

○ Proposed Start

● Actual Start

△ Proposed Completion

▲ Actual Completion

	Key Results, Goals, and Targets (Points of Contact and Current Board Levels Goals)	FY15	FY16	FY17	FY18	FY19	FY20	Lead Contact
	LEARNER SUCCESS (SD1, IE1, IE2, IE3)							
1.	GOAL: Learners will have opportunities for experiential learning in their programs and co-curricular activities (i.e., original research, project based learning, internships, apprenticeships, service learning, entrepreneurial activities, etc.).							<i>Exp. Learning Team (EL)</i>
a.	● TARGET: Creation of the team with charge and preliminary plan.			●		△		<i>EL, Siciliano</i>
b.	● TARGET: Adoption as AQIP Project in July 2017.			●	▲			<i>EL, Siciliano</i>
c.	● TARGET: Define Experiential Learning (EL), develop a rubric based on design principles for self-assessment of EL, and provide multiple EL examples for instructors and staff to use as models to apply to their work				●	△		<i>EL, Siciliano</i>
2.	GOAL: Complete West Hall Innovation Center and Library project by Spring 2020.							
a.	● TARGET: Complete WH Innovation Center and Library project by Spring 2020			●			△	<i>Cook</i>
b.	● TARGET: Define and document the operating principles and policies for the use of the West Hall Innovation Center					○	△	<i>Cook</i>
3.	GOAL: Identify and implement tools for assessing and analyzing student success initiatives.							
a.	TARGET: Use MySuccess to track appointments for subset of student services, conduct training on the communication and analysis tools available in the system, and identify most important factors/metrics for predicting student success.					●	△	<i>Neibauer</i>
	NATIONAL AND INTERNATIONAL EXPERTISE (SD2)							
4.	GOAL: NMC will develop national/international expertise in select markets leveraging unique regional assets.							
a.	● TARGET: Design and achieve initial implementation for Portfolio B & C platform. (Marine Center)	●					△	<i>President's Office</i>
b.	● TARGET: Develop a BSMT in Engineering less-than-three-year program for veterans by June 2019.			●		△		<i>Achenbach, Siciliano</i>

c.	<ul style="list-style-type: none"> TARGET: After 4 b. is completed, determine the feasibility of developing a BSMT in Engineering less-than-three-year program for individuals who have obtained a bachelor's degree prior to enrolling at NMC/ GLMA. 			●		△		<i>Achenbach, Siciliano</i>
d.	<ul style="list-style-type: none"> TARGET: Determine how to integrate tow vessel training into GLMA. Determination will include consideration of its placement in the Deck and Engine Programs, development of a new associates degree and/or a 2+2 BSMT with a limited tonnage or limited horsepower merchant mariner credential by June 2019. 			●		△		<i>Achenbach, Siciliano</i>
e.	<ul style="list-style-type: none"> TARGET: Create enrollment and partnership opportunities in areas of national and international expertise. 			●			△	<i>Cotto</i>
f.	<ul style="list-style-type: none"> TARGET: Discover and incubate a China experience within the Marine Technology bachelor's degree program. Incubate and deliver a credential completion program in China. (Please see status update on the relationship with YRCTI. MOU leads to completion of third cohort in Spring 2021. (3.0 language was adapted from earlier paper for HEI seeking alternative definitions to Portfolio language that would serve for evolution of special projects within select institutional agreements.) 			●			△	<i>Cotto</i>
g.	<ul style="list-style-type: none"> TARGET: Market additional credentials to augment current degree holders(Level certificates such as UAS) 			●		▲		<i>Cotto</i>
h.	<ul style="list-style-type: none"> TARGET: Provide/facilitate professional learning and working options within the United States. 			●		△		<i>Cotto</i>
5. B3	GOAL: NMC will pursue national/international program level accreditations.							
a. B3.T1	<ul style="list-style-type: none"> TARGET: Successfully achieve HLC accreditation reaffirmation. (Fall 2019) 			●			△	<i>Siciliano, Evans</i>
b. B3.T2.	<ul style="list-style-type: none"> TARGET: The ADN and PN Programs successfully achieve ACEN reaccreditation. 				●	△		<i>Schmidt, Siciliano</i>
c. B3.T3.	<ul style="list-style-type: none"> TARGET: GLMA Deck, Engine Programs and the Continuing Education AB Program achieve USCG reaccreditation. 				●	△		<i>Achenbach, Siciliano</i>
d. B3.T4.	<ul style="list-style-type: none"> TARGET: Engineering Technology Program successfully achieve ABET accreditation. (ABET visit in 2019) 			●		△		<i>Bailey, Cotto</i>
	NETWORKED WORKFORCE (SD3, IE4)							
6.	GOAL: Clarify leadership and governance models for college.							
a.	<ul style="list-style-type: none"> TARGET: Clarify charge and responsibilities of college's leadership groups. 			●		△		<i>President's Office</i>
7.	GOAL: NMC will increase institutional leadership capacities needed to implement the Strategic Plan.							
a.	<ul style="list-style-type: none"> TARGET: Develop and implement succession plan for leadership level positions 			●		△		<i>Liebling</i>

b.	● TARGET: Establish protocols to increase network of contingent workforce					○ △		<i>Liebling</i>
LIFELONG RELATIONSHIPS (SD4)								
8. B4	GOAL: NMC will expand community awareness efforts both externally and internally.							
a. B4.T1 .	● TARGET: Conduct, analyze, and prepare a report of the Community Attitude and Awareness Survey results.			●		△		<i>Evans</i>
b. B4.T2 .	● TARGET: Develop, adopt and execute an institution-wide marketing and comprehensive communications plan.			●			△	<i>Fairbanks</i>
TRANSCRIBE LEARNING (SD5)								
9. B5	GOAL: Develop and continuously update comprehensive globalization report to Board.							
a. B5.T1 .	● TARGET: Document instructional process for international joint degree recognition for NMC.			●		△		<i>Cotto</i>
b. B5.T2 .	● TARGET: Document professional certifications					●	△	<i>Cotto</i>
10.	GOAL: Develop a standard process for movement between credit and noncredit curriculum.							
a.	● TARGET: Describe three prototypes (i.e., PE)					●	△	<i>Cotto</i>
FISCAL THRIVEABILITY (IE3, IE5)								
11. B6	GOAL: NMC will develop and implement a budget plan that includes expansion of revenue opportunities along with operational efficiencies to assure fiscal thriveability.							
b. B6.T1 .	● TARGET: Implement a preliminary business model for Extended Education which addresses a sustainable funding strategy.	●					△	<i>Cotto, Matchett</i>
c. B6.T2	● TARGET: Implement Enrollment Plan with focus areas on working age adults, extra-regional and international enrollment.					●	△	<i>Neibauer</i>

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”.

Thriveability – 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.

Portfolio A,B,C –

Portfolio A = Academic offerings of the college priced at traditional community college rates.

Portfolio B = Offerings of the college’s programs and services that can be priced outside the traditional rate system and can be marketed to individuals who may not be normally served by the traditional community college. These learners include those coming beyond our traditional service area and who are seeking state, national and international credentials based on the college’s specialty areas.

Portfolio C = Offerings utilizing intellectual property that may be related to college offerings but are held by partner organizations. The partners work together to market offerings as Portfolio C.

Planning Definitions:

NMC Strategic Directions

SD 1. Ensure that NMC learners are prepared for success in a global society and economy.

SD 2. Establish national and international competencies and provide leadership in select educational areas connected to the regional economy and assets:

- **Applied Technology**
- **Arts and Culture**
- **Fresh Water**
- **Innovation/Entrepreneurism**
- **Value-Added Agriculture**

SD 3. Deliver learning through a networked workforce.

SD 4. Establish lifelong relationships with learners.

SD 5. Transcribe most learning to establish credentials of value.

NMC Institutional Effectiveness Criteria

These criteria are defined in NMC Board Policy [C-104.00](#).

1. Learning
 - a. Scholarship (**IE1**)

NMC promotes the acquisition of knowledge, skills, and attitudes that all students need to function effectively in a changing world through outstanding academic programs recognized for their regional and national level competencies. NMC is committed to helping students acquire the ability to communicate effectively, to think critically, and to be aware of diversity in our world. The scholarship criterion measures the effectiveness of how well NMC prepares students for success in the

workplace related to their chosen field and the extent to which NMC provides credible transfer and articulation programs for those students who choose to continue their education at other colleges and universities. Furthermore, in support of our open access philosophy, NMC encourages the academic success of under-prepared college students in their pursuit of basic educational skills and abilities.

b. Enrichment (IE1)

NMC provides lifelong learning opportunities to regional residents by offering quality educational opportunities for all ages. Programs are designed to be flexible, convenient, and responsive to the needs of the community. Moreover, NMC is committed to enriching and broadening the knowledge base and cultural life of the community. It does so by offering a wide range of programs and curricula that emphasize continuing education, skill enhancement, professional development, and cultural and personal enrichment. The enrichment criteria measures how effectively NMC performs in responding to the community's learning needs in those areas.

c. Workforce (IE1)

NMC is a significant contributor to regional economic development. The College supports economic development by providing programs responsive to key economic drivers and in support of business and partnership needs. NMC is committed to working collaboratively with community agencies, assessing the economic climate, and providing excellent and reputable training and research programs and services. The workforce criterion assesses how well NMC serves in this capacity.

2. Organization

a. Partnership (IE2)

NMC develops and maintains collaborative relationships with the communities it serves to create a learning-centered College that meets the needs of its students and stakeholders. To this end, NMC effectively communicates with its communities. It successfully raises resources to support strategic initiatives. NMC develops meaningful relationships with partners in seeking out potential areas for improvement. The partnership criteria assesses the extent to which NMC effectively builds relationships with educational institutions, businesses, service organizations, external agencies, alumni and the general community to fulfill its mission.

b. Operations (IE5)

NMC conducts College operations in a manner reflecting the highest standards of business and professional ethics, legal compliance, and accountability to the public trust. College leaders guide the institution in establishing and accomplishing institutional directions and action plans and in seeking opportunities to build and sustain an effective learning environment. NMC promotes a goals and outcomes related culture by collecting and using data to responsibly manage its operations and to continuously improve.

c. Champion (IE3)

NMC is committed to supporting (championing) students in a learning-centered environment. NMC seeks to understand student and stakeholder needs and expectations through a variety of methods. NMC provides quality academic and support services with the goal of meeting students' needs in an environment of continuous improvement. The champion criterion evaluates how well NMC understands its students' and stakeholders' needs and how well it supports those needs.

d. Culture (IE4)

NMC fosters a work environment that reflects the College's values and leads to an effective work culture. NMC is committed to the development of the talents and continuous learning of all its faculty, staff, and administrators. NMC manages its employees through effective personnel processes.