



North Idaho College

NORTH IDAHO COLLEGE
ACADEMIC MASTER PLAN

2018-2023

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

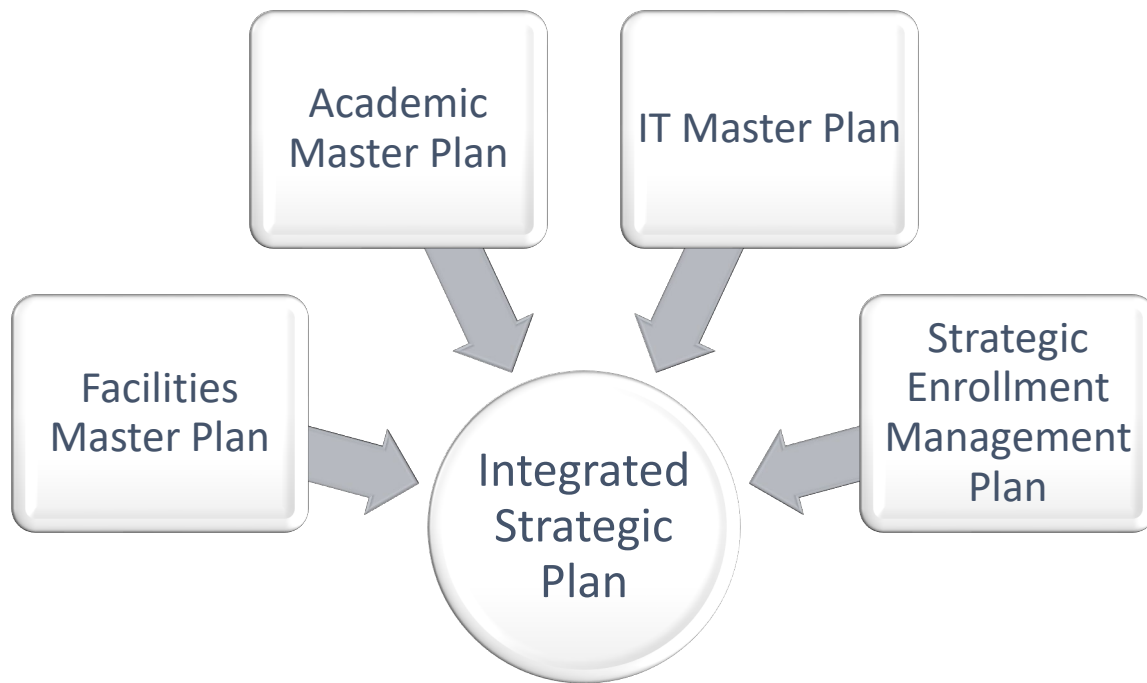
Diversity

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 core themes and objectives.



Purpose of the Academic Master Plan

The Academic Master Plan (AMP) serves as a core component of the integrated strategic plan; it links vision, mission, services, resources, people, and priorities to collaborative and intentional decision-making and action. Moreover, the AMP provides both a framework and a roadmap from which to build responsive communication networks and mobilize strategic actions to enhance learning; the educational experiences of NIC’s students, faculty and staff; and student success.

The Academic Master Plan Process at NIC

The AMP planning process began as a collaborative effort by a team consisting of staff, instructional leadership, and faculty from throughout NIC’s departments and divisions. The process began in the late fall of 2017 and culminated during the spring/summer of 2018. The AMP team evaluated the current educational environment, identified current strengths and challenges, discussed priorities, reviewed resources, consulted other planning models, and developed initial goals and objectives. These initial goals and objectives were refined by a core team and further reviewed by the whole team and other entities across campus.

Academic Master Plan Goals

The AMP highlights five goals. These goals reflect two fundamental characteristics of adaptive organizations: building communication networks and mobilizing actions through innovation and collaborative decision-making. Collectively, the five AMP goals align with the integrated planning goals and core themes.

GOAL 1: (Building Networks)	GOAL 2: (Building Networks)	GOAL 3: (Building Networks & Mobilizing Action)	GOAL 4: (Mobilizing Action)	GOAL 5: (Mobilizing Action)
Investing strategically in systems, facilities, and technology for a 21st century education.	Ensuring appropriate academic support services, co- and extra-curricular activities, and access to educational opportunities.	Cultivating an inclusive culture that values collaborative communication for dialogue and action to realize shared goals	Promoting the impact of NIC's contributions to the greater community.	Fostering innovation to advance meaningful, diverse, and relevant educational experiences.

Objectives and Strategies

Objectives and strategies were developed to operationalize the five 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.

GOAL 1: Investing strategically in systems, facilities, and technology for a 21st century education.

Objective 1.1: Provide technical resources, support, and training so that students, faculty, and staff have access to consistent quality academic experiences wherever and however offered.

Strategy 1.1.1: Expand technology, support and training in distance access formats to students, faculty and staff.

Objective 1.2: Identify and implement agile software system(s) that provide real-time, easily accessible data for use by students, faculty, staff, and administrators.

Strategy 1.2.1: Develop and use, relevant and useful analytics and metrics to inform learning processes that best promote student success.

Objective 1.3: Identify and implement appropriate systems and technology to facilitate and advance scheduling, planning, and communication.

Strategy 1.3.1: Measure the effectiveness of all internal and external communication systems and networks and modify accordingly to achieve intended outcomes.

Objective 1.4: Plan and invest in facilities that meet the needs of student success, community engagement, and educational excellence.

Strategy 1.4.1: Fully develop a support center that oversees academic student success.

Strategy 1.4.2: Align facilities planning to three-year educational program plan.

Strategy 1.4.3: Collect community feedback to tie needs to facilities that support community engagement and experiences.

GOAL 2: Ensuring appropriate academic support services, co- and extra-curricular activities, and access to educational opportunities.

Objective 2.1: Enhance student support resources to create a student-centric culture that eliminates administrative/bureaucratic barriers that impede student progress.

Strategy 2.1.1: Expand access to and fund services and activities that support student success.

Strategy 2.1.2: Maximize financial support for students to achieve their educational goals.

Strategy 2.1.3: Address the essential safety and mental health services, training and support to meet the current and escalating needs of students, staff and faculty.

Strategy 2.1.4: Utilize recently developed process maps to identify and prioritize solutions to gaps and barriers in administrative process and structures.

Strategy 2.1.5: Research, design and operationalize an integrated student support model that aligns to Guided Pathways.

Objective 2.2: Advance student-centered initiatives that support students within their academic Pathways and enhance student success.

Strategy 2.2.1: Develop multi-modal, broad-based, and responsive career and academic advising for prospective and current students throughout their educational career.

Strategy 2.2.2: Expand or refine access to courses and programs by adjusting delivery times, modalities, locations, and prior learning assessment options to ensure all students can achieve their educational/personal objectives.

Objective 2.3: Provide the supports needed to enhance student success and educational excellence in the classroom.

Strategy 2.3.1: Structure developmental education to improve student outcomes.

Strategy 2.3.2: Institute Early Alert systems using the Guided Pathways framework.

Objective 2.4: Strategically develop and implement a plan to strengthen the alignment of Dual Credit program with NIC's mission and goals.

Strategy 2.4.1: Develop a fiscally sustainable plan to support and promote the Dual Credit program.

Strategy 2.4.2: Meet with all dual credit stakeholders to develop pathways for dual credit students in the high schools.

Strategy 2.4.3: Align Dual Credit course offerings with NIC's Guided Pathways.

GOAL 3: Cultivating an inclusive culture that values collaborative communication for dialogue and action to realize shared goals.

Objective 3.1: Develop an active listening culture as a means of valuing and responding to diverse stakeholder input.

Strategy 3.1.1: Design and structure networks to achieve interdepartmental collaboration and decision-making.

Strategy 3.1.2: Use active listening to foster collaborative decision-making for achieving strategic outcomes.”

Objective 3.2: Foster mutually beneficial collaborations between internal and external stakeholders.

Strategy 3.2.1: Further opportunities to engage the community to realize the NIC mission.

Strategy 3.2.2: Partner with business, industry, and educational entities (K-12 and transfer institutions) to maintain and construct relevant educational opportunities.

Objective 3.3: Establish a communication framework that creates a culture of open and transparent (authentic) dialogue and collaboration among all campus entities.

Strategy 3.3.1: Cultivate diversity and inclusiveness.

Strategy 3.3.2: Demonstrate behaviors that reflect a genuine desire to listen and respond to diverse stakeholder inputs.

Objective 3.4: Continue to honor and respect the people whose land the college occupies.

Strategy 3.4.1: Seek to fulfill the 9-Point Agreement with the Coeur d'Alene Tribe.

Strategy 3.4.2: Identify opportunities to acknowledge the Coeur d'Alene tribal ancestors and the land as a practice at NIC events.

GOAL 4: Promoting the impact of NIC's contributions to the greater community.

Objective 4.1: Articulate the value of an NIC education to all constituencies.

Strategy 4.1.1: Consistently publicize achievements and strengths of NIC.

Strategy 4.1.2: Through partnerships and relationships, promote the value of NIC and engage students in the community.

Objective 4.2: Consistently promote NIC's image throughout the Pacific Northwest.

Strategy 4.2.1: Share the success stories of students, staff, and faculty.

Strategy 4.2.2: Actively seek out opportunities to bring people to campus (library, beach, athletic events, cultural events, etc.).

Strategy 4.2.3: Utilize strategic marketing strategies to attract and enroll students.

Objective 4.3: Communicate to stakeholders, internally and externally, about the full array of NIC offerings.

Strategy 4.3.1: Put into effect a standardized communication plan that delivers timely information about all NIC offerings (e.g. Kid's College, Workforce Training, NIC sponsored events and symposiums, Outdoor Pursuits trips, etc.) to all Region 1 community members.

Strategy 4.3.2: Implement and refine online (CourseLeaf) catalog.

Objective 4.4: Assess the immediate needs of outreach communities and adapt programming to improve educational impact.

Strategy 4.4.1: Adjust and expand face-to-face and online course offerings to outreach sites including the Coeur d'Alene Tribal Education Center.

Strategy 4.4.2: Identify new program/training areas, certificates, and delivery modes for development.

Strategy 4.4.3: Maintain and increase relevancy of outreach centers as a hub of education for their specific community.

Objective 4.5: Be a cultural hub by expanding opportunities for global access and engagement.

Strategy 4.5.1: Preserve access to historical documents and artifacts (e.g. cultural and community of NIC, human rights collection, public forums).

Strategy 4.5.2: Promote programmatic cultural experiences which will enhance the community's engagement in culture.

GOAL 5: Fostering innovation to advance meaningful, diverse, and relevant educational experiences.

Objective 5.1: Identify areas of instructional collaboration, strength, and growth.

Strategy 5.1.1: Invite local business and community partners to foster visions that provide relevant educational experiences.

Strategy 5.1.2: Assess focus fields; pathways; and program innovations; and relevance in meeting students, community, business, and industries' educational needs.

Strategy 5.1.3: Refine curricular pathways to certificate and degree completion.

Strategy 5.1.4: Strengthen student learning outcomes assessment process-improvement cycle as a means to advance teaching and learning.

Strategy 5.1.5: Maintain and build upon existing strengths of NIC's current curriculum to enhance the quality of the educational experience.

Objective 5.2: Foster curricular and co-curricular experimentation, innovation, and creativity.

Strategy 5.2.1: Support and invest in professional development for all employees and teams.

Strategy 5.2.2: Identify and develop curriculum that promotes, celebrates and supports diversity.

Objective 5.3: Deliver innovative programming needed to meet current and future regional educational and workforce needs.

Strategy 5.3.1: Explore new training areas, certificates, degrees including baccalaureate and delivery modes for development.

Strategy 5.3.2: Expand high impact practices to retain and engage students (e.g. first year seminar, service learning, internships, study abroad, collaborative projects, undergraduate research, and/or capstone projects)

Academic Master Plan Values

Faculty Involvement in Decision-making

The Academic Master Plan recognizes and reaffirms the value of faculty guidance and input in decision-making and resource allocation in instructional areas of the college.

Improved Communication

Communication and accountability are the foundations of participatory governance and this AMP seeks to contribute to improved communication between faculty and other campus groups and departments as we work to promote student learning and success.

Implementation, Reporting and Assessment

Implementation, oversight and coordination of this plan will reside with the Vice President for Instruction. However, as evidenced by the broad range of campus constituents participating in the development of the AMP, members of Presidents Cabinet, the three instructional deans, dean of enrollment services, and division chairs will 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.

Contributing Academic Master Plan Members 2017-2018

Collaboration and input from a broad range of campus constituents, reflected below, contributed to the success of the writing of this plan.

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