

○ Proposed Start ● Actual Start Δ Proposed Completion ▲ Actual Completion

	Key Results, Goals, and Targets (Points of Contact and Current Board Levels Goals)	FY15	FY16	FY17	Who
	LEARNER SUCCESS (SD1, IE1, IE2, IE3)				
1. B1	● GOAL: NMC will improve learner success in terms of student persistence and completion.				
a. B1_T1	● TARGET: Implement a Guided Pathways that involves students to (a) Connect to a pathway (b) Enter pathway (c) Track progress, and (d) Complete goal.	●			Siciliano, Weber
b.	● TARGET: Develop and implement a new placement system in English and Math by January 2017.		●	Δ	Siciliano
c.	● TARGET: By June 2016, check and adjust modularized, two-credit developmental math class format.	●	Δ		Chu, M. Nelson
2.	GOAL: All learners will be able to document their intercultural learning experiences.				
a.	● TARGET: Incubate a co-curricular learning “certification” in order for learners to track and provide evidence for intercultural and service learning experiences.	●	Δ		Siciliano, Bensley
3.	GOAL: Increase international for-credit enrollment.				
a.	● TARGET: By September 2017, International Students will comprise 5% of NMC’s enrollment.	●	●	Δ	Claerhout, Smith
4.	GOAL: Develop and implement an integrated and aligned learning outcomes system that includes the articulation of and means of documenting learning outcomes, assessments, results, and actions for improvement at the course, program, and institutional levels.				
a.	● TARGET: Conduct annual check and adjust of revised course outlines as part of faculty performance review. (NOTE: This will become operational/standard work after FY’16.)	●	Δ		Siciliano, ESIMT
b.	● TARGET: By July 2016, create a systematic and aligned process for the identification and assessment of learning outcomes with documented evidence for actions to improve performance on the learning outcomes.	●		Δ	Evans, Learning Outcomes AQIP Team
c.	● TARGET: Develop program curriculum maps for all programs.	●	Δ		Siciliano, Cotto
d.	● TARGET: Determine potential for accelerating use of Moodle for outcomes tracking or explore alternative solution for electronic tracking and reporting.	●	Δ		Evans, Neibauer
	NATIONAL AND INTERNATIONAL EXPERTISE (SD2)				
5.	GOAL: NMC will develop national/international expertise in select markets leveraging unique regional assets.				
a.	● TARGET: Clarify NMC’s leadership position and pathway(s) in select regional asset areas as expressed in a position paper for each asset area: Fresh Water (Cotto); Innovation/Entrepreneurism (Nelson); Value-Added Agriculture (Cotto); Applied Technology (Cotto); Arts & Culture (Siciliano).	●	Δ		VP Group

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b.	● TARGET: GLMA Program Growth: Develop and receive board approval for the curriculum for the bachelor of science in Maritime Technology – Power Systems by Fall 2015	●	Δ		Achenbach Siciliano
c.	● TARGET: GLMA Program Growth: Develop associate degrees/QMED Program by December 2016.	●		Δ	Achenbach Siciliano
d.	● TARGET: GLMA Program Growth: Develop associate degrees/Limited Tonnage Mate/TOAR Program by June 2017.	●		Δ	Achenbach Siciliano
e.	● TARGET: Entrepreneurism initiatives: Discover pan-curricular approaches to embedding entrepreneurial skillsets in academic curriculum.		●		Cotto, Siciliano
f.	● TARGET: Incubate selected pan-curricular approach to embedding entrepreneurial skillsets in academic curriculum.			○	Cotto, Siciliano
g.	● TARGET: Develop and execute succession plan for Denno's Museum leadership.		○	Δ	Nelson
h.	● TARGET: By December 2015, implement a business model for the Denno's Museum which addresses integration with college offerings and a sustainable funding strategy.		○Δ		VP Group
i.	● TARGET: Discover and incubate a China experience within the Marine Technology bachelor's degree program.		○	Δ	Cotto
6.	GOAL: NMC will pursue national/international program level accreditation.				
a.	● TARGET: Develop the curriculum, staffing plan, and business plan in preparation for the state approval of permitting community colleges to offer a Bachelor's Degree in Nursing Program.		○	Δ	Siciliano
7.	GOAL: Learners will have opportunities for experiential learning in their programs (i.e. original research, project based learning, internships, apprenticeships, service learning, etc.).				
a.	● TARGET: By May 2016, finalize development of a process (E.g. e-portfolios, certifications) for employers to select students for admission into the Software Developer Apprentice Program (S-DAP) with first cohort apprenticeships beginning June 2016.	●	Δ		DeCamillis
b.	● TARGET: By May 2017, check and adjust the student selection/admission process for S-DAP.		○	Δ	DeCamillis
	NETWORKED WORKFORCE (SD3, IE4)				
8. B2.	GOAL: NMC will continue implementation of the staff classification and compensation system.				
a. B2_T1	● TARGET: Continuation of staff movement onto compensation plan.		○	Δ	Liebling
b. B2_T2	● TARGET: Define staff classifications as it relates to shared governance model.		○		Liebling
9.	GOAL: NMC will increase institutional leadership capacities needed to implement the Strategic Plan.				
a.	● TARGET: By December 2016, complete Talent IV which will fully operationalize all components of NMC's Talent Management System.	●	Δ		Liebling, Racine
b.	● TARGET: Develop strategic leadership capabilities in the area of project management.		○Δ		Cotto, Talent Team

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c.	● TARGET: Develop strategic leadership capabilities in key institutional processes (E.g. Decision Making and the Discovery-Incubation-Acceleration innovation process).		○△		Cotto, Talent Team
d.	● TARGET: By June 2016, implement a 21 st Century faculty professional development program that will assure that all faculty are equipped to meet the needs of today's learners. Examples of desired skills include instructional design, learning assessment, new tools, teaching methods that instruct students on learning to learn, service learning approaches, integrating other content such as through MOOCs, etc.		○△		Siciliano, Cotto, Salathiel
10.	● GOAL: Develop a new Adjunct Faculty Evaluation Plan.		●△		Siciliano
11.	GOAL: All Faculty must meet the HLC Teaching Qualifications by September 2017.		○	△	Siciliano, Cotto, Liebling
	LIFELONG RELATIONSHIPS (SD4)				
12.	GOAL: Leverage technology to develop robust, lasting relationships with learners over a lifetime. This learning tool (i.e. Amazon model) will enable NMC to understand all contacts with a given learner and to suggest learning opportunities that might be relevant in the future.				
a.	TARGET: Improve the data exchange between Banner and Raiser's Edge to bring in more expansive and timely information on students, partners and clients.	●	△		Gentry, Mulder
13. B3	● GOAL: NMC will expand community awareness efforts both externally and internally.				
a. B3_T1	TARGET: Conduct, analyze, and prepare a report of the Community Attitude and Awareness Survey results.		●△		Evans
b. B3_T2	● TARGET: Adopt and begin execution of the integration marketing and community relations plan based upon the results of the Community Attitude and Awareness Survey. The report will serve as a guide to develop an integrated marketing and community retention plan.	●	△		Fairbanks
c.	● Develop and implement strategic plan for NMC's new alumni relations program.	●	△		Teahen, Coffia
	TRANSCRIBE LEARNING (SD5)				
14.	GOAL: Engage with secondary school partners to meet student needs for accelerated college credits during high school years.				
a.	TARGET: Check/adjust the new TCAPS Early College program including conducting regular checks on the financial sustainability of concurrent enrollment.	●	△		Cook, Siciliano, Weber
15.	● GOAL: NMC will offer a robust prior learning and direct assessment practice.				
a.	TARGET: Develop structure and instructions for utilization of Prior Learning Assessment (PLA) and include on website.	●	△		Siciliano, Weber, Stalker
b.	● TARGET: Utilize current examination PLA options (AP, CLEP, DSST) and develop matrix with NMC course equivalents showing students alternative options for earning credits.		○△		Weber, Stalker
c.	● TARGET: Ensure the addition of three PLA options in FY'16 as part of an ongoing review of PLA's.		○△		Weber, Stalker

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	FISCAL THRIVEABILITY (IE3, IE5)				
16. B4	GOAL: NMC will develop and implement a budget plan that includes expansion of revenue opportunities along with operational efficiencies to assure fiscal thriveability.				
a. B4_T1	TARGET: Develop a multi-year business plan for Portfolio B to inform annual budgeting process.		● Δ		<i>VP Group</i>
b.	● TARGET: Establish an MOU between the Foundation and the College.		●Δ		<i>Teahen</i>
c. B4_T2	● TARGET: Evaluate the Campus Master Plan for implementation and continue to operationalize.	●	Δ		<i>Cook</i>
d.	● TARGET: Evaluate public funding resources.	●	Δ		<i>Cook</i>
e.	● TARGET: Establish activity based costing model for the college.	●	Δ		<i>Cook</i>
f.	● TARGET: Implement recommendations (per Foundation Board) from feasibility study relative to proposed comprehensive campaign.	●	Δ		<i>Teahen</i>
g.	● TARGET: By June 2015, implement a preliminary business model for Extended Education which addresses integration with college offerings and a sustainable funding strategy.	●	Δ		<i>Cotto, Cunningham</i>
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Definitions/Key:

Discovery, Incubate, Accelerate – These terms reference key steps in the DIA Innovation Model ([Gina O'Connor](#), 2005) that NMC has adopted. Each of these stages of radical innovation reflect competencies. Discovery is about exploration – the creation, recognition, elaboration, and articulation of opportunities – with an outcome that is actionable within the Decision Making process – an Idea Summary at a minimum. Incubation is about experimentation, piloting – evolving the opportunity into a business proposition. Acceleration is about full implementation – ramping up the business to stand on its own.

Curriculum Map - Maps program outcomes to specific courses (I.e. Dental Assisting program map)

Impactful Practices – Is a preferred alternative to what is more commonly referred to as “best practices”.

Triveability – To grow in a sustainable way.

B1_T1 – This coding reflects a notation for referencing the Board Level Goals. “B” stands for Board and “T” for Target. Therefore “B1_T1” is the Board Goal #1, Target #1.