



# Northland Pioneer College

## Strategic Plan 2021 - 2024

The 2021-24 Strategic Plan includes a revised mission, vision, and values, as well as the three strategic goal areas adopted by the District Governing Board in January 2021.

### Mission

Northland Pioneer College provides educational excellence that is affordable and accessible for the enrichment of communities across northeastern Arizona.

### Vision Statement

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

### Values

NPC will live our vision through the following Shared Values. At NPC, we value:

#### **Integrity**

*By Integrity, we mean consistently taking responsibility for our actions and preserving the trust communities place in us. We demonstrate Integrity by:*

- Setting achievable and measurable goals.
- Maintaining transparency in project planning, implementation, and reporting while honoring the College's shared governance process.
- Being consistently truthful and fair in our internal and external interactions.

#### **Inclusion**

*By Inclusion, we mean empowering all people – regardless of individual differences and/or historical under-representation – to have the right to be involved, engaged, respected, and appreciated as valuable members of our communities. We demonstrate Inclusion by:*

- Ensuring all individuals, regardless of race, color, religion, national origin, gender, or sexual orientation, have opportunities to equitably engage with, participate in, and benefit from the NPC community.
- Recruiting individuals and partnering with organizations that reflect and represent the diverse backgrounds, perspectives, and interests of our area.
- Using diverse perspectives to make better-informed decisions.

## **Adaptability**

*By Adaptability, we mean a commitment to being agile in responding to the ever-changing needs of our diverse communities through collaboration, innovation, and informed risk-taking. We demonstrate Adaptability by:*

- Keeping an open mind to learn or develop new ways to respond to changes.
- Experimenting with different styles of working and adjusting as needed.
- Using valid and reliable data to make decisions with confidence and efficiency.

## **Civility**

*By Civility, we mean maintaining one's own beliefs and perspectives without demeaning the beliefs and perspectives of others<sup>1</sup>. We demonstrate Civility by:*

- Using active listening and acknowledgment without judgment while interacting with others, even when there are deep-rooted and fierce disagreements.
- Seeking common ground as the starting point for dialogue about differences.
- Modeling, teaching, and promoting the practices of civility and expecting others to do the same.

## **Access**

*By Access, we mean striving to minimize barriers to lifelong learning. We demonstrate Access by:*

- Striving to keep costs low and connect students with available resources and financial support.
- Offering education, student services, information, and resources in multiple formats to optimize equitable opportunities across our communities.
- Implementing the principles of universal design<sup>2</sup> to promote access to campus spaces, events, and activities.

## **Strategic Goal Areas**

1. **Increase Enrollment:** NPC is currently in the midst of a slow but steady enrollment decline. With educational attainment rates in the district well below the national average and the mission to serve the needs of students in northeastern Arizona, it is critical that NPC reverse this trend.
2. **Improve Student Outcomes:** A majority of the students who attend NPC come intending to complete a degree or certificate or transfer to a 4-year university. With the mission of serving students, we need to make sure that students have clear pathways to reach their goals, and, for the good of the community, we need to encourage students through to completion.
3. **Improve College Sustainability:** NPC has a nearly fifty-year history in northeastern Arizona and is a critical part of the community. We provide education and training to district residents and contribute to the economic development and cultural vitality of the region. Ensuring NPC is around for another fifty years and has the resources needed to meet new challenges is a critical component of the strategic plan.

NPC’s progress in these goal areas will be measured by reviewing the **Key Result Indicators (KRI)** developed by the College and affirmed in the fall of 2021. KRI’s represent **how the College measures its success** in achieving the three strategic goal areas and provide an overall summary of the College’s progress in strategic improvement efforts from multiple departments or teams within the College. Under each goal area, several KRI’s are established to assess the College’s success in accomplishing that specific goal area.

GOALS & KEY RESULT INDICATORS		
Increase Enrollment	Improve Student Success	Improve College Sustainability
<p><b>KRI: <u>Student Headcount:</u></b> This KRI measures the number of registered students compared with the previous year.</p> <p><b>KRI: <u>Full-Time Student Equivalency (FTSE):</u></b> Since students have different course loads within a semester, this KRI compares a student’s actual course load against the standard full-time course load of 15 credits per semester.</p>	<p><b>KRI: <u>Number of Completers:</u></b> This KRI measures the number of students who complete an NPC degree or certificate in an academic year.</p> <p><b>KRI: <u>150% On-Time Graduation Rate:</u></b> This KRI measures the number of students who complete their program within one and half the standard amount of time required to complete that program.</p>	<p><b>KRI: <u>Employee Satisfaction:</u></b> This KRI measures the number of categories that NPC achieves “recognition” status as measured in the <i>Great Colleges to Work For</i> Survey</p> <p><b>KRI: <u>Student Perception:</u></b></p>

## Overall Strategy: Building Relations, Removing Barriers

### Strategic Initiatives and Annual Planning

Strategic Initiatives are specific actions or tactics the College will take to improve the KRI’s. Each summer, the President and his cabinet will determine a list of strategic initiatives selected from a pool of idea proposals put forth by any college department, shared governance group, or committee. The President and -cabinet members will appoint special teams to oversee the planning and implementation of each selected initiative. As initiatives are completed, they will be replaced with new initiatives to move the College closer to the strategic goal area. This process is an effort to ensure that NPC’s strategic plans remain active where regular dialogue, planning, measurement, and implementation will take place on an ongoing basis for **continuous improvement**.

NPC’s strategic initiatives require the College to allocate significant resources and sustain active collaboration and attention from multiple departments. Individual departments, committees, task forces may still have their own strategic initiatives that align with the strategic plan. **All initiatives will be required to undergo a budget development and resource prioritization process.**

**AY 2023-24 STRATEGIC INITIATIVES**

<b>STRATEGIC GOAL AREAS</b>	<b>STRATEGIC INITIATIVES</b>	<b>PRIORITY ACTIONS</b>		
<b>The results one wants to achieve in the long term (3 to 5 years)</b>	<b>The results one wants to achieve in the medium term (&lt; 3 years approx.)</b>	<b>Concrete actions to take during the next six months to achieve all or part of the objective</b>	<b>Executive Sponsor</b>	<b>Project Lead</b>
<b>INCREASE ENROLLMENT</b>	Align college offerings to meet student and regional economic development needs	✔ Create an Academic Master Plan to guide future program development and ongoing program improvement.	Dr. Michael Solomonson	Jeremy Raisor
	Improve the prospective student experience	✔ Complete the Strategic Enrollment Management (SEM) plan and begin implementation in the 2023-2024 academic year.	Dr. Michael Solomonson	Frank Orona
		✔ Implement Workforce Development Task Force to align programs and services with community needs.	Dr. Chato Hazelbaker	Richard Chanick
<b>IMPROVE STUDENT OUTCOMES</b>	Increase Student Completion informed by the <b>Guided Pathways</b> model and focusing on relational advising	✔ Implement Relational Advising resulting in personalized academic plans for all new students by fall 2024	Dr. Michael Solomonson	Josh Rogers
		✔ Carry out ARMSS grant project activities	Dr. Michael Solomonson	Tonya Thacker
		✔ Implement a Certificate of Proficiency for General Education (AGEC) and a clear map for High School/NAVIT students to complete	Dr. Michael Solomonson	Dr. Michael Solomonson
	Increase Student Involvement and Sense of Belonging as a member of the college community	✔ Implement a student voice strategy to collect student input, including engaging with Student Government Association.	Dr. Judy Yip-Reyes	Katie Matott

<b>IMPROVE SUSTAINABILITY</b>	Create operational excellence through improved efficiency of college processes, strategic goal setting, planning, project management and day-to-day operations.	✔ Transition from Jenzabar and other electronic systems to a new ERP (Anthology) including student information system and records, finance, and human resources.	Michael Jacob	Colleen Marsh
		✔ Develop and implement a structured onboarding	Christine Schaefer	Nicole Ulibarri
		✔ Implement the Development Office Operational Plan and implementing a culture of grant seeking and development at NPC	Betsy Ann Wilson	Betsy Ann Wilson
	Develop a culture that cultivates a sense of Belonging and Satisfaction	✔ Finalize the development of the “Belonging” plan by December 2023	Dr. Chato Hazelbaker	Shandiin Deputee
		✔ Implement the 2023 Compensation Study and develop process for ongoing compensation discussions and strategic implementation	Christine Schaefer	Lance Heister
	Expand and improve facilities in accordance with the 2020 Facility Master Plan	✔ Expand and improve facilities in accordance with the 2020 Facility Master Plan	Maderia Ellison	Justin White