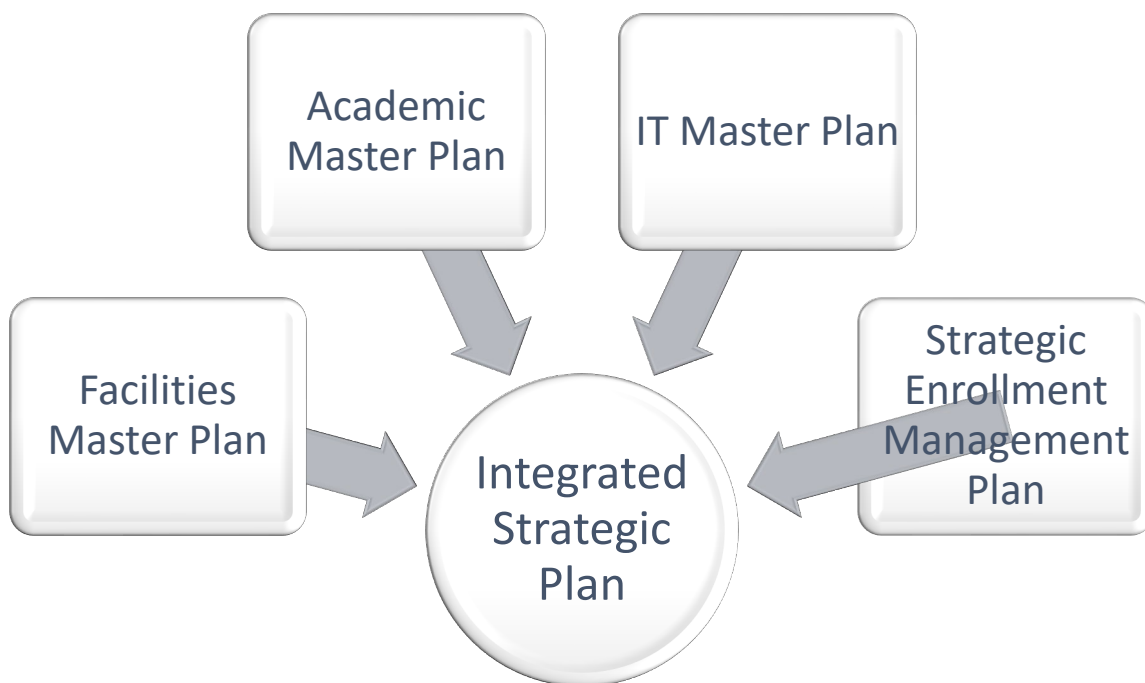
A learning environment that celebrates the uniqueness of all individuals and encourages cultural competency

Introduction

In the fall of 2016, North Idaho College (NIC) embarked on a process to develop an integrated strategic plan. The project was intended to be a collaborative, campus-wide effort whose goal was to “cultivate” an adaptive culture, one that is able to absorb disruptions, learn from challenges that arise, and is responsive to the educational needs of community and region North Idaho College serves.

A preliminary planning process began with a SWOT analysis and environmental scan. These internal and external assessments laid the groundwork for three critical planning processes: The Academic Master Plan, the Facilities Master Plan, and the Information Technology (IT) Master Plan, in order that they address the diverse challenges and opportunities brought to light from the two preliminary assessments. Together, these three master plans act as precursors to the Integrated Strategic Plan and serve to inform its goals and objectives.

In 2018, the college also began to develop a Strategic Enrollment Management Plan that was also incorporated into the colleges Integrated Strategic Plan.



Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The purpose of the SWOT subcommittee was to strategically collect internal constituent feedback using a SWOT analysis to gather a cross-section of perspectives about North Idaho College through a process of analyzing Strengths and Weaknesses (internal perspectives) and Opportunities and Threats (external perspectives). This work and analysis helped assess the positive and negative forces within and outside of the college to help plan and act more effectively in the future. This analysis also identified opportunities for success and help adjust and refine all of the master plans at NIC, including the Integrated Strategic Plan.

During the analysis of the SWOT results, the subcommittee identified several different themes and descriptors which ultimately led to the formulation of many of the Goals and Objectives within different plans. These themes and descriptors are as follows:

Strengths	Weaknesses	Opportunities	Threats
Location, Facilities, and Infrastructure	Resistance to Change	Community Engagement	Funding and Resources
Educational Excellence	Collaboration and Communication	Expansion of Educational Offerings	Political Climate
Quality Employees	Barriers to Student Success	Technology	Competition
Student Success	Resource Constraints	Recruitment, Marketing, Enrollment	Student Readiness
Affordable and Accessible Education	Administration/Initiative Fatigue	Funding and Resources	Perceptions and Value of Higher Education
Community Engagement			

Themes and descriptors found in [SWOT Data, Final Themes and Descriptions, January 2017](#)

Environmental Scan

In addition to the SWOT analysis, the integrated planning committee also formed an environmental scan subcommittee to create a systematic and strategic collection of external information to serve as a cross sectional representation of the external community in both data and perspectives. This served to reduce the randomness of information being used in the organization, provide early warnings of changing external conditions and help identify key external forces that may represent a threat to the college.

The environmental scan team developed a [STEP model](#) (Social and Demographic, Technological, Economy and Industry, Political) in order to collect and categorize this work. A summation of all of this work was then created for reference. The data collected during this work was then used to help inform the planning process as goals and objectives were created.

Integrated Strategic Plan Purpose

The purpose of an integrated strategic plan at North Idaho College is to collectively, strategically, and efficiently achieve goals that lead to mission and vision fulfillment at the College. By integrated the planning efforts of each plan, North Idaho College can ensure that resource allocation, time, and measurement of progress can be achieved.

The Integrated Strategic Plan serves as the capstone strategic plan of the college and closely connects and integrates with goals and objectives of each of the other plans. The achievement tactics, strategies, and objectives of one plan will directly impact the goals, objectives, and strategies of the integrated strategic plan. The plan will serve as the guide for the colleges planning efforts and serves to inform the entire campus of the progression of the colleges goals in order to meet its mission and vision.

Integrated Strategic Plan Goals

The Integrated Strategic Plan highlights three thematic goals. These goals reflect two fundamental characteristics of a comprehensive community college: A focus on general education requirements and a focus on community, workforce, and technical education.

GOAL 1: Ensure affordable student access, completion, and transfer.	GOAL 2: Invest in people, places, and processes.	GOAL 3: Engage with community and workforce partners.
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Objectives and Strategies

Objectives and strategies were developed to operationalize the three goals. While the objectives cover broad approaches toward achieving each of the goals, strategies suggest more directed actions. These objectives and strategies will help to inform individual departments and divisions develop their specific operational goals and tactics to fulfill the strategies.

Strategic Focus

As the strategies were developed for the goals and objectives of this plan for the 2020 year, the leadership of the college provided guidance in setting a focus to the strategies. The 2020 strategic focus is based on student retention and employee engagement.

Goal 1: Ensure Affordable Student Access, Completion, and Transfer

Values Alignment: Educational Excellence, Student Success, Diversity

Objective 1.1: Provide an integrated and aligned student experience centered on engagement, development, and success.

Strategy 1.1.1: Deliver recruitment, orientation, and advising that meets the diverse needs of all NIC students.

Strategy 1.1.2: Develop and implement comprehensive student communication plans from prospects to graduates.

Strategy 1.1.3: Provide support for student engagement and development opportunities.

Objective 1.2: Improve curricular and student support infrastructure to enhance access, quality, success, and transfer.

Strategy 1.2.1: Ensure all students have knowledge of and access to all support services.

Strategy 1.2.2: Develop and implement a plan to ensure strategic use of NIC, State, and Foundation scholarship opportunities.

Strategy 1.2.3. Advance Pathways at NIC to support students throughout their academic careers.

Objective 1.3: Provide excellent teaching and learning opportunities to a larger, more diverse student population.

Strategy 1.3.1: Develop and implement plans to make use of NIC facilities, locations, and delivery methods to support students in achieving their educational goals.

Goal 2: Invest in People, Places, and Processes

Values Alignment: Student Success, Diversity, Stewardship

Objective 2.1: Develop a culture of leadership, respect, and accountability throughout the organization.

Strategy 2.1.1: Ensure opportunities for diverse stakeholder input, engagement, and dialogue, to inform and influence decision-making.

Strategy 2.1.2: Increase and improve opportunities for employee professional development, training, mentoring, and engagement that strengthens mission fulfillment.

Objective 2.2: Redesign, reinvent, and re-set systems, processes, and facilities for improvement and efficiency efforts throughout the institution.

Strategy 2.2.1: Annually prioritize processes and system changes to enhance institutional effectiveness.

Strategy 2.2.2: Plan and invest in facilities that meet the needs of student success, community engagement, and educational excellence.

Objective 2.3: Develop a culture of interdepartmental collaboration and communication.

Strategy 2.3.1: Identify and implement appropriate systems and structures to facilitate and advance ongoing interdepartmental collaboration.

Strategy 2.3.2: Identify and implement communication framework that promote information sharing, feedback, collaboration, recognition, and innovation.

Goal 3: Engage with Community and Workforce Partners

Values Alignment: Educational Excellence, Student Success, Community Engagement

Objective 3.1: Connect students, employers, and our community for lifelong learning.

Strategy 3.1.1: Deliver innovative programming to meet the region’s current and future educational and workforce needs.

Strategy 3.1.1: Serve as the region’s cultural hub by expanding opportunities for access and engagement.

Objective 3.2: Cultivate and support entrepreneurship and innovation for lifelong growth and development.

Strategy 3.2.1: Foster curricular and co-curricular experimentation, creativity, discovery, and innovation.

Planning Goals and Guiding Principles

The following goals were identified by the initial planning team in relation to the Integrated planning efforts at North Idaho College:

Goals:

- Develop a responsive and dynamic institutional planning process that is data informed and inclusive of all stakeholders.
- Establish and define guidelines for institutional planning.
- Ensure that existing planning components are integrated and compatible.
- Develop a process for deeper campus involvement and transparency in institutional planning.

Principles:

- Institutional planning is student centered, transparent, and involves appropriate stakeholders.
- Institutional planning incorporates consistent review of the mission, vision, and values of the college.
- Institutional planning is evaluated on a continuum, which allows for continuous quality improvement.
- Institutional planning directs the efficient use of resources.
- A relentless focus on improving the student experience at North Idaho College.

Implementation, Reporting and Assessment

Implementation, oversight and coordination of this plan will reside with the Associate Vice President of Planning and Effectiveness. However, as evidenced by the broad range of campus constituents participating in the development of the Integrated Strategic plan, members of Presidents Cabinet, the instructional deans, dean of enrollment services, division chairs, directors, and faculty and staff members will all play a central role in facilitating working groups, committees and teams charged with carrying out the activities and initiatives needed to accomplish the priorities reflected in this plan.

NIC continues to establish a culture of evidence by using data and assessment findings in order to inform planning and decision making. Thus, this dynamic document will be continually updated to reflect college wide strategic planning, data, assessments, and new challenges. Timelines for implementation of initiatives will be established annually, and will be communicated to the general college campus in a timely manner. Progress reports will be shared at least annually with the President, Faculty Assembly, Staff Assembly, and the campus at large

North Idaho College Integrated Strategic Planning members.

The efforts of developing this integrated strategic plan and sub-plans reflects countless hours and involvement by many different planning team members. Members are listed by committees they served on.

Integrated Planning subcommittee members:

Alex Harris	Kassie Silvas	Laura Rumpler
Ann Lewis	Ken Wardinsky	Rick MacLennan
Chris Martin	Karen Ruppel	Sarah Garcia
Christy Doyle	Lita Burns	Shannon Goodrich

SWOT subcommittee members:

Al Williams	Karen Ruppel	Sherry Simkins
Amy Page	Mary Martin	Stephanie Bradbury
Becky Cochran	Michelle Massingill	Steve Smith
Brad Codr	Michelle Sandberg	Thomas Scott
Garry Stark	Randi Ragan	Wayne Cardwell
Jon Downing	Sandra Jacquot	
Karen Hubbard	Sara Fladeland	

Environmental Scan subcommittee Members:

Ann Lewis	Don Millikan	Mindy Patterson
Bill Cleavinger	Josh Gittel	Nick Granier
Bill Jhung	Kyleen Lloyd	Ryan Arnold
Brian Sequin	Laura Rumpler	
Caleb Weeks	Melanie Droesch	

Core Planning Review subcommittee members:

Chris Martin	Dianna Renz	Rick MacLennan
Christy Doyle	Ken Wardinsky	Sarah Garcia

Strategic Planning Implementation Team Members:

Carol Jones	Kathleen MillerGreen	Sue Shibley
Cathy Sparks	Kathy Albin	Teressa Borrenpohl
Chris Martin	Ken Wardinsky	Tiffany Smith
Christine Callison	Peg Blake	Victor Begay
Christy Doyle	Patty Shae	Michelle Masingill
Dianna Renz	Paul McLeod	
Hiedi Schrader	Ryan Arnold	

Academic Master Plan committee members:

Alan Lamb	Gail Ballard	Lloyd Duman
Amie Anderson	Graydon Stanley	Marie Price
Angie White	Jessica Grantham	Pat O'Halloran
Ann Johnston	Kassie Sivas	Peggy Schnell
Brittany Heidenreich	Kecia Siegal	Peg Blake
Cathy Sparks	Kelly Nolan	Rose Woodford
Cheri Beard	Karen Reeds	Ryan Arnold
Chris Rode	Karen Ruppel	Sherry Simkins
Christy Doyle	Larry Briggs	Steve Smith
Dianna Holbart	Leslie Slinkard	Tami Haft
Donya Gadley	Lita Burns	Tammy Payton

Information Technology Master Plan committee members:

Amy Mayer	Karen Thurston	Robert Gibson
Dennis Noordam	Kathy Kraus	Sandra Jacquot
Dotty Heberer	Ken Wardinsky	Suzie Dean
George McAlister	Melissa Jessen	Tammy Robertson
Holly Moore	Melissa Mewhinney	Thomas Scott
Jessica Grantham	Randy Graves	Tim Gerlitz

Facilities Master Plan committee members:

Amy Page	Garry Stark	Lynn Covey
Carl George	George McAlister	Mindy Patterson
Chris Martin	Gina Naccarato	Paula Lambert
Colleen Ward	Hiedi Schrader	Steve Smith
Dodi Stilkey	Justin VanEaton	
Doug Anderson	Kelly Lyons	

Strategic Enrollment Management committee members:

Amy Page	Holly Edwards	Peg Blake
Chris Martin	Kyle Johann	Stephanie House
Christine Callison	Larry Briggs	Sara Schmelzer
Christy Doyle	Paula Lambert	Sue Shibley
Dianna Renz	Pat O'Halloran	Teresa Borrenpohl
Ellen Crabtree	Paul Manzardo	Victoria Michael