

**STRATEGIC PLAN**

**2015 - 2016**

(Last updated: 6/21/2016)

## **Strategic Goals**

**2015 - 2016**

1. North Central will increase enrollment, retention and completion.
2. North Central will offer educational programs that provide a pathway for student success in the workforce or university setting.
3. North Central will collect, analyze and use data for continuous quality improvement.
4. North Central will promote personal growth through its curricular and co-curricular programs.
5. North Central will provide high-quality programs, experiences and services.
6. North Central will promote health and wellness for all members of the community.
7. North Central will promote intentional engagement with applicable technology.
8. North Central will provide integrated support for active and collaborative learning.
9. North Central will pursue alternative revenue streams to maximize available resources.

**Strategic Goal #1: North Central will increase enrollment, retention and completion.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	A member of the CCD will participate in Enrollment Management team meetings.	College Communications	Carol Laenen, then Kathy Bardins attended meetings and provided a regular update from CCD as well as listened to various marketing needs discussed and brought that info back to the department for processing.
<b>B</b>	Working with Student Services, strategically support enrollment, retention and completion goals with events, advertising, public and media relations, direct mail, digital outreach and publications.	College Communications	<ul style="list-style-type: none"> <li>- Regularly send out postcards to lists provided by Student Services to promote registration, orientation and necessary steps.</li> <li>- Prepared the Low Down – a biweekly email to all students (until suspended in March 2016.) Sent special editions until end of semester.</li> <li>- Created brochures and marketing materials to reach different audiences including specialty guide for middle-schoolers, a community-focused folder and a traditional/nontraditional/military folder.</li> <li>- Designed a new program of study guide.</li> <li>- Directed 45% of advertising budget to enrollment. Including targeted campaigns running from November through mid-January and March through September. Each semester campaign averages \$12,000-\$15,000 and includes social media, TV, digital, radio and print.</li> </ul>

C

Continually monitor and improve communication with various markets of students

College Communications

Managed Facebook and Twitter accounts, and used as tools to promote registration, events, financial aid information and other important facts for students.

- Created Facebook course of the day during winter registration for more than 20 courses and successfully filled all.

- Printed fall course schedule in newspaper insert in August, November, and summer course schedule in March.

- Provided specialty newspaper inserts for Cheboygan and Gaylord for fall 2015, winter and summer/fall 2016.

- Continue to assess tools like the website, Low Down and Facebook for reaching students.

  - We reach 40% of 18-34 students through Facebook, which is continually experiencing growth.

  - Stopped regular Low Down to students because of poor performance (Open Rate Industry Avg. = 22%, NC = 8.6%)

Met with College Readiness and other student services outreach staff on meeting their needs with print publications directed at middle school-aged students, high schools and College Nights.

Spending more advertising dollars in mobile advertising enabling us to reach the millennial "mobile" generation.

			New website is mobile friendly which makes it more user friendly to a variety of markets.
<b>D</b>	Expand implementation of College branding/messaging	College Communications	<p>Created new event banners for expos for use in Gaylord, Cheboygan and Petoskey. Provided updated materials to Student Services to use.</p> <p>Created new folder with the new brand, and redesigned all of the promotional materials to match brand, colors and styles.</p> <p>Attended expos in Charlevoix, Petoskey, Harbor Springs with information.</p> <p>Send out a regular 10,000 piece newspaper insert with information about College while supporting the brand.</p>
<b>E</b>	Work with College team to launch new website	College Communications	The College website design team worked diligently from June – November 2015 when the new website was launched on November 11. Updates are being maintained by CCD and are handled quickly and efficiently. Will be further expanding the use of video on the site.
<b>F</b>	Continue to work closely with Director of Student Outreach and Engagement and the Enrollment Management Committee to strengthen enrollments in Cheboygan and Gaylord.	Off-Campus	Made consistent visits to local schools to meet with seniors looking to attend full-time in the fall; have held special orientation sessions, assisted with application and registration process on site with the support and coordination of the area schools' counseling staff.

G	Initiate personal calls (to those who reside in Gaylord and Cheboygan) to offer assistance to prospective students to help navigate the admission process.	Off-Campus	Continue to serve on the Enrollment Management Committee and maintaining “personal touch” calls to prospects residing in both off-campus counties.
H	Increase promotion of associate degrees that can be completed off campus.	Off-Campus	Coordinated with the College Communications Department to devise specific printed publications which boost the programs that can be completed in entirety off campus.
I	Work with associate deans to identify course offerings that can be adjusted in rotation to maximize enrollment.	Off-Campus	Combed through schedule to look for areas of waste where sections could be deleted or offered on a rotating basis in effort to optimize enrollments and reduce course cancellations.
J	Develop Coaching Program targeting first-generation students	Renee DeYoung/Wendy Fought	We had approximately 50 faculty/staff volunteer to be a coach for the 2015-16 academic year. In fall 2015 there were 23 students that requested to have a coach, of the 23 students in the fall 2015 semester, 13 were successful in receiving a scholarship for the winter 2016 semester, and in the winter 2016 semester 14 of the 23 were successful in receiving a scholarship towards the upcoming fall 2016 semester. In the winter 2016 semester we had an additional 10 students request a coach and of those 10, three students received a scholarship towards the upcoming fall 2016 semester. These three students will also be eligible for a scholarship in the upcoming winter 2017 semester based on their achievement in the fall 2016 semester. Scholarships are based on GPA, attending meeting requirements, and enrolled for

			<p>at least six credit hours. Those receiving 3.0 or higher receive a \$150 scholarship and those with a 2.0 to 2.999 receive a \$75 scholarship. Overall the program is successful and will be continued in the fall 2016, and will be opened to new incoming students.</p>
<b>K</b>	<p>Ongoing communication with students regarding financial aid regulation changes</p>	<p>Virginia Panoff</p>	<p>As new students attend North Central, communication from the financial aid department regarding the U.S. Department of Education rules and regulations are communicated through e-mails, video monitors, postcards, and john door posting. With the help of marketing a communications campaign is ongoing.</p>
<b>L</b>	<p>Streamline concurrent/Early College enrollment process</p>	<p>Wendy Fought/Admissions Specialist</p>	<p>For concurrent enrollment an excel spreadsheet is used listing students to be enrollment in the concurrent classes instead of individual dual enrollment forms for each student. Students and Parents sign an authorization for enrollment form to cover enrollment for the year each September. This streamlines the process for the school as well as streamlining the process for enrollment entry for admissions specialists.</p>
<b>M</b>	<p>Increase Residence Hall capacity to 100 students</p>	<p>Josh Deal</p>	<p>The capacity of the residence hall dropped for the 2015-16 year. With a new Director of Campus Housing starting 2016-17 academic year, the goal will be to increase the residence hall housing up to 100 students.</p>

<b>N</b>	Research opt-out graduation option	Registrar	Additional research is needed to make a decision if the opt-out is a policy North Central will want to adopt.
<b>O</b>	Develop website page with transfer equivalences into NCMC and to other Michigan colleges/universities	Registrar/IT	Planned for 2016-2017 fiscal year (delayed due to other priorities).
<b>P</b>	Participate with and provide data to Enrollment Management as requested.	IR	Ongoing. Provided application/registration pipeline data, other. Produced lists of contact info for not-yet registered and non-paying students each semester.
<b>Q</b>	Expand inter-divisional educational experiences through the offering of occupationally-themed ENG 112 courses; these are designed to foster the particular written communication skills most typical of students' chosen career fields.	Instructional – Liberal Arts	Occupationally-themed 112 classes offered in Criminal Justice, ECE, and Healthcare with an eye to creating a repository of writing prompts for use in future 112 classes not specifically themed but available for students with those career interests.
<b>R</b>	Examine opportunities for replacement of the COMPASS assessment tool, especially with respect to ENG and MATH offerings.	Instructional – Liberal Arts	Multiple discussions undertaken regarding suitability of Accuplacer as replacement for Compass; discussions with math faculty regarding multi-mode placement (HS GPA + 4 yrs HS math + Algebra II, for example) Gena and Brian attended Guided Pathways institute aimed primarily at Math, and Gena attended Accuplacer seminar at Delta CC in June.
<b>S</b>	Identify opportunities to improve the scheduling process in order to reduce class cancellations, increase retention and persistence, and maximize time-to-completion (student achievement of credential).	Instructional – BMT	Sara Glasgow and Amy Wicker substantially improved the cancellation rate of LA classes, as well as moving the revision rate for master course syllabi closer to 90%.



<b>T</b>	Explore offering CNC program in an OE/CE format to accelerate student completion of the program and entry into the workforce to meet the demand of local manufacturers. Include a competency-based testing component in the CNC program for awarding academic credit for demonstrated knowledge and skills.	Instructional – BMT	Discussions continue about the suitability of moving the CNC program to an OE/CBE format.
<b>U</b>	Update appropriate formal transfer agreements with 4-year institutions.	Instructional – BMT	No action taken.
<b>V</b>	Pursue the development of a transfer agreement with Ferris State for the Advanced Manufacturing Technology (CNC, Welding) AAS being proposed for fall 2016.	Instructional – BMT	BMT staff and the VP Academic Affairs visited Ferris to begin discussions regarding shared curriculum in CNC and/or CIS; subsequent attempts to work with Ferris syllabi have met resistance.
<b>W</b>	Develop program marketing materials (brochures, social media, website, etc.) to circulate to prospective students and current stakeholders.	Instructional – BMT	Program flyers and inserts were developed to help promote Business, Manufacturing, Technology programs.
<b>X</b>	Explore use of [adjunct] faculty leadership roles (Program Coordinator) in the Occupational Careers Division to revitalize and promote programs with declining enrollments due to the absence of a full-time faculty member to champion the program (i.e., CJ, GIS, Hospitality Mgmt, LA).	Instructional – BMT	No action taken here pending closer look at how faculty leadership roles are being monitored.
<b>Y</b>	Explore the possibility of an on-campus BSN completion program with accredited nursing program (Davenport).	Instructional – Nursing, Allied Health, Science (and PE)	Discussions undertaken with Davenport, LSSU, U of Wisconsin, and several other universities. Two career fairs were held for nurses to lay out these BSN completion options. Signed articulation agreements with UM Flint for Nursing completion and Business programs.

<b>Z</b>	Complete donor-funded support of BSN scholarships for NCMC nursing graduates.	Instructional – Nursing, Allied Health, Science (and PE)	Need update from CBK on progress with donors.
<b>A A</b>	Create and foster an atmosphere where students feel comfortable with information and resources to achieve their educational goals in all disciplines.	Library	Library staff has worked on customer service that is not obtuse and arrogant but engaged and approachable. Staff members have been trained to be the first responders to informational needs with a focus on congeniality and professionalism.
<b>B B</b>	Be a place (both physical and virtual) where students know they can come to access nutritious intellectual nourishment that will feed their academic goals to completion and beyond.	Library	I am constantly looking into the latest library trends and informational resource. Be it libguides, which I have begun to create, the latest databases, which I have added two new ones this year (Statista, and NewBank) and books (983), all which have been researched by me and given “thumbs up” by faculty. Email list sent to all faculty of new acquisitions; receiving feedback that has been all positive.

**Strategic Goal #2: North Central will offer educational programs that provide a pathway for student success in the workforce or university setting.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Provide promotional support to instruction for new programs	College Communications	<p>CCD provided the following support for programs:</p> <ul style="list-style-type: none"> <li>- Brochures, posters, flyers for CNC</li> <li>- Advertising campaign for CNC</li> <li>- Created new flyers for EMS Paramedic, Legal Assistant, ENVS, Eldercare</li> <li>- Created postcards to promote ENVS and other courses.</li> <li>- Created video for EMS Paramedic.</li> <li>- Provided support for experiential courses at Old Mission Peninsula and Beaver Island.</li> </ul> <p>Created occupational programs 8 page newspaper insert – 10,000 copies.</p>
<b>B</b>	Reference educational program offerings by pathways on the new website, in social media and print	College Communications	<p>Pathways clearly outlined on home page of website as well as landing pages for each pathway.</p> <p>Refer to pathways in new programs of study hand-out cards and promotional materials.</p> <p>Refer to pathways in social media advertising and posts.</p>
<b>C</b>	Assist with coordination of Early College/concurrent enrollment in Cheboygan and Gaylord and neighboring schools.	Off-Campus	<p>Made several visits to area schools throughout the school year to address EC classes; i.e., Gaylord, St. Mary's, Johannesburg, Cheboygan.</p>

			Have administered all Compass testing for Early College for Gaylord Area Schools.
<b>D</b>	Provide data support for internal and external (PROE) program reviews.	IR	No requests made of IR for program reviews. Did extensive analysis of occupational students' completion and transfer rates.
<b>E</b>	Provide data for needs analysis and market studies for new programs, as requested.	IR	No requests made of IR.
<b>F</b>	Implement, contingent upon CRDAP approval, ENVS transfer pathway within the A.A. degree. Incorporating the MTA, it also provides direct lines for transfer to environmental and sustainability programs at Northern Michigan University and Grand Valley State University.	Instructional – Liberal Arts	ENVS program passed through CRD/AP; Northern Michigan University and Grand Valley are currently evaluating the full curriculum, and we expect to sign articulations shortly.
<b>G</b>	Expand offerings within social science general education by designating, contingent upon CRDAP approval, PLS 200 – International Relations, as gen ed.	Instructional – Liberal Arts	PLS 200 approved as gen-ed.
<b>H</b>	Continue research into the viability of a global studies AA track (not necessarily proposal this year)	Instructional – Liberal Arts	Discussions will continue summer of 2016.
<b>I</b>	Re-establish the Work-Based Learning/Internship process for the Occupational Careers Division.	Instructional – BMT	Limited return to WBL/internship process in OAS and CJ.
<b>J</b>	Continue to work with faculty to propose a change in gen ed requirements for terminal AAS degrees; submit to CRDAP for approval.	Instructional – BMT	Some AAS programs were tightened up (removing de-activated courses from gen ed list); Math proposals (B 104 or MATH 130 as blanket Math requirements for many AAS degree were tabled at CRD/AP.
<b>K</b>	Continue to work with VP to implement, upon HLC and USDOE approval, a	Instructional – BMT	HLC approved contractual agreement with IAI on 5/16/16.

	contractual agreement with IAI (welding program).		
<b>L</b>	Expand dual-enrollment CNC program offering to Cheboygan High School (fall 2016); and other area high schools.	Instructional – BMT	CNC program will expand to include Wolverine Schools in 16-17.
<b>M</b>	Publish part-time suggested course sequences in the e-Catalog/website for occupational programs that reflect the course-taking patterns of our student population.	Instructional – BMT	No action taken.
<b>N</b>	Allied Health: Achieve ABHES (Accrediting Bureau of Health Education Schools) Accreditation for the Surgical Technologist Program (document submission due November 1, 2015; site visit February 1-2, 2016).	Instructional – Nursing, Allied Health, Science (and PE)	ABHES site visit and responses completed in February/March 2016. Full action expected on NCMC application for accreditation of the Surg Tech program expected in July 2016.
<b>O</b>	Allied Health: Achieve CoAEMSP (Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions) Accreditation for the EMS Paramedic Program (final document submission due December 1, 2015).	Instructional – Nursing, Allied Health, Science (and PE)	CoAEMSP accreditation site visit scheduled for July 28-29, 2016. All documents and preliminary submissions have been approved by CoAEMSP.
<b>P</b>	Continue research into the possibility of ACEN or NLN Accreditation for the nursing program.	Instructional – Nursing, Allied Health, Science (and PE)	Discussions continue.
<b>Q</b>	Offer support to all faculty and students in their academic, occupational, cultural endeavors using appropriate means—be it research instruction in a class, one-on-one or virtual, teaching information literacy skills, collection development monographs, journals and databases, pathway-focused libguides.	Library	Staff is always asking, “What can the library do for you? What do you want to see the library do?” We honor many suggestions and requests, whether it is to purchase a certain text or retrieve something from ILL. Focus on a specific in library instruction. Give classes in the wonders of our government documents. Librarian has daily “reference hours” when he is out of his office and sitting at

the desk for casual, drop-by reference help. Librarian engages in discussion with faculty about what they need to support their classes and research.

**Strategic Goal #3: North Central will collect, analyze and use data for continuous quality improvement.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Continually modify our marketing strategy in response to feedback from both primary and secondary research Continually modify our marketing strategy in response to feedback from both primary and secondary research	College Communications	Dashboards created for all media to reflect reach, impact, CPM which guides strategic purchasing decisions.  Re-aligned budget to support marketing strategy with effective, economical media expenditures based on dashboards.
<b>B</b>	Continue to modify website and existing print products in response to changing audience attitudes and expectations	College Communications	Study trends on Internet and gathering continual information from various vendors as to what is resonating well on websites. Working to implement more video on website to attract millennials.  Solicit feedback from Enrollment Management and Student Services on what they are hearing from prospective students and what messages are important – like financial aid is of primary importance to most new students. CCD incorporates these messages into new print pieces.
<b>C</b>	Continue to investigate new and innovative resources for reaching our different audiences, including social media, mobile, online and web.	College Communications	Expanding use of new social media tools, mobile and online advertising methods.
<b>D</b>	Seek sources that provide analytics to gauge effectiveness of message.	College Communications	Increasing application of online media which provides analytics to gauge effectiveness of our message.

			Branching into electronic media utilizing site retargeting for more accurate audience targeting by interest.
<b>E</b>	Conduct 4 focus group sessions to collect feedback from community groups and students	College Communications	Five Community group feedback sessions were conducted (Oct., Dec., Jan., Mar., Apr.)
<b>F</b>	Utilize Economic Impact Study data to aid in communicating with donors and Emmet County taxpayers	College Communications	Conducted economic impact study. Created print postcard for senior parent mailer, mailer to prospective students, in community print piece. Presented at community meetings with Sean Pollion, as well as at sponsored meetings with Connecting Women in Business. Created flyer with detailed information for distribution at meetings and expos.
<b>G</b>	Conduct an Environmental Scan to provide a current basis for future College planning efforts	College Communications	Environmental scan is in process.
<b>H</b>	Monitor and analyze current media choices, publications produced and advertising messaging for effectiveness.	College Communications	Requested, and utilized performance reports from all media vendors in order to gauge effectiveness, reach and impact.
<b>I</b>	Complete a compensation study for faculty and staff to compare the College's compensation system to the market and assure the College's salaries and wages are competitive.	Finance & Facilities	In progress. To be completed by the end of June. Project slowed as updating all job descriptions was added to the scope of the project.
<b>J</b>	Understand and implement ADP's Workforce Now version 8 upgrade in August 2015 to ensure the College is in compliance with the Affordable Care Act (ACA) with regard to part-time employees of the College.	Human Resources/Business Office	Business Office: This was accomplished and we are set up for ACA compliance. Form 1095-C's were provided to employees by the 3-31-16 due date.
<b>K</b>	Refine Performance appraisal forms and process.	Human Resources	Completed. New appraisal forms in use.



L	Investigate self-funding health insurance plans.	Human Resources	In process. Analysis of self-funding health insurance option to be completed by August 10, 2016.
M	Conference Services to develop other NCMC departments' and outside groups' use of the Conference Center and generate increased net income from conference events of \$10,000 over 2014-15 fiscal year.	Conference Services	We exceeded the goal. This is because of the MiAPPA event held at NCMC during summer 2015. Hosting large events like this are critical for the food/conference services to minimize overall losses for the year. It is very difficult to even breakeven, therefore our budgeted overall loss of \$40,000 is attainable with large events like MiAPPA helping out.
N	Conference Services to utilize Food Service Advisory group to introduce menu items, green efforts, operational suggestions and other items of interest to departments. The advisory group will meet at least two times during fiscal year 2015-16.	Conference Services	No meetings held. Continuing to evaluate the format of these meetings for future in order to make them as productive as possible. We remain open to any suggestions from the College community and try to implement. Examples are healthy food choices. Also nitrile gloves which will be implemented in the near future to protect any students with latex allergies (a student complained about latex gloves this year, and we are taking action in as practical and budget-wise ways as we can).
O	The Conference Services Director will track production and financial measures in order to meet 2015-16 budget goal of no more than a loss of \$40,000. This includes the Director doing the following: <ol style="list-style-type: none"> <li>1. Price/cost out every item on the menu to ensure that we are at 35% food cost.</li> <li>2. Recipes and portion control:</li> </ol>	Conference Services	We are on track for the budget goal as of 4-25-16. We have a monthly financial report that shows specific percentages important for food services. All conference events are priced out and a summary maintained of profit percentages. Recipes and portion control have been communicated to all food employees.

	<ul style="list-style-type: none"> <li>a. Have a recipe for each menu offering.</li> <li>b. Establish portion control standards: Make sure employees understand portion control and its impact on the operation; take pictures of properly presented meals so employees understand clearly.</li> </ul> <ul style="list-style-type: none"> <li>3. Do quarterly inventories.</li> <li>4. Compare schedule of hours actually worked by employees periodically with the 2015-16 budget staffing document.</li> <li>5. Financial measures looked at monthly, such as sales divided by employee hours.</li> </ul>		<p>Inventory was done in December (1<sup>st</sup> time in recorded history) 2015 and will be done as usual in June 2016, as we continue to work toward the goal of quarterly inventories.</p> <p>As mentioned above, we have specific monthly reports we now review, but are still working toward the goal of #5.</p>
<b>P</b>	<p>Create and maintain cleanliness standards as measured by no critical violations on the Health Department inspection reports, which are completed twice per year.</p>	<p>Conference Services</p>	<p>There were no critical violations noted on the Health Department's two inspection reports for the year (Oct '15 and Apr '16). All comments on the reports were corrected by Food Service staff.</p>
<b>Q</b>	<p>Develop plans to strategically market the College Store to our students and community. This will entail working with the College's CCD department to develop a formal marketing plan. Begin to implement this plan in 2015-16.</p>	<p>College Store</p>	<p>With the transition to Follett in Feb 2016, it will be important to continue working with CCD. Follett's marketing plans will be developed more fully in '16-'17.</p>

<b>R</b>	Utilize Bookstore Advisory group for communication among Instructional Departments and Bookstore and to discuss trends in bookstore offerings (such as e-books, rentals, etc.). Have 2 to 4 meetings during fiscal year 2015-16. The advisory group will meet at least two times during fiscal year 2015-16.	College Store	No meetings held. However, with the transition to Follett in Feb 2016, we know one of Follett's key integrations with the NCMC campus will be having these advisory groups. We expect to implement this in '16-'17 as we move through the Follett transition period.
<b>S</b>	Determine from RFP's due in September 2015 whether to continue to self-operate or go to a contract management company.	College Store	Contract management option decided upon by NCMC Administration/Board. Follett transition began in Feb '16.
<b>T</b>	If self-operation is continued, the personnel:expense ratio (wages and benefits divided by gross sales) must get closer to industry average of 16% or lower. It was 19% in 2014-15 and has been budgeted at approximately 17% for 2015-16.	College Store	Follett management of the bookstore began in February 2016, in part to address our high ratio.
<b>U</b>	Test the impact to Business Office of Jenzabar 5.5 upgrade during 2015-16 fiscal year. The upgrade is planned for 7-1-16. Specifically, the Business Office will study the impact of Billing Periods and form an ad-hoc committee to meet beginning in the October/November 2015 time frame with IT and Student Services representatives to plan best ways to implement.	Business Office	In Oct '15, NCMC's Student Account Specialist met with Kirtland's equivalent. Several procedures were compared. As a result of this, beginning January 2016, we began to bill concurrent students to the high schools, rather than to the students' individual accounts. This will also ease confusion on Form 1098-T's being sent to high school students. Discussions with ad hoc committee and new information from Jenzabar have resulted in NCMC not needing this upgrade at this time. Now scheduled for the 2016-2017 fiscal year.

V	Evaluate collection processes by reviewing existing contracts and our current processes.	Business Office	We reviewed in detail all of our student receivables in Feb '16. We continue to work on best ways to communicate with students balances due. Personal phone calls were tried in Feb and Mar '16 with some positive results, and we will continue to evaluate this method. We also signed an agreement in Dec '15 with a third collection agency, Merchants & Medical. We sent student accounts to 3 different collection agencies in Dec '15 and Mar '16 to see which agency can collect more. This will be evaluated in June '16.
W	Update general ledger account structure to accurately reflect the associate deans' areas of responsibility. Work with IT to convert current account numbers to the proper structure in order to preserve general ledger detail history.	Business Office	We are still working on this and hope to have a solution during '16-'17.
X	Formulate and implement a long-term plan to replace worn and under-utilized weight training equipment in fitness rooms.	SCRC	Leasing incentive presented to Administrative Council and factors in replacement of underutilized and high-demand weight training equipment.
Y	Conduct energy audit	Physical Plant	In Process: 50% Peter Basso and Associates under contract to provide energy Project ROI information.
Z	Develop and complete a five-year Physical Plant plan in conjunction with the College's Master Plan.	Physical Plant	In Process: 90% Identified 5 projects from the master plan to complete in the next 3 years with the CM Services Provider Clark Construction.
A A	Move the Physical Plant Director's office to a location that is closer to the rest of	Physical Plant	Complete: 100%

	the Physical Plant staff, leading to an increase of productivity		
<b>B</b> <b>B</b>	Research Advising Hold (AV) for students who place in developmental Classes—when does a student get released from AV hold?	Renee DeYoung/Student Services Advisors/LSS/Instruction	There is additional research needed, and more discussion on this topic to make a final decision for policy to change designating when a student is released from AV hold.
<b>C</b> <b>C</b>	Provide “Research Tidbits” for each issue of the <i>Communicator</i> to introduce College employees to data and research.	IR	Ongoing. Published 22 articles to date for the year. Added a folder to SharePoint for archived articles.
<b>D</b> <b>D</b>	Develop and implement a data display area within the College webpage.	IR	Done/ongoing. Information posted to: <a href="http://www.ncmich.edu/resources-support/other-support/institutional-data-center/">http://www.ncmich.edu/resources-support/other-support/institutional-data-center/</a>
<b>E</b> <b>E</b>	Maintain data request ticketing system and respond in a timely manner to all requests.	IR	Ongoing. Processed and completed 145 data request tickets to date during the year.
<b>F</b> <b>F</b>	Prepare and submit the College’s metrics for the Voluntary Framework of Accountability (VFA) project. Act as College contact person.	IR	Submitted and locked VFA data for 2016 reporting cycle. Posted three-year summary in Admin Office area.
<b>G</b> <b>G</b>	Complete transition to assuming responsibility for IPEDS and Gainful Employment reporting. Submit reports for 15-16.	IR	Began IPEDS Keyholder responsibilities. Coordinated Spring 2016 data collection, entered appropriate data, locked system after submission.
<b>H</b> <b>H</b>	Coordinate environmental scan survey for community interests.	IR	Worked with CCD, President and Harbor, Inc. to develop survey questions. Finalized questions with CCD for transmission to Harbor.
<b>I</b> <b>I</b>	Develop, with instructional team and with guidance on best practice from Dean of Instructional Technology, an observation/evaluation tool for courses delivered OL.	Instructional – Liberal Arts	Several tools examined; all Associate Deans, the Director of Adjunct Faculty and the VP AASS completed Quality Matters training regarding online evaluations.
<b>J</b> <b>J</b>	Provide curriculum development PD opportunities for faculty, working with	Instructional – BMT	See above, but seven faculty members also completed QM training in the early

	Melanie Leaver and Rick Barber, ADs and VP; with specific emphasis upon online course quality using Quality Matters Implementation Plan, once developed.		summer of 2016 (Jami Blaauw-Hara, Jane Bowe, Fred Harrington, Chet Jessick, Ann Morningstar, Shanna Robinson, and Ken Winter). Faculty seem to recognize the value of the training, and discussions will continue about its implementation.
<b>K</b> <b>K</b>	Review adjunct faculty credentials in response to HLC's Faculty Credentialing/Qualifications policy implementation (Oct 1, 2017?) to ensure compliance with North Central's established policy; provide suggested "tested experience" guidelines to incorporate into the existing policy that will be used to conduct the internal review and for all subsequent faculty hires in the Division.	Instructional – BMT	A strong matrix of faculty qualifications was created and will be discussed further with AD's and VP AASS in summer of 2016.
<b>L</b> <b>L</b>	Continue to work with faculty on internal Program Review (APPR) and PROE reporting to inform program improvement activities and secure appropriate budget allocations/support for those activities.	Instructional – BMT	Some progress made here, but many APPR/PROE still need updating. Revision of curriculum and master course syllabi took precedence.
<b>M</b> <b>M</b>	Transition responsibility for Perkins occupational education reporting from VP to AD.	Instructional – BMT	Changes in Perkins reporting (to MEGS platform) has made this problematic. Pam Miller was approved as the Local Leader contact.
<b>N</b> <b>N</b>	Continue to work with faculty on curriculum review/redesign and development (curriculum mapping, assessment plans); discontinue programs based upon market intelligence and advisory council/committee recommendations.	Instructional – BMT	Viticulture, Trucking, and Landscape/Turfgrass (MSU) programs discontinued.

<b>O</b> <b>O</b>	Work with VP and ADs to develop and document a process for proposing new programs.	Instructional – BMT	No action taken.
<b>P</b> <b>P</b>	Continue to improve schedule development process by updating published course rotations, cycles (semester, annual, alt years), formats (OL, HY), and locations.	Instructional – BMT	BMT course schedules enjoyed lower cancellation rates as well as LA.
<b>Q</b> <b>Q</b>	Explore the implementation of a graduate survey as one mechanism to gather data about students' success after leaving North Central.	Instructional – BMT	Graduate surveys are routinely conducted by IR; we explored other means of capturing this student data (Facebook, etc.)
<b>R</b> <b>R</b>	Explore the development of a Data/Reporting Calendar that identifies the information the College routinely collects and reports to external agencies that can be systematically used to guide strategic planning.	Instructional – BMT	No action taken.
<b>S</b> <b>S</b>	Collect usage data of the physical facility, the physical collection and the electronic collections. With the analysis of this data, we can make assessment for library decisions: hours of operation, manning of the circulation desk, collection development, and database management.	Library	After a year of recording good stats and keeping on top of database usage stats, we have a better understanding of things we do on a daily basis at the library, including which databases are "hot" and which are not, and which hours are busiest at the library. With this information, we are making more informed decisions regarding our long-term direction.

**Strategic Goal #4: North Central will promote personal growth through its curricular and co-curricular programs.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	The CCD will work with instruction and CCE to investigate ways to improve promotion of personal enrichment courses, lifelong learning and industry training opportunities.	College Communications	CCD met with CCE to discuss goals, and offered a variety of promotional packages for consideration. Instead, CCE handles its own promotion. CCD continued to support the workshops with its newspaper inserts, press releases, Facebook posts and website updates, as well as working directly with instruction to provide necessary promotional materials.
<b>B</b>	Collaborate with MI Works in Gaylord and Cheboygan to educate students on the renewed WIOA funding available. Assist Corporate and Community Education with the applications from Gaylord and Cheboygan for the STTF opportunities.	Off-Campus	Hosted college table at area (Gaylord, Grayling and Cheboygan) MI Works job fairs.  Hosted two information sessions (one at the Gaylord UC and one at the SAEC) for CCE in order to educate local business leaders of the STTF grants.
<b>C</b>	Join at least one new committee/board to keep the college actively engaged in both the Gaylord and Cheboygan communities.	Off-Campus	Became a Director for the Straits Area Services board. Shortly after, STTF grant was approved for training at this facility.
<b>D</b>	Offer at least two student activities that encourage student engagement outside of the classroom at both Cheboygan and Gaylord sites this year.	Off-Campus	Held photo ID day and movie night at both locations.
<b>E</b>	Increase transfer trips to universities by 25%	Renee DeYoung	Trips to MSU and U of M are being planned for the 2016-17 academic year. I will also look at additional universities of interest to make available for students to visit.



<b>F</b>	Title IX education—offer workshops, dorm poster competition, video collaboration with WRC, Animation class and English class	Renee DeYoung/WRC/Instruction	Collaboration with WRC is ongoing. A discussion was held with WRC and instruction regarding participation with Animation/English class. Additional time is needed to collaborate as content for classes had been set for the 2015-16 academic year. WRC will be collaborating with the Director of Housing for workshops in the fall 2016 semester.
<b>G</b>	Training for faculty/staff by Behavior Intervention Team (BIT)	Renee DeYoung	Presentation by Behavioral Intervention Team (BIT) at adjunct faculty meeting during Welcome Back Week Winter 2016. BIT team will be meeting monthly in the 2016-17 academic year and will be planning additional workshops for faculty and staff.
<b>H</b>	Offer a series of career-awareness workshops	Jim Tisdell	With Jim Tisdell' s new role, Director of CCE, he offered various career days.
<b>I</b>	Explore the formation of occupational student clubs to promote programmatic learning communities, foster closer ties to the College overall, and provide opportunities for competitions where applicable (i.e., BPA, DECA).	Instructional – BMT	No action taken.
<b>J</b>	Enhance the collection and selection of informational resource that reflect the interest of the community at large. Paying attention to the trends of the College and community, also supplementing the works of community and College groups.	Library	

**Strategic Goal #5: North Central will provide high-quality programs, experiences and services.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Working with other College departments, strategically promote high-quality programs, experiences and services with events, advertising, public and media relations, direct mail and publications.	College Communications	Work closely with occupational, allied health and liberal arts associate deans to create materials to promote programs.  CCD is involved in Lecture Series, graduation, Luncheon Lectures, all foundation events as well as other events brought to our attention by faculty. We support these opportunities with public and media relations, direct mail, in newspaper inserts and other advertising. We also support these opportunities with event planning and logistics management.
<b>B</b>	We will continue to manage Luncheon Lectures and other cultural experiences.	College Communications	Luncheon Lectures continues to be a success with most lectures sold out. There were 14 lectures in 2015-2016. CCD also promotes the Lecture Series programs, and other College events through advertising, media relations.
<b>C</b>	Make at least one new equipment investment for the off-campus facilities.	Off-Campus	New laptops purchased for adjunct faculty to check out for instructional use at both sites. Whiteboards replaced in over half the classrooms at the SAEC.
<b>D</b>	Through the Safety and Security Committee, present a recommendation for a comprehensive Emergency Alert System across campus to the President by February 2016.	Finance & Facilities	Completed. System approved by the Board of Trustees at May 24, 2016, meeting. System to be installed by fall semester.
<b>E</b>	Securing the Human End User Security Training. Data and network security	IT	SANS Securing the Human automated training videos have been assigned to all

	<p>have been brought to the forefront in recent years as emerging threats continue to evolve. North Central is partnering with Associated Risk Management, Inc. and the SANS Institute to offer end user security training for all of its employees this year. Not only will this protect North Central's resources and personnel, it will factor in our efforts to reduce data liability insurance costs in the near future. The SANS training comes in the form of web modules which employees can watch and participate in on demand and at any time. Expected rollout by November 1, 2015.</p>		<p>employees. IT will continue to send out training reminders, add new employees to the training database and keep the training videos up to date as new modules are developed by the SANS institute.</p>
<b>F</b>	<p>New SCRC Coordinator to organize and function as a student liaison between the Student Senate and community to discover, organize and analyze the success of physical activity events for reduced stress and wellness of the participants.</p>	SCRC	<p><b>ACHIEVED:</b> Through the interview and hire of Ron Meyer, with continued training to coordinate billing and reservations of Community sport events, nightly safe operations of SCRC.</p>
<b>G</b>	<p>Investigate and develop additional PE informational classes for health/wellness/exercise for implementation by Fall/Winter 2016.</p>	SCRC	<p><b>ON-GOING:</b> Meetings with Pete Olson and René Bieganowski led to further development of academic course research for a well thought-out plan of implementation.  <b>ACHIEVED:</b> Other non-academic courses (i.e., beginner pickle ball) have been created and are going to be run in collaboration with Corporate Community Education (CCD) to garner the volume of interest in a variety of subject areas before implementing as academic programs.</p>

H	<p>Research and implement new log-in/out tracking software to replace outdated technology for better data tracking, reducing labor hours and incidence of data loss due to system crashes. Improved labor hours and customer service of staff. Improved court/track sign in and Point of Sale reports/tracking.</p>	SCRC	<p><b>ON-GOING:</b> A cooperative effort of building access systems, library book checkout, cafeteria meal billing, a 'One Card' system is being considered that will meet the needs of all departments with the most efficient use of college resources. Research is ongoing.</p>
I	<p>Research Polar Heart Rate Monitor system to improve the PE 116/216 experience. Providing additional health information to increase the educational experience. Potential for additional convenience to dual-enrolled students, satellite campus students, and audit students who have plateaued in exercise regimens.</p>	SCRC	<p><b>ON -GOING:</b> The need for a universal system is still in high-demand by students. The cost and implementation of such a system are considerable, and more time is needed for research and development of a long-term solution.</p>
J	<p>Creation of Campus Wellness &amp; Health Center to provide information of various health risks and management opportunities. Provide contacts for community partners and resources in a variety of health related issues.</p>	SCRC	<p><b>ACHIEVED:</b> With help from a Foundation Grant, the NCMC Wellness Center is slated to be completely functional by August 2016. Marketing through the <i>Communicator</i> and other media is being considered.</p>
K	<p>Develop and provide: VO2 testing, bone density testing, glucose testing, BP, Lean Muscle mass testing at the Campus Wellness Center to assist students, community, staff and faculty to better understand the impact of lifestyle choice.</p>	SCRC	<p><b>ACHIEVED:</b> NCMC Foundation Grant to purchase a "Life Center" achieves the needed testing to meet this strategic goal. Bone density testing will be added as need increases.</p>
L	<p>Explore incorporating existing technology systems into the PE orientation process (i.e., Blackboard, web hyperlinks, online video applications, et al.)</p>	SCRC	<p><b>ACHIEVED:</b> Winter semester we completed the BETA test of the Blackboard system for PE116/216 credit classes. With additional improvements, the Blackboard online</p>

			system will be fully incorporated into the PE courses. (It should be noted that PE116/216 failure rate was reduced from 20% to less than 3%.)
<b>M</b>	Provide additional staff training to improve emergency response time in cases of First Aid/CPR and blood-borne pathogen exposure.	SCRC	<b>SCHEDULED:</b> All training is scheduled for Fitness Staff by August 2016. Every shift leader will be certified in First Aid/CPR and blood-borne pathogen exposure.
<b>N</b>	Create Track, Court and Fitness room signage with CCD to present professional and positive public message to SCRC participants using a unified North Central Mission and Vision statement.	SCRC	<b>ACHIEVED:</b> Completed and installed Fall 2015.
<b>O</b>	Explore extending operational hours of the SCRC to better manage court and track usage and increase community access to North Central resources.	SCRC	<b>ACHIEVED:</b> SCRC set operational hours were approved by Administrative Council.
<b>P</b>	Conduct a feasibility study to expand the footprint of the two fitness rooms through demolition and reconstruction of middle room to allow for better safety and utilization of space.	SCRC	<b>SCHEDULED and BUDGETED:</b> Proposed changes submitted and approved through Administrative Council. Construction is slated to begin December 2016.
<b>Q</b>	Identify and plan for repair of critical maintenance items other than AD/CL to be repaired during the Summer 2016 as highlighted in College Master Plan, including: a. Repair and/or replacement of exterior doors to all buildings on campus b. Replace broken and cracked sidewalk in courtyard c. Brick Sealing and tuck-pointing repairs all campus buildings	Physical Plant	In Process: Item a: Recommended a comprehensive project to Admin and project was denied. Rebid a portion of the project and will be opening bids 5/9/2016 for the access control portion. Item b: 100% Designed a site repair project working with Clark as Construction Manager and will be bidding it out soon

			Item c: Is part of Item B above. We will identify pricing and possibly a contractor to complete these repairs.
<b>R</b>	Master Plan project development other than AD/CL Project: a. Parking Lot #1 & 2 redesign b. Parking Lot #1 & 2 lighting replacement design c. Library structural issues repair project design	Physical Plant	In Process: Conceptual designs have been made; we have completed the process to contract a Construction Manager. The CM completes the Pre-Construction Design Team. We have started planning for A, B and C items.
<b>S</b>	Develop and recommend a solution for additional storage and additional maintenance space on campus	Physical Plant	In Process: Looking at 2 options: 1) Onsite cold storage facility w/ large vehicle storage area for Fab Lab and ambulance 2) Purchase of "offsite" building on Standish Avenue
<b>T</b>	Replace Cafeteria roof with white PVC membrane	Physical Plant	In Process: David Hartnett is negotiating Warranty Claim with Garland roofing company.
<b>U</b>	Expand Credit for Prior Learning	Renee DeYoung/Pete Olson	Additional research is being conducted to identify those areas that credit-for-prior learning can be adopted. The initial pilot, granting credit for EMS 110-EMT Basic and AH 154 – CNA has been very successful. Additional courses are being reviewed for ease of granting credit.
<b>V</b>	Implement scanning options for Admission/Records Dept.	Renee DeYoung/Registrar	Records/Admissions departments worked with IT to set up the hardware and files for the electronic storage. Testing is being conducted at this time to make sure set up is secure and files will be backed up appropriately. Project is on-going and hoping to be started next academic year.

W	Recruiting—Middle School Extravaganza	Wendy Fought	On June 4, 2016, an event here on campus with the Boyne City Middle School students, “College Matters,” was a huge success. The surveys completed by the students are being tabulated. The students took part in classroom activities and also spent time in the SCRC gym. The event incorporated the Harris Gardens but with the rainy day, time was spent in the gym instead. Students were very positive and those that were not planning to attend college said they have changed their minds after visiting our campus.
X	Recruiting non-traditional—reach out to non-traditional students through community outreach	Wendy Fought	Through our Admissions Recruiter, the non-traditional students were targeted and over 50 students were contacted. Participation in business expos, career expos, MI Works Meetings, Chamber meetings, Kelly Services, Northern Staffing and working with Human Resource individuals at local businesses helped get our message to the non-traditional students that would be new or returning to North Central. Additional outreach will be on-going to reach out to these students.
Y	Provide data and research support to Guided Pathways initiative.	IR	Ongoing. Completed various data requests: Program enrollment counts, completion/transfer reports, math placements/enrollments. Prepared math progression analysis to aid in selection of “pathways” math course.
Z	Continue oversight and evaluation of courses offered in the division: 20	Instructional – Liberal Arts	20 observations conducted each semester.

	observations scheduled each semester, with 10 occurring on main campus, and five each at branch campuses. Full debriefs (30-45 minutes) occur with each observation.		
<b>A</b> <b>A</b>	Develop, in collaboration with divisional faculty, 1-2 additional general education designation criteria that consider dimensions beyond transferability. (These are not meant to serve in lieu of transferability criteria, but to build upon them.) Upon development, present to CRDAP for consideration and potential approval.	Instructional – Liberal Arts	No action taken.
<b>B</b> <b>B</b>	Initiate review of the First-Year Experience course (SD 125) for efficacy; research and review alternative FYE courses for comparison purposes.	Instructional – Liberal Arts	Initial discussions held with SD 125 faculty, AD LA and VP AASS. Decision to wait for more information from Guided Pathways process.
<b>C</b> <b>C</b>	Reconstruct an Occupational Division Advisory Council, along with program-specific sub-committees, to strengthen relationships with local and regional employers and community groups.	Instructional – BMT	Full Occupational Division Advisory Council meeting was held with variety of participants from healthcare, business, hospitality, law enforcement, education, law and more.
<b>D</b> <b>D</b>	Incorporate Writing Across the Curriculum standards into all theory portions of the nursing program (Journals, Response Logs & The Writing Process)	Instructional – Nursing, Allied Health, Science (and PE)	Initial discussions undertaken; awaiting curriculum revision per accreditation.
<b>E</b> <b>E</b>	Expand and improve library and information literacy classes.	Library	Classes were not expanded, but rather the focus was on improvement. Faculty report that classes are improving.
<b>F</b> <b>F</b>	Develop informational class of the often-overlooked government document depository collection physical & virtual (maybe in conjunction with a Dr. LaDeur class).	Library	Held the first informational class on March 16, 2016, near the 155 <sup>th</sup> anniversary of the Government Publishing Office—decent turnout.



<b>G G</b>	Create a makerspace environment that works with both engineers (CNC) and art (media arts) students in the TIM Lab.	Library	No real makerspace created, but 3D printer is very popular with students and classes (ex: Karen Carlson's math classes).
<b>H H</b>	With LSS, initiate a satellite tutoring office and resource area for test prep materials.	Library	No progress.
<b>I I</b>	Continue to introduce new personnel in all divisions to North Central's culture, philosophy, mission and strategic goals.	Instructional	Mentoring of new faculty programs continued throughout the year.
<b>J J</b>	Continue to engage all faculty in discussions regarding the Higher Learning Commission's emphasis on qualified faculty.	Instructional	Multiple meetings held on campus and in Gaylord and Cheboygan regarding Faculty Qualifications. Continued discussion/dissemination of HLC policies as they have been published.
<b>K K</b>	Examine our transfer policies with respect to the MTA (and possible expansion into block transfer of more hours) and the Associate of General Studies degree.	Instructional	Discussions were held in these areas with AtD coaches, and with CRD/AP. No action taken yet, but discussions on AGS and Math transfer will likely occupy CRD/AP in 2016-2017.

**Strategic Goal #6: North Central will promote health and wellness for all members of the community.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Work with SCRC to support promotion of health and wellness opportunities for the community	College Communications	Created a new electronic board for SCRC to promote schedule. Promote all wellness activities sponsored by wellness committee including Blue Jean Days, blood drives. Working to create new feature in Communicator on health and wellness.  Regularly promote the free walking track and our gym and fitness areas in all print materials and in press releases.
<b>B</b>	Creation of the “SCRC Beacon,” a newsletter for the resource center that features health and wellness information, event happenings and court closings. Featuring an eye on faculty and community to streamline communication and activities throughout campus and the SCRC areas.	SCRC	<b>ACHIEVED:</b> Cooperation with CCD as a “Campus Health” newsletter. CCD provided template, while content is controlled through department staff. This newsletter is produced monthly during Fall/Winter semesters, with one (1) summer issue produced in June.
<b>C</b>	Continue to grow our collection on wellness issues information. This collection is available both physically, virtually both academic and lay, and available to all members of the community.	Library	We purchased a dozen or so books on health and nutrition.
<b>D</b>	Initiate a collaboration with the HCRC library we can catalog their library of wellness material so it is accessible to the greater public through our online catalog.	Library	When Maggie Daniels retired, she donated all of her books to the library. After a bit of weeding, we cataloged the rest and they are now available to the community.

**E**

Aide HCRC with the creation and organization of their wellness center.

Library

The HCRC wellness center is not yet at the point where we can help them.

**Strategic Goal #7: North Central will promote intentional engagement with applicable technology.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Implement appropriate new and innovative sources for reaching our different audiences, including social media, mobile, online and web. Seek sources that provide analytics to gauge effectiveness of message.	College Communications	<p>Now using Mail Chimp for electronic transmission of updated Communicator and Low Down.</p> <p>Began posting new position openings on Twitter and Facebook, receiving over 500 views with each posting. Also posting on Monster, Higher Ed, Inside Higher Ed, and other online job posting sites.</p> <p>Digital advertising expanded through complementary media outlets like PNR, 9&amp;10 News and others with links directly to the NC site.</p> <p>Still using ISSUU, a new digital publishing platform, to house and view our advertising, collateral materials, annual report, etc. for a more realistic reader experience and tracking ability.</p> <p>Through the expanded use of online media we are able to utilize available analytics to gauge effectiveness of our message.</p>
<b>B</b>	Offer a technology session off-campus for the faculty this academic year.	Off-Campus	Worked with Director of Adjunct Faculty to bring Blackboard training sessions to both sites.
<b>C</b>	Network Switching Upgrades. Our network infrastructure is aging and	IT	Network switch upgrades completed on time and within budget.

some of the network switching equipment needs to be replaced. The switches we are proposing to replace were installed in 1998 and just cannot keep up with the demands for speed and bandwidth to deliver reliable, consistent internet service to all areas of campus. Primarily this upgrade will provide enhanced internet to the Residence Halls, Technology and AD/CL buildings. Our goal is to bring all the switching equipment up to a level where the latest security firmware can run on the entire campus, thus enhancing protection for our network users and guests.

<p><b>D</b></p>	<p>Complete Migration and Design of SharePoint 2013. We have successfully launched the new SharePoint 2013 site and now it is time to redesign the site and move content to the new systems from SharePoint 2007. We will need to select someone in IT to be the principal designer who will need some SP web training before the design process can begin. Scheduled rollout for the spring of 2016.</p>	<p>IT</p> <p>SharePoint migration now 50% complete and scheduled to be completed August 1, 2016.</p>
<p><b>E</b></p>	<p>Phone System Upgrade. North Central purchased a new IP telephony system in 2008. This system is now in need of software and hardware (media servers) update. Doing this update will allow us to move two more physical servers to our virtual environment and get us up to date on the latest software that Interactive Intelligence offers. I am proposing Alex and/or Brady Farver</p>	<p>IT</p> <p>Phone system upgrade completed on time and under budget. Phone system administration training is not necessary at this time.</p>

attend two training courses, which will prepare them to be phone administrators for the new software after the upgrade.

**F** Bizhub Replacements. The Nursing and Student Services Bizhubs are approaching their useful end of life and Northern Office has advised us to replace these two units during the 2015-2016 fiscal year. As with the purchase of the Bizhubs for the AD/CL building last year, the new Bizhubs will pay for themselves in 24 months with savings from the reduced per-copy cost. The life expectancy for the new Bizhubs is 5-6 years. The current Bizhubs were purchased in February 2009.

IT

Scheduled Bizhub replacements completed on time and within budget.

**G** Campus Computer Rotations. North Central has established an equipment rotation procedure to keep computing devices up to date. That procedure calls for the replacement of computing devices every four years when funding is available in order to make sure that we are all using up-to-date equipment and software. During the next few months, the Technology Advisory Council will be discussing computing options for the next round of computer replacements. While some computer labs (such as Technology room 218) are best suited for a traditional desktop computer, others (such as the Writing lab room 140) should be re-evaluated to select a device more conducive to student engagement and collaboration. With the

IT

Scheduled computer replacements completed in rooms 57 and 218, on time and under budget.

wide variety of computing devices available today, we don't know the exact recommendation at this time, but we do know we will need something and need to set aside dollars for that technology.

**H**

Commercial Firewall Appliance and Software. Our current firewall solution is a "homegrown" system that our Director of Programming, Security and Network maintains. It is a Linux-based system that has been customized for the North Central network environment. This solution works very well, but it does have a drawback. This system is complicated and difficult to manage for anyone else except our Director of Programming, Security and Network. North Central should consider an industry standard firewall solution such as a CISCO appliance. The major benefit is that others in the IT department could learn how to configure, maintain and troubleshoot a "standardized" solution. This way, the College is not completely dependent on just one person for maintaining our network firewalls.

IT

Commercial Firewall Appliance was determined to be unneeded at this time but will be review as network and security environments change. At this time we are addressing firewall issues with our "home grown" Linux based firewalls.

**I**

Storage Array Network (SAN) Redundancy. Through the use of a product called VMware, we have placed 29 virtual servers onto just 3 physical servers with an attached SAN. That means instead of having 29 physical boxes which all use space and electricity and have a capital outlay cost, we now are doing even more with just 3 physical servers. The virtual server environment

IT

Storage Array Network project completed on time and within budget.

is protected by a redundant system which can take over instantly should the primary environment fail, however, the SAN is not protected in the same way. A failure with the SAN could mean that network services may be down for 24 hours or more while we diagnose and have parts shipped. Having a second SAN would alleviate this vulnerability and provide instant redundancy should the primary SAN fail. Having the second SAN is the missing piece that we need to fulfill a solid Disaster Recovery Plan.

**J** Faculty and Staff IT Training. Over the years, several IT training videos and documents have been created to instruct our employees on the basics of the more common IT-related issues. We need to take a look at all the materials we have, make sure they are still valid and up to date, and then find a place where all these materials can be easily retrieved for reference. This will be a self-service help desk function that faculty and staff can access anytime from on or off campus to find answers to FAQs. We will also be offering some IT security workshops during this year.

IT

IT hosted two Microsoft Office training courses designed to teach our faculty and staff more efficient ways to utilize MS Office products. Future end-user trainings are planned and training materials will be posted on SharePoint for users to access on demand.

**K** BYOD (Bring Your Own Device) Management. Ongoing. With the continued growth of mobile devices brought to campus comes the daunting task of making sure these devices are authenticated, have the bandwidth they need and are screened for virus and malware. To date, much of this work is a

IT

BYOD (Bring Your Own Device) management. BYOD requirements have changed significantly in the past few years. This has led to IT looking into alternative campus wireless solutions. Currently testing a new wireless system which appears to be the one we will eventually install. Installation of the



	<p>manual process and we need to look at automating this as much as possible. There will be a cost/benefit trade-off that needs to balance our available resources with the need for the enhanced security of our network. We have begun the process of researching various options and will discuss in detail at our regular Technology Advisory Council meetings this year.</p>		<p>new wireless is a strategic goal for the 2016-2017 fiscal year.</p>
<b>L</b>	<p>As part of the Year of Living Digitally initiative, encourage and support use of appropriate technologies (equipment and software) to support classroom instruction (including programmable robots in CIS program; Tooling U software in CNC program, etc.).</p>	<p>Instructional – BMT</p>	<p>Multiple new machines were installed in manufacturing/tech labs; we’re exploring new virtualization initiatives through data sharing with COPS.</p>
<b>M</b>	<p>Incorporate Electronic Healthcare Record (EHR) documentation into the first and second year nursing experience using SimChart®.</p>	<p>Instructional – Nursing, Allied Health, Science (and PE)</p>	<p>Lab Coordinator helped integrate SimChart into nursing curriculum.</p>
<b>N</b>	<p>Libraries of the 21<sup>st</sup> Century are digitally heavy places. Over 90% of our collection is accessible through most electronic devices. The library database uses the latest in organizational and effective search technologies.</p>	<p>Library</p>	<p>Still true.</p>
<b>O</b>	<p>Create online web libguides that are frame-worked around the Pathways initiative</p>	<p>Library</p>	<p>In process.</p>
<b>P</b>	<p>Investigate an automated print management system so printing can be monitored and applied fairly throughout the campus.</p>	<p>Library</p>	<p>There has been discussion with all parties involved, and this is still in the research phase. It might depend on whether there is money available.</p>
<b>Q</b>	<p>Initiate a chat reference client, new book carousel, news feed, and libguides that</p>	<p>Library</p>	<p>In discussions with College Communications Department.</p>

	can be housed on the library webpages and integrated into the LMS.	
R	Continue “Year of Living Digitally” emphasis on our online programs (Quality Matters) and our Learning Management System	<p data-bbox="1008 397 1176 430">Instructional</p> <p data-bbox="1375 259 1890 568">Hosted HLC Distance Learning team visit in February; developed five-pronged response to HLC results in March. Subgroup examining LMS invited multiple vendors to campus; recommendation for new LMS will depend in part on HLC response to distance learning. See above for Quality Matters progress.</p>

**Strategic Goal #8: North Central will provide integrated support for active and collaborative learning.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Promote opportunities through internal communications for collaborative learning	College Communications	CCD provides promotion for active and collaborative learning through the Communicator, the Low Down special editions, the video screens on campus, flyers and brochures, and Facebook/Twitter.
<b>B</b>	Work with the Associate Dean of Instructional Technology to update our equipment/software at the Straits Area Education Center.	Off-Campus	Cheboygan computer lab completely updated.
<b>C</b>	Vet and support, where appropriate, summer or shoulder-season experiential learning opportunities, such as an ANP 130-based archaeology field experience (Summer '16).	Instructional – Liberal Arts	ANP 297 field experience taking place in summer 2016, experiential English and Com classes took place on Beaver Island in May 2016.
<b>D</b>	Explore opportunities to integrate service learning into occupational programs.	Instructional – BMT	Discussion continued on an Honors curriculum of which service learning might form a part.
<b>E</b>	Collaborate and support any activity or collaborative learning with library service, both physical and virtual.	Library	The library worked with many departments and faculty: <i>Station 11</i> event, Student Services (being a part of their tour), participating in Student Senate issues, volunteering at community events, Cookout with Throwback Thursday fun (archiving project), supplementing Luncheon Lecture & the library.

**Strategic Goal #9: North Central will pursue alternative revenue streams to maximize available resources.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Collaborate with the Foundation through creation of marketing materials, direct mail pieces, event coordination and sponsorships	College Communications	CCD provides production of the annual appeal brochure, flyers, posters and postcards, invitations for all events, provides event coordination and solicits sponsorships for Cookout, Golf, Dollars for Scholars and now Garden Party. Also solicits items for silent auctions and prizes at various events.
<b>B</b>	Position the college for November 2016 millage election – complete and submit ballot proposal as well as all other pertinent information for the millage proposal on the November 2016 ballot for Emmet County.	Finance & Facilities	In progress—to be submitted for approval at the June 2016 Board of Trustee meeting.
<b>C</b>	Submit Capital Outlay request that includes projects that have been identified in the College’s master plan to the State of Michigan by the November 1, 2015, deadline.	Finance & Facilities	Completed. AD/CL renovation project was submitted to State of Michigan for Capital Outlay by deadline of November 1, 2015.
<b>D</b>	Secure \$275,000 from annual giving campaign. (20% increase)	Foundation	\$276,000 secured
<b>E</b>	Increase new donors to the President’s Circle and Dean’s List 5%	Foundation	6% new donors to President’s Circle
<b>F</b>	Conduct four Foundation informational programs for NCMC employees. Share information about: <b>a.</b> How money is raised <b>b.</b> What funds are used for and how students and the College benefit <b>c.</b> How funds are invested—scholarship fund, capital fund, unrestricted fund	Foundation	4 completed and 20 participants

	<b>d. Benefits of contributing to the Foundation, the Foundation Board, the support and involvement of community support to North Central</b>		
<b>G</b>	Increase the number of event sponsors—secure 90 sponsors.	Foundation	113 sponsors for approximately \$96,850
<b>H</b>	Increase golf outing income to \$20,000, which is a 7% increase over the previous year.	Foundation	Event occurs June 9 <sup>th</sup>
<b>I</b>	Add 3 or more new Foundation Board members.	Foundation	Two new board members added
<b>J</b>	Design and write a new webpage for the Foundation.	Foundation	Incomplete
<b>K</b>	Host four information sessions with business and community leaders to share the College story and provide information about the value and benefits of North Central. Work in conjunction with Carol in CCD.	Foundation	6 completed
<b>L</b>	Provide data and research support for proposed grant applications, as required.	IR	No data requests received for grants.
<b>M</b>	Explore the use of College facilities to house the Shoot-Don't Shoot Simulation equipment being sought by the local law enforcement community should an LTBB grant be drafted and funded; equipment could be used by students in the CJ program, when not reserved by law enforcement agencies that would pay a fee per use.	Instructional – BMT	No action taken here.
<b>N</b>	Explore the identification of external funding sources (grants, community foundations, etc.)	Instructional – BMT	Excellence grant received for CNC equipment.

## Major Initiatives

### Major Initiative #2: Implement Guided Pathways.

	Goal:	Who is Responsible:	Accomplishments:
<b>A</b>	Reference educational program offerings by pathways on the new website, in social media and print	College Communications	Pathways clearly outlined on home page of website as well as landing pages for each pathway.
			Refer to pathways in new programs of study hand-out cards and promotional materials.
<b>B</b>	Research ability to have individual advisors become experts in developed guided pathways	Renee DeYoung	Refer to pathways in social media advertising and posts.
			The pathways are under development, once pathways are defined advisors will be assigned to become experts in specific areas.
<b>C</b>	Begin college-wide conversations regarding our participation in Guided Pathways II, including participation from all college sectors represented on Core Team, and including Achieve the Dream initiatives	Instructional	We sent multiple team members to Guided Pathways Institute meetings throughout the year (Pete Olson, Renee DeYoung, Sara Glasgow, Joe Balinski, Rod Anderson, and Ben Crockett attended multiple meetings; Gena King and Brian Goetz attended seminars on Math placement and increasing completion rates/streamlining math experience for transfer. Core Team was continually updated/involved in early discussions introducing the Guided Pathways model. Further pathways modeling will take place in summer of

2016 and throughout 2016-2017, with math transfer as a useful pilot.

**Major Initiative #4: Restructure advising system.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Tailor advisors' responsibilities based on developed guided pathways	Renee DeYoung/Student Services Advisors	The pathways are under development; once pathways are defined, advisors will be assigned to become experts in specific areas.



**Major Initiative #6: Position the College for the upcoming millage.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Utilize Economic Impact Study data to aid in communicating with donors and Emmet County taxpayers	College Communications	Conducted economic impact study. Created print postcard for senior parent mailer, mailer to prospective students and used info. in community print piece. Presented at community meetings with Sean Pollion, as well as at sponsored meetings with Connecting Women in Business. Made presentation at Zonta meeting. Created flyer with detailed information for distribution at meetings and expos.
<b>B</b>	Conduct an Environmental Scan to provide a current basis for future College planning efforts and to aid in communicating with donors and Emmet County taxpayers	College Communications	Environmental scan is in process.
<b>C</b>	Work with other College personnel to create and implement an effective election campaign strategy	College Communications	Working with David Hartnett on the ballot language and Sean Pollion in presenting our PowerPoint to community groups.  We are present at community expos and have materials scheduled for the newspaper in July and October to promote the College.