

**STRATEGIC PLAN**

**2016 – 2017**

(Last updated: 6/19/2017)

## **Strategic Goals**

**2016 – 2017**

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>	Identify funding sources that enhance goals to increase enrollment, retention and completion.	Student Services Foundation	Worked with Student Services to find funding for part-time advisors, high school outreach programming and scholarship opportunities to enhance enrollment, retention and completion. Examples are area community foundations and high school summer programs.
<b>B</b>	Use Meyer ACE hardware's employee scholarship program as a model to encourage other local vendors to pursue similar programs. Educate staff regarding offerings the College has so they can spread the word. Offer incentives for student enrollment due to employee recommendation and implement "Safe College Training Program."	Physical Plant	Mentioned ACE program whenever possible and made staff aware at staff meetings. Safe College program has Physical Plant staff doing a class once a month; 7 classes completed, including Back Injuries and Lifting, Chemical Spills, Eye and Face Protection, Fall Protection, Fire Extinguisher Safety, Ladder Safety and MSDS. SCRC staff was added to the program with Blood Pathogens.
<b>C</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.	CCD	<ul style="list-style-type: none"> <li>○ Regularly send out postcards to lists provided by Student Services to promote registration, orientation and necessary steps. Also send out specialty postcards for selected audiences, such as applied but not registered, awarded financial aid but not applied, etc.</li> <li>○ Created brochures and marketing materials to reach different audiences, including specialty guide for middle-schoolers, new Programs at a Glance guide, new deck of cards promoting all aspects of the College, new web microsite to entice prospective students</li> </ul>

**D**

Continually monitor and improve communication with various markets of students

CCD

- then lead them into existing website for more information.
- Designed and printed a program of study guide.
- 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-\$20,000 and includes TV, digital, radio and print.
- Manage Facebook and Twitter and use 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 21 courses and successfully filled most.
- Printed course schedule in newspaper insert in August, November and May.
- Provided specialty newspaper inserts for Cheboygan and Gaylord.
- Conducted survey to both traditional and nontraditional students to learn how they like to receive information about College.
- Continue to assess tools like the website and social media for reaching students. We reach 37% of 18-34 students through Facebook, which is continually experiencing growth. Page reach is between 5,000 and 14,000 weekly.
- Work with student services outreach staff on meeting their needs with print

<b>E</b>	Expand implementation of College branding/messaging with new, innovative tools in print and digital.	CCD	<p>publications directed at middle school-aged students, high schools and College Nights.</p> <ul style="list-style-type: none"> <li>○ Spending more advertising dollars in mobile advertising enabling us to reach the millennial “mobile” generation.</li> <li>○ New website is mobile-friendly, which makes it more user-friendly to a variety of markets.</li> <li>○ Created new “Deck of Cards” campaign, written for the new generation of students, in quick, easy language to entice student to learn more. Paired print with a web microsite using same enticing language and visuals to provide more information and links to within website.</li> <li>○ Working with retargeting and geofencing mobile apps to reach our market where they are – i.e., in high schools and job search facilities.</li> </ul>
<b>F</b>	Continue to keep in close communication with Gaylord Area School’s Early College program so that our Gaylord site has appropriate courses offered for this curriculum	Off-Campus	Worked with the Director of Student Outreach and Engagement, associate deans and the academic advisors extensively this year to make adjustments/additions to the schedule of Gaylord classes for the Fall 2017/Winter 2018 semesters.
<b>G</b>	Look for ways to recruit and connect with the surrounding communities neighboring our off-campus sites.	Off-Campus	Made visits to the Industrial Arts Institute in Onaway to promote and recruit (particularly for the AAS Welding). Attended MI Works job fairs in Mackinaw City and Alpena, in addition to Gaylord. Attended high school career fairs at Rogers City Area Schools and Inland Lakes Schools, in addition to Cheboygan High School.

**H**

Continue participation in Achieve the Dream and Guided Pathways Institute initiatives, developing clear program pathways, linked to clear program assessments.

Instructional Division

This year, we have continued work on developing guided pathways for each of our areas of concentration. We devoted activities during both the fall and winter Student Success Summits to hammering out these pathways. Next steps include a summer retreat between Instruction and Student Services to examine different advising perspectives on the pathways already developed. Pete Olson, Renee DeYoung, Bob Marsh and Ben Crockett attended the 2017 Dream Conference for Achieve the Dream in San Francisco. We hosted Bruce McComb in late April for our annual Coach's Visit. We are completing the AtD annual reflection for the mid-June deadline.

**I**

Continue discussions/implementation of Distance Learning guidelines designed to increase North Central distance learning opportunities.

Instructional Division

A faculty and staff committee evaluated several alternatives to the Blackboard platform and ultimately recommended the switch to Brightspace, which the Board approved in May. User training is already underway, and faculty will have the summer and fall semesters to make the transition; all users will have switched to Brightspace by January 2018.

**J**

Increase enrollment by 10% in business management, criminal justice, accounting, CIS and manufacturing technology.

BMT

Final degree awards still being counted.

**K**

Coordinate with CRDAP Math Subcommittee to review and update, as needed, math pre-requisites, placement procedures, or other elements in support of Pathways.

Liberal Arts

Math requirements were changed for the Associate of Arts and within several programs; Accuplacer replaced Compass as the placement exam in use for incoming students without ACT or SAT scores. Discussions continue about eliminating the MATH 130 (College Algebra) prerequisite for our STAT 200 (Statistics) course.

<b>L</b>	Complete donor funded support of BSN scholarships for NCMC nursing graduates.	Nursing, Allied Health & Human Science	Borra scholarships now available for NCMC nursing grads.
<b>M</b>	Continue to work on Articulation Agreements and partnerships with transfer universities.	Nursing, Allied Health & Human Science	Career/education fairs in both semesters introduced students to multiple transfer options and allowed McLaren and Charlevoix Area hospitals to present to students.
<b>N</b>	Continue to provide AtD and internal metrics to track enrollment, retention and completion; post in admin office.	Institutional Research	Complete. Internal metrics have been posted and were presented to AtD coach.
<b>O</b>	Research ability to open to our Coaching Program to more than just first-generation students.	Student Services	The coaching program is open to any student who attends orientation, and we had more than 50 students take advantage of this opportunity. We have many staff and faculty that volunteer to be coaches, so we are able to meet the needs of any student requesting a coach.
<b>P</b>	Financial Aid will continue its communication to students regarding regulations that F.A. will cover only those courses in a student's program of study.	Student Services	During Summer 2016, current students were sent e-mails and postcards explaining the regulations that financial aid awards cover only those required courses in their program of study. During the Fall 2016 and Winter 2017 semesters, students were sent e-mails with the same information. CCD helped us with this message through "john-door" signage and information on the internal monitors in each building. As students talked with academic advisors and financial aid advisors, this information was discussed.
<b>Q</b>	Increase Residence Hall capacity and open up 6 <sup>th</sup> floor by Fall 2017.	Student Services	We plan to have the 6 <sup>th</sup> floor open for Fall 2017 semester. The Director of Campus Housing is coordinating this with the applications being received for fall semester.

<b>R</b>	Design transfer equivalencies page for website—transfer equivalencies into North Central from other colleges/universities within the state.	Student Services	Webpage is being developed with IT Department. Director of Enrollment Services/Registrar will work with CCD to complete the page.
<b>S</b>	Continue outreach to area high schools, and to nontraditional students through weekly/monthly visits.	Student Services	During the 2016-17 academic year, we visited more than 14 of our area high schools, reaching out to approximately 800 high school students. With the hiring of a new part-time recruiter in June 2017, additional avenues are being explored to reach out to both high school and nontraditional students.
<b>T</b>	Increase Early College opportunities for additional high schools in our service area.	Student Services	We have worked with our current early college programs (Petoskey, Boyne City, Gaylord) to strength them and make sure that all the faculty involved in the high school locations have the faculty qualifications as required by the Higher Learning Commission, our accrediting body. The faculty qualifications require instructors that teach in general education courses to hold a master's degree or higher in the discipline or subfield. We want to make sure the programs we have developed with the schools are strong and we can offer this to the students currently enrolled prior to reaching out to new schools.
<b>U</b>	Embed an advisor in each Guided Pathway to serve as an expert in that pathway. Students will be assigned to an advisor based on their chosen pathway.	Student Services	The pathways are still being developed; conversations with advisors regarding assignments and caseloads have been discussed.
<b>V</b>	Monitor students receiving Early Alert warnings from instructors to help with retention and success in classes.	Student Services	The advisors are working with LSS Director on the Progress Alert Notification (PAN) system. As students receive a PAN, advisors contact students personally and connect them with the services they need.



W

Implement FOCUS 2 online career assessment and information system software.

Student Services

Software has been implemented and is used as a resource for students. At both orientation and during an advising appointment, students receive the information on FOCUS 2, including what it is about and why it is important. Upon completion, the student can talk to an advisor about the results. This tool helps the student decide on a career path. The assessment will help a student select the right major and make a career plan.

**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>	Evaluate all PE classes and instructors for program development. Maintain master class syllabi and instructor credentials. Organize and implement procedures for new classes and community interest sessions, including the current PE116/216 class structure implementing new technologies for distance learning.	SCRC	Ongoing: All instructor insurance and credentials updated and on file, new line items for instructor payment created, all syllabi for academic classes reviewed and corrections completed. New technology pilot program underway for 116/216 credit classes implementing new tech. The new curriculum and grade requirements are being developed. FERPA and liability forms created to cover implementation of technology. PowerPoint lecture for new credit student orientations also underway.
<b>B</b>	Provide promotional support to instruction for new programs	CCD	<ul style="list-style-type: none"> <li>○ CCD provided the following support for programs:               <ul style="list-style-type: none"> <li>● Produced flyers for CNC and Welding</li> <li>● Press releases on info sessions for nursing, EMS, ENVS, ANP and CNC</li> <li>● Created new flyers for EMS and ENVS</li> </ul> </li> <li>○ Use newspaper insert (10,000 copies) to promote ENVS and welding.</li> <li>○ Worked closely with the ENVS department to promote Earth Week activities, including Facebook events, press releases, poster, flyers for distribution.</li> </ul>
<b>C</b>	Create short videos to support pathways and programs	CCD	<ul style="list-style-type: none"> <li>○ To be done in June</li> </ul>

<b>D</b>	Reference educational program offerings by pathways on the website, in social media and print	CCD	<ul style="list-style-type: none"> <li>○ Pathways clearly outlined on home page of website as well as landing pages for each pathway.</li> <li>○ Refer to pathways in new programs of study hand-out cards and promotional materials, including Deck of Cards, Programs at a Glance booklet and new microsite, <a href="http://www.whatmatters.ncmich.edu">www.whatmatters.ncmich.edu</a>.</li> <li>○ Refer to pathways in social media advertising and posts</li> </ul>
<b>E</b>	Continue to maintain strong presence with Cheboygan Area Schools: looking for future ways to partner with curriculum initiatives	Off-Campus	<p>Held office hours for half a day, once a week at the Cheboygan High School March-May for advising/recruiting purposes.</p> <p>Successfully coordinated concurrent enrollment in OAS 190 for 261 CTE (Career and Technical Education) students enrolled at Cheboygan Area Schools.</p>
<b>F</b>	Continue discussions at CRD/AP regarding MTA, math requirements, pathways to transfer and completion.	Instructional Division	<p>Math requirements were changed for the Associate of Arts and within several programs; Accuplacer replaced Compass as the placement exam in use for incoming students without ACT or SAT scores. Discussions continue about eliminating the MATH 130 (College Algebra) prerequisite for our STAT 200 (Statistics) course.</p>
<b>G</b>	Develop clearly defined pathways for all AAS degree programs.	BMT	Accomplished with heavy input from faculty.
<b>H</b>	Update all course syllabi so that they are aligned with program outcomes and DQP.	BMT	Still underway; a number of syllabi and program outcomes were submitted through CRD/AP.
<b>I</b>	Develop spring career fair to promote programs in BMT.	BMT	Combined with career fair sponsored by CCE.
<b>J</b>	Complete articulation agreements around ENVS with NMU and GVSU.	Liberal Arts	Articulation Agreements in these areas completed.

**K**

Develop draft pathways for FT instructional areas in Liberal Arts.

Liberal Arts

- Draft concentrations ready for review and comment are available in SharePoint: Liberal Arts: Pathways Work: Concentrations Ready for Review and Comment for:
  - Anthropology (AA)
  - Communication (AA)
  - Environmental and Sustainability Studies (AA)
  - Early Childhood Education (AA)
  - English (AA)
  - History (AA)
  - Mathematics (AS)
  - Philosophy (AA)
  - Political Science (AA)
  - Psychology (AA)
  - Sociology (AA)

**L**

Achieve ABHES (Accrediting Bureau of Health Education Schools) Accreditation for the Surgical Technologist Program (final approval notice anticipated January 2017).

Nursing, Allied Health & Human Science

Revisions to accreditation plan suggested by ABHES were made and application re-submitted to ABHES by May 1, 2017, with action expected later this summer. Revisions to accreditation plan suggested by Commission on Accreditation of EMS Educational Programs (CoAEMSP) were submitted by June 1, 2017, with action expected at August 2017 board meeting.

**M**

Nursing: Review Accreditation Commission for Nursing Education (ACEN) and National League of Nursing Commission for Nursing Education Accreditation (NLN CNEA) to determine best fit for NCMC nursing program (ACEN 10/6 & 10/7/16, NLN CNEA 11/18/16).

Nursing, Allied Health & Human Science

ACEN selected as nursing program accreditation pathway. Several Nursing faculty attended national workshops in preparation for this work

<b>N</b>	Design RN to BSN Pathway that includes student scholarships (in process).	Nursing, Allied Health & Human Science	Borra scholarships now available for NCMC nursing grads.
<b>O</b>	Provide data support for internal and external (PROE) program reviews.	Institutional Research	Ongoing—responded to several program review-related data requests.
<b>P</b>	Provide data for needs analysis and market studies for new programs, as requested.	Institutional Research	Ongoing—no data requests made.
<b>Q</b>	Provide data for enrollment and completion reviews of current programs.	Institutional Research	Ongoing—provided as part of Gainful Employment and Perkins reporting. Have begun larger review for Gainful Employment review and Guided Pathways.
<b>R</b>	Provide data and research support to Guided Pathways initiative.	Institutional Research	Ongoing

**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>	Research and install a point-of-sale system to streamline the customer ordering process and provide data for managing the operation by June 2017.	Food/Conference Services	We are in the process of investigating POS systems. Troy, Dallas and Jamee met 3-21-17 to go over what is needed and to discuss compatibility. Troy then communicated 4-3-17 to IT that would like their assistance. Ongoing investigation of what POS systems would work best. Decided to wait on any purchase until new Food Director in place in September 2017.
<b>B</b>	Determine best use for the old grill area's equipment and space by February 2017.	Food/Conference Services	We are still planning to turn that space into an equipment storage area and possibly freeing up space for a separate office for the Director. Still evaluating the best use of the area and this might not be resolved until new Director in place this fall, after Jamee's retirement.
<b>C</b>	Investigate possible improvements to the current serving line area to enhance customer experience by June 2017.	Food/Conference Services	Ongoing evaluation. Waiting on any purchase until new Food Director in place in September 2017.
<b>D</b>	Consider the future direction of the Food/Conference Services operation do to the planned September 2017 retirement of the current Director. Research whether it is best for the College to self-operate or contract out the operation. Meetings with David, Jamee, and Troy starting in December 2016 to determine direction	Food/Conference Services	Several meetings held during FY '16-'17 with David, Troy and Jamee. It was determined we would continue to self-operate. The Food & Conference Service Director job was posted in April 2017. First round of interviews conducted April 26 and April 28. Second round of interviews scheduled for week of June 5, 2017.
<b>E</b>	Track production and financial measures in order to meet 2016-2017 budget goal of no more than a loss of \$40,000. This includes the Director doing the following:	Food/Conference Services	<ul style="list-style-type: none"> <li>Jamee completed a comprehensive book of worksheets during summer 20 that shows every menu item with</li> </ul>

		<ul style="list-style-type: none"> <li>• Price/cost out every item on the menu to ensure that we are at 30% costs.</li> <li>• Recipes and portion control: Have a recipe for each offering as much as possible, follow portions, make sure employees understand portion control and its impact on profits, take pictures of properly presented meals so employees understand clearly.</li> <li>• Semi-annual inventories.</li> <li>• Continue to complete Event Cost Analysis worksheets after each event, with the goal of 40% gross profit margin on each event.</li> </ul>
<p><b>F</b> 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>Food/Conference Services</p>	<p>prices and costs. This has been very helpful in planning profitable menu items.</p> <ul style="list-style-type: none"> <li>• Jamee has communicated this to employees and striving to have proper portion control.</li> <li>• Completed inventories June 7, 2016, and December 20, 2016. Another inventory will take place in June 2017 for fiscal year-end purposes.</li> <li>• Events through 4-12-17, the gross profit margin was 44%. Keep in mind there are estimates, especially of labor costs involved.</li> </ul> <p>There were no critical violations noted on the Health Department’s two inspection reports for the year (Sept ‘16 and Apr ’17). All comments on the reports were corrected by Food Service staff.</p>
<p><b>G</b> Monitor the progress of the first full year of the Follett contract for the Bookstore. Evaluate Follett’s progress in meeting student and instructor needs. Commission from Follett for the 2016-17 fiscal year is expected to be \$90,000.</p>	<p>Bookstore</p>	<p>Approximately \$77,000 in commissions through 4-30-17. It appears the commission goal will fall a bit short. The Auxiliary Fund for the Bookstore has an approximate \$99,000 profit through 4-30-17. We expect to have a healthy profit as of 6-30-17, rather than the approximate \$25,000 loss for 6-30-16 fiscal year. Follett appears to be meeting student and instructor needs. Troy’s correspondence with Follett management (onsite and with their corporate oversight personnel) has been positive and they have been responsive to any feedback. Follett plans to invest in a renovation of the bookstore</p>

			during summer 2017 (carpeting, shelving, painting). Troy met with Julie Weaver on 11-18-16 and 4-20-17 as she conducted Follett's required Strategic Partnership Review. Sales are a bit lower than Follett wants, but they are working to maintain and increase these with increased rental book offerings.
<b>H</b>	Utilize Bookstore Advisory group to develop good lines of communication among Instructional departments and Bookstore staff. Advisory group will also explore current trends in bookstore offerings (such as e-books, rentals, etc.). The group will meet two to four times during fiscal year 2016-17.	Bookstore	No meetings held. However, with the transition to Follett in February 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 '17-'18 as we continue to move through the Follett transition period.
<b>I</b>	Research and implement use of the Jenzabar budget module for budgeting and forecasting purposes by June 2017.	Business Office	Jenzabar budget module demonstration was held in March 2017. Determined that this would not meet our goals. Other vendors have been researched in March to present with a continuing evaluation of which vendor suits our needs best. A proposal to present to Finance Committee is expected by 6-30-17.
<b>J</b>	Evaluate Accounts Receivable collection processes by June 2017 through: <ul style="list-style-type: none"> <li>• Participate in the new "Payment Deadline Task Force" committee during 2016-2017 fiscal year.</li> <li>• Conduct research on accounts receivable performance measuring tools, such as Accounts Receivable Days.</li> <li>• Find ways to better communicate student account balances to students.</li> </ul>	Business Office	<ul style="list-style-type: none"> <li>• Five meetings were held through 4-6-17. Several ideas were discussed at these meetings and we continue to evaluate best course of action for communicating receivable balances to students and our drop for nonpayment process.</li> <li>• Ongoing. AR Aging reports are being looked at on a monthly basis by Troy and Heather.</li> <li>• See Payment Deadline Task Force item above. Troy and Heather made several</li> </ul>



- Research how other Michigan community colleges track and minimize their collection processes and bad debt.

phone calls in February and March 2017 to students owing balances, with mixed success.

- Some research done as part of Payment Deadline Task Force, including research on Nelnet's pending aid payment plan. Glen Oaks was contacted. Nelnet's Enterprise platform may help with payment plans. Troy, Heather and Alex continue to research this platform because our current platform will not have Nelnet support after 12-31-18.

<b>K</b>	Better understand and utilize the College's payroll provider ADP's Workforce Now version 8 upgrade, which was implemented in August 2015 to ensure the College's exposure to additional cost due to ACA requirements was minimized. Completion of new ACA mandated annual forms 1094/1095 by deadline of January 31, 2017	Business Office	Completed of ACA mandated annual forms 1094/1095 by deadline of January 31, 2017.
<b>L</b>	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. Complete by June 2017.	Business Office	We continue to consider the best options for this. With several areas continuing to be restructured and re-assigned (example: BIO classes have some to René and some to Sara G.) this presents an issue that we need to continue to work to resolve. Troy and David did discuss the issue at All Administrators meeting on 5-11-17. Likely will focus on a solution during FY '17-'18.
<b>M</b>	Payment Deadline Task Force to have recommendation by January 2017 so as to implement recommendations in time to open fall semester registration in April 2017.	Business Office	Ongoing.

<b>N</b>	Continue to work with IT department to purchase and implement new log-in/out attendance tracking software to replace outdated system for better data tracking and system reliability. Improved labor hours and customer service of staff. Improved court/track sign-in and Point of Sale reports.	SCRC	Ongoing: Software and hardware purchased, working with IT department for installation, customization and implementation of POS and check-in software to bring the SCRC current. Date of completion set for September 1, 2017.
<b>O</b>	Conduct lighting energy audit for all areas except the parking lot, library, and ring road to determine costs and benefits of switching to LED lighting. As part of the master plan, the north parking lot lighting will be upgraded with ring road project summer 2017, and all lighting in the library will be updated with library renovation summer 2017.	Physical Plant	Survey completed. Test areas installed in AD/CL hallway between 133 and Half-Way Café and Classroom 134. Faculty using 134 liked the lighting; positive feedback for the hallway as well. Determined that with the number of fixtures in classroom, bulb wattage could be reduced from 18 to 13 watts per bulb and we would still get the desired lighting. This will add additional energy savings above the survey calculations. Maintenance shop lighting was also replaced with excellent results.
<b>P</b>	Review and update five-year maintenance plan.	Physical Plant	In process.
<b>Q</b>	Monitor natural gas consumption and existing systems to ensure energy use optimization. Review energy contract pricing to ensure the best value and reliable service.	Physical Plant	Added automated boiler set point adjustments. Parameters based on outside air temps and demand to reduce gas consumption.
<b>R</b>	Review all outside vendor contracts to insure competitive pricing. Investigate preventive maintenance contracts for cost savings and to maximize equipment longevity.	Physical Plant	Reviewed gas contract with Center Point Energy; we are under contract with them through October 2018 with a fixed rate of \$3.40 CFM through that date. This rate is good; along with a milder winter, we did come in well under budget for the fiscal year. Reviewing and bidding out all annual maintenance PM contracts. Michelle is

S	Review job descriptions, policies and work assignments for all Physical Plant personnel.	Physical Plant	applying for her mechanical contractor's license; this will allow us to do annual boiler inspection in-house. In process.
T	Set defined goals and procedures with staff and vendors to optimize appearance of campus.	Physical Plant	New grounds PM program underway and showing great results. Permanent part-time maintenance employee request is in for 2017 New Initiative Request; if approved, we would move 28 hours a week of our skilled staff from mowing, snow removal and grounds to this position, allowing higher-skilled and higher-wage staff to concentrate on physical plant maintenance and help keep consistency on grounds maintenance.
U	Contact Harris Garden artists to insure proper preventive maintenance of Harris Garden sculptures.	Physical Plant	Care and Maintenance book located; setting up maintenance program per instructions and contacting artists when necessary.
V	Create a written preventive maintenance program that is consistent and efficient.	Physical Plant	We have begun using Microsoft Outlook to begin compiling maintenance P.M. records but still need to find a good P.M. program for the computer.
W	Completion of Library renovation, Ring Road, and North Parking Lot construction projects by the middle of August 2017	Physical Plant	Ring Road on hold. Library renovation started May 8, 2017.
X	Continually modify our marketing strategy in response to feedback from both primary and secondary research	CCD	<ul style="list-style-type: none"> <li>○ Conducted online survey of traditional and non-traditional students to ascertain their habits and attitudes toward receiving information about attending college.</li> <li>○ Dashboards created for all media to reflect reach, impact, CPM, which guides strategic purchasing decisions.</li> </ul>

<p><b>Y</b></p>	<p>Continue to modify website and existing print products in response to changing audience attitudes and expectations</p>	<p>CCD</p>	<ul style="list-style-type: none"> <li>○ Re-aligned budget to support marketing strategy with effective, economical media expenditures based on dashboards.</li> <li>○ Implementing more photos/video on website to attract millennials.</li> <li>○ New Deck of Cards campaign with microsite is very attractive to the new digital generation.</li> </ul>
<p><b>Z</b></p>	<p>Continue to investigate new and innovative resources for reaching our different audiences, including social media, mobile, online and web</p>	<p>CCD</p>	<ul style="list-style-type: none"> <li>○ Expanding use of new social media tools, mobile and online advertising methods.</li> <li>○ Using more Social Media advertising, and testing retargeting and geo-fencing mobile apps to capture and attract the mobile generation.</li> </ul>
<p><b>A</b> <b>A</b></p>	<p>Seek sources that provide analytics to gauge effectiveness of message</p>	<p>CCD</p>	<ul style="list-style-type: none"> <li>○ Increasing application of online media, which provides analytics to gauge effectiveness of our message. New campaign is attracting new viewers to our website.</li> </ul>
<p><b>B</b> <b>B</b></p>	<p>Conduct 2 focus group sessions to collect feedback from community groups and students</p>	<p>CCD</p>	<ul style="list-style-type: none"> <li>○ We completed, instead, the two surveys of traditional and non-traditional students.</li> </ul>
<p><b>C</b> <b>C</b></p>	<p>Utilize Economic Impact Study data to aid in communicating with donors and Emmet County taxpayers</p>	<p>CCD</p>	<ul style="list-style-type: none"> <li>○ Economic Impact Study data is being used in a variety of print pieces for all of our target audience groups. Presented Economic Impact Study data at community meetings. Managed outreach committee to contact various organizations and businesses to ask them to endorse the millage with their constituency, all using Economic Impact Study data.</li> </ul>

			<ul style="list-style-type: none"> <li>○ Created flyers with detailed information for distribution at meetings and expos.</li> </ul>
<b>D</b> <b>D</b>	Use Environmental Scan to provide a current basis for future College planning efforts	CCD	<ul style="list-style-type: none"> <li>○ The Environmental Scan information is incorporated in website updates and media strategies.</li> </ul>
<b>E</b> <b>E</b>	Monitor and analyze current media choices, publications produced and advertising messaging for effectiveness	CCD	<ul style="list-style-type: none"> <li>○ Requested and received performance reports from all media vendors in order to gauge effectiveness, reach and impact.</li> </ul>
<b>F</b> <b>F</b>	Monitor website for 508 compliance	CCD	<ul style="list-style-type: none"> <li>○ Regularly complete 508 compliance scans using WAVE and keep the website updated.</li> </ul>
<b>G</b> <b>G</b>	Provide “Research Tidbits” for each issue of the Communicator to introduce college employees to data and research.	Institutional Research	Complete for 16-17. Submitted 26 articles for the year.
<b>H</b> <b>H</b>	Expand data display area within the College webpage.	Institutional Research	Established data display area, updates yet to be made.
<b>I</b> <b>I</b>	Maintain data request ticketing system and respond in a timely manner to all requests.	Institutional Research	Ongoing—received and addressed approximately 120 data request tickets in 16-17.
<b>J</b> <b>J</b>	Prepare and submit the college’s metrics for the Voluntary Framework of Accountability (VFA) project. Act as college contact person.	Institutional Research	Complete for 2017, continuing ongoing.
<b>K</b> <b>K</b>	Develop alternate method of accessing SIS.	Institutional Research	Not complete—still studying alternate methods
<b>L</b> <b>L</b>	Develop interfaces with new LMS for outcomes assessment.	Institutional Research	Receiving training in new LMS (Brightspace). Interface development planned for Fall 2017.
<b>M</b> <b>M</b>	Assist with program outcome development and assessment.	Institutional Research	Have assisted as requested.

N  
N

Work with IR to research the success of advising hold (AV) put on students who place into developmental classes. Decide by Fall 2017 when the AV should be removed from student record.

Student Services

Data from IR has helped with discussions. This hold is for students who do not place into college-level classes (English/math) when they begin at North Central. Recommendation is that AV should be removed after two completed semesters. Within those two semesters, students will see an advisor at least three times and will have an educational plan for completion of their degree. Advisors have the ability to request that an AV hold stay on the student's record if the student is not successful in the developmental courses within the first two semesters.

**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>	Identify funding sources that enhance goals to promote personal growth through its curricular and co-curricular programs.	Campus Units Foundation	Worked with Academic Affairs, Student Services, SCRC and community members to find funding that promotes personal growth through curricular and co-curricular programs. Examples are nursing, CNC, math and science faculty, Lecture Series, Pickle Ball Campaign, and external foundations that have an interest in funding this type of programming.
<b>B</b>	Develop a more active IM/EM program to engage students and community in sport and physical fitness related events that promote personal growth, leadership and social interaction.	SCRC	Accomplished: Steve Mindel has developed programs that meet the needs of the student body and community: Cheesy Olympics, pickleball/basketball tournaments, shuffleboard, badminton, home school group activities.
<b>C</b>	The CCD will work with Instruction and CCE to investigate ways to improve promotion of personal enrichment courses and industry training opportunities.	CCD	<ul style="list-style-type: none"> <li>o CCD met with CCE to discuss goals and their needs. CCD keeps their website updated, is now handling all of their Facebook promotion, creates events on Facebook for offerings, and features workshops in press releases and newspaper inserts.</li> </ul>
<b>D</b>	Continue with presence on at least one committee/board in both Gaylord and Cheboygan in order to keep the College actively engaged in both communities	Off-Campus	Serving for a second year as a Gaylord Chamber Ambassador. Continuing to serve as a Cheboygan Rotary Club member. Joined the Women's Resource Center's Cheboygan Women Can/Women Do planning committee this year. Participated as a Junior Achievement volunteer at Cheboygan Area Schools this year. Continuing to serve on the Gaylord Alpenfest Crafters Committee. Served the

<b>E</b>	Offer a new student activity off-campus in order to enhance student life at our regional sites.	Off-Campus	past two past years as a Cheboygan Straits Area Services Board Member. Off-campus staff delivered pizzas to faculty and students in their classes during finals week.
<b>F</b>	Pilot Tier II (Writing in the Disciplines) project with cross-divisional faculty participation.	Liberal Arts	Completed Tier II pilot; scaling up for fall implementation in Nursing and Allied Health, as well as Occupational areas.
<b>G</b>	Promote experiential learning (shoulder season; summer field school; undergraduate classroom assistantship opportunities; civic event coordination; community partnerships).	Liberal Arts	ANP 297 Field School in Israel scheduled for summer 2017.
<b>H</b>	Schedule at least one university visit during Winter 2017 (MSU, U of M, Ferris, CMU). Research offering additional trips during Fall 2017.	Student Services	University visits are being scheduled during Fall 2017 semester.
<b>I</b>	Create additional Residence Hall events for Fall 2016 and Winter 2017 to encourage a healthy environment and more participation among RH students.	Student Services	Participation in RH events for 2016-2017 was approximately 40%. Some of the events offered included game nights, Super Bowl party, Women's Resource Center events, tax season seminar, March Madness, Planned Parenthood events and open gym nights. Engagement among RH students is growing as more students stay on campus during the weekends, and additional events are being planned to encourage interaction.



**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>	Identify funding sources that enhance the provision of high-quality programs, experiences and service.	SCRC Foundation	Worked with SCRC and community members to find funding that promotes personal growth through curricular and co-curricular programs. Examples are Lecture Series, Pickle Ball Campaign, and external foundations that have an interest in funding this type of programming.
<b>B</b>	Review SCRC Coordinator Position, reassess the job description, pay schedule and roles/responsibilities.	SCRC	Accomplished: Reviewed and changed the pay rates to bring position in line with revised job description responsibilities.
<b>C</b>	Design and implement an ongoing training program for student and part-time SCRC staff with First Aid, CPR and blood-borne pathogen exposure.	SCRC	Accomplished: In coordination with Physical Plant, all part-time and full-time staff have complete training for blood-borne pathogen exposure, ladder safety and MSDS sheets. Due to illness of instructor, first-aid and CPR training rescheduled for summer completion.
<b>D</b>	Design and implementation of a long-term plan to replace worn and under-utilized weight training equipment in fitness rooms. Explore possible lease plans for cardio machine replacement, reduction of maintenance/service costs, and implementation of state-of-the-art technologies.	SCRC	Accomplished: Older cardio treadmills and circuit spin bikes have been replaced, approval for weight machines has been granted, working with local companies to locate and purchase equipment that matches our current model and colors.
<b>E</b>	Work with college architect and Physical Plant Director to renovate fitness center to enhance safety, utilization of space and exercise options.	SCRC	Ongoing: Plans are in the bidding process awaiting the final approval to develop a timeline for completion.
<b>F</b>	Investigate possible reinstatement of the IT Internship Program	IT	Still under review.

<b>G</b>	<p>Continued Resource Allocation to Current Projects. During the last five years, IT has lost a total of at least 4 FTE hours (now 5 FTE hours with the retirement of our Director of Network, Programming and Security) of human resources available for IT projects. IT has managed to make some personnel changes and shift some responsibilities to offset the loss of resources and maintain an acceptable level of service for our students, faculty and staff. However, we are now reaching a critical point where we will no longer be able to take on additional duties. We will look at restructuring and rebuilding the IT department this year with the needs of those we service as a priority. IT will be formulating a plan for future staffing needs of the IT department and will submit a recommendation to the Vice President of Finance and Facilities.</p>	IT	<p>Compiling information on where IT is lacking in the resources needed to maintain and extend instructional and administrative technologies. Once areas of improvement have been identified, IT will make recommendations.</p>
<b>I</b>	<p>Support the FOCUS 2 rollout with website support</p>	CCD	<p>Website support was provided for FOCUS 2 rollout.</p>
<b>J</b>	<p>Working with other College departments, strategically promote high-quality programs, experiences and services with events, advertising, public and media relations, direct mail and publications.</p>	CCD	<ul style="list-style-type: none"> <li>○ Work closely with occupational, allied health and liberal arts associate deans to create materials to promote programs.</li> <li>○ 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</li> </ul>

<b>K</b>	We will continue to manage Luncheon Lectures and other cultural experiences.	CCD	support these opportunities with event planning and logistics management. ○ Luncheon Lectures continues to be a success with most lectures sold out. There were 14 lectures in 2016-2017. CCD also promotes the Lecture Series programs and other College events through advertising, media relations.
<b>L</b>	Assist with the continued progress to align adjunct faculty teaching credentials off-campus with new HLC qualifications.	Off-Campus	Actively recruiting everywhere for qualified instructors though ads in local papers, job fairs and emails through high school advising offices to all area teachers. As a result, have found an adjunct with a M.A. in mathematics and a Ph.D. in English; both have been successfully teaching for a semester off-campus.
<b>M</b>	Encourage the collaboration of services and other College departments' presence at our off-campus sites.	Off-Campus	Coordinated with LSS to hold student intake/advising meetings at both off-campus locations.
<b>N</b>	Roll-out ongoing professional development for full-time and adjunct faculty, by division or program, focusing on improving both LMS usage and faculty pedagogy.	Instructional Division	This professional development initiative was delayed as it became more obvious that we would be switching LMS. New user training underway for Brightspace will be addressing these professional development goals in 2017-2018.
<b>O</b>	Develop of a Human Resource Management Certificate of Development.	BMT	Still under discussion; a draft will be submitted to a subcommittee of CRD/AP in the fall of 2017.
<b>P</b>	Create of Manufacturing Technology Certificate, Machine Shop Technology Certificate of Development, Associate in Applied Science in Manufacturing Technology, Engineering Transfer Pathway with LSSU, Robotics and Automation Engineering Technology AAS or Mechatronics (APMETR) AAS and transfer pathway with LSSU.	BMT	CNC Certificate of Development was updated to a Manufacturing Technology Certificate through CRD/AP; a Machine Shop Technology Certificate of Development will go to CRD/AP in fall of 2017. Transfer pathways with LSSU and articulation agreements Northwood University were signed.

Q	Create and deliver a pharmacy tech certificate that can be completed in one semester in partnership with Walgreens.	BMT	Under review in summer of 2017 for implementation in CCE and then to CRD/AP in fall of 2017.
R	Create criminal justice pathways with LSSU including an AAS with MCOLES	BMT	Pathway to CJ AAS with MCOLES created.
S	Create a cyber security certificate of development.	BMT	No action taken.
T	Continue reviews of faculty credentials for HLC qualification (regular college and North Central Now!).	Liberal Arts	<ul style="list-style-type: none"> <li>• Researched federal General Schedule (GS) system for combining education and experience and developed model for incorporating tested experience into qualification process for teaching general education and transfer courses. <ul style="list-style-type: none"> <li>○ Wrote Liberal Arts divisional guidelines on faculty qualification process.</li> <li>○ Developed qualification GS reference sheets for all academic areas that have a direct GS position classification equivalent at the master's level. These are provided, along with divisional guidelines regarding qualification process, to those who seek to use tested experience on the basis of the GS system.</li> </ul> </li> </ul> <p>Completed 96 qualification reviews as of May 24, 2017. This includes FT as well as adjunct faculty, in each discipline for which they teach (e.g., one faculty member may have multiple qualification reviews).</p>
U	Complete strategic analysis of staffing needs based on results of HLC qualification review.	Liberal Arts	Completed: recommended hiring of additional Communications faculty member.

<b>V</b>	Develop and submit for general education status three new courses: World History I, World History II, and Comparative Politics.	Liberal Arts	Coordinated with HST and PLS FT faculty to develop three new courses: HST 250-251 (World History sequence) and PLS 240 – Comparative Politics. Provided feedback on descriptions, objective phrasing, and mapping to DQP.
<b>W</b>	Scale themed ENG 112 courses to reach wider array of students in liberal arts, occupational, and allied health divisions (also in support of Pathways).	Liberal Arts	Overhauled themed courses to broaden disciplinary appeal (Technology, Education, Healthcare, Social Science, Natural Science, Business and Humanities.)
<b>X</b>	Research and develop a one-credit research/methodology class.	Library	Discussions continuing with new library director in 2017-2018.
<b>Y</b>	Utilize library physical space more effectively.	Library	Engaged in heavy planning for interior re-design over summer 2017, including Writing Center/Math Tutoring spaces, TEAL Lab, further culling of physical collection.
<b>Z</b>	Continue deep evaluation of physical collection.	Library	Physical collection was reduced by approximately 40%.
<b>A</b>	Better understand usage of the library.	Library	Patron count as well as patron technology usage studies were undertaken and results funneled into library re-design discussions.
<b>B</b>	Create an advertisement campaign that promotes the library and its space.	Library	Not undertaken.
<b>C</b>	Expand credit for prior learning; research ability for students to submit portfolio of past work experience to generate credit.	Instructional/Student Services	Ongoing discussion about expanding our ability to give credit for prior learning. We are researching the ability to include additional licensures that students may have that equate to credit. We are also researching the ability to give credit for learning in different occupational areas.
<b>D</b>	Expand Middle School Extravaganza event to include two schools for Winter 2017.	Student Services	We gave two presentations this year—one for Petoskey 8 <sup>th</sup> graders, and a “College Matters Day” for Boyne City 7 <sup>th</sup> graders. Approximately 350 students participated.

**E**  
**E** Continue community outreach to nontraditional students; provide information highlighting the importance of obtaining an associate degree.

Student Services

Participation in career and job fairs in our service area has helped us reach nontraditional students. Our Programs of Study books are also placed at local businesses to highlight the programs available through North Central.

**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>	Review and update department policy manual.	SCRC	Accomplished: Two manuals created; one for overall department expectations and responsibilities for working in the SCRC, and second day-to-day operational procedure book outlining the “how to’s” of Indian Trails, court monitoring, fitness room monitoring, cash handling, office filing, etc. (Also, creation of flip chart for step-by-step TRIPS operation.)
<b>B</b>	Work with SCRC and the Wellness Committee to support promotion of health and wellness opportunities for the community	CCD	<ul style="list-style-type: none"> <li>○ Promote all wellness activities sponsored by wellness committee including Blue Jean Days, blood drives, Colossal Colon. Working to create new feature in <i>Communicator</i> on health and wellness.</li> <li>○ Regularly promote the free walking track and our gym and fitness areas in all print materials and in press releases.</li> </ul>
<b>C</b>	Continue with increased security measures at our Cheboygan site	Off-Campus	Have coordinated a lock-up procedure at the end of the evening that ensures better building control. Every classroom has an updated Emergency Procedures Guide.
<b>D</b>	Incorporate Writing Across the Curriculum standards into all theory portions of the nursing program (Journals, Response Logs & The Writing Process) beginning winter semester.	Nursing, Allied Health & Human Science	Currently on hold.
<b>E</b>	Title IX education—work with Women’s Resource Center, animation class and English class to produce a video to use internally for education of students/staff.	Student Services/Instructional	A video was produced during the Winter 2017 semester with the input from WRC working with the animation and English classes. The English department wrote the script, and the animation class coordinated

			the actors for the video and did all the filming. The result was a professionally-made video.
<b>F</b>	Behavior Intervention Team (BIT) will train faculty and staff and promote safe, effective learning environment for all students/staff. Recognition of warning signs.	Student Services	Ongoing training is being developed for all faculty/staff.
<b>G</b>	Increase the number of Residence Hall students who use the SCRC workout facilities (free for RH students each semester).	Student Services	Approximately 57% of RH students took advantage of the SCRC workout facility during Fall 2016 and Winter 2017. This was up from approximately 45% the previous year.



**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>	Wireless Access Points Upgrade - The increasing demand for reliable high-speed wireless access has placed a strain on our existing wireless network. The College has plenty of internet bandwidth through our provider (MERIT), but does not have current wireless access points that can take advantage of that bandwidth. More and more mobile devices show up on campus every day and the College needs to keep up with the demand and provide a high-quality wireless service.	IT	We have identified Ubiquiti Networks UAP-AC-PRO as the replacement wireless access point to deploy throughout the campus. We will be replacing the current wireless system over the summer of 2017, integrating this project with the installation of our new Network Firewall Appliance. Important to time this after the Firewall installation.
<b>B</b>	Sound System Upgrades for Conference Rooms in Library - Conference 1 and 2 in the Library has an audio system that was installed approximately 20 years ago. The old amplifier, wiring and ceiling speakers are beginning to fail, and as a result, often produce static and feedback, producing a poor quality of sound. The College will call in outside vendors to get recommendations and pricing on replacing the audio system. Funding has been set aside and approved for this fiscal year.	IT	This project has evolved into a larger project to upgrade the video, audio, amenities and conference room technology controls. Instructional Technologies has taken the lead on this and the system will be installed over summer in conjunction with the Library renovation project. Hopefully completed by beginning of fall semester, but this will depend on the contractors being done with the building itself on time.
<b>C</b>	Hire a Full Time-Computer Technician - The part-time computer technician position has been eliminated and a new full-time computer technician position has been created. This position was filled in August of 2016. This goal is completed.	IT	Completed Fall 2016.
<b>D</b>	Hire a Full-Time Network Administrator - North Central has eliminated the position	IT	Completed Fall 2016.

of Network Technician and has created a new Full-Time Network Administrator position. The network technician duties and responsibilities were expanded into the Network Administrator job. This goal is to fill the position by November 1, 2016.

**E** Decommission applications residing on the North Central Portal - North Central's custom portal (NC Portal) has served the College well for the past 10 years. It has allowed us to integrate our applications, provided us with single sign-on and have an integrated Active Directory for security. However, it has limitations, and with the retirement of the individual responsible for the maintenance of the NC Portal, there is now an excellent opportunity to upgrade and enhance the functions currently provided by the portal with more state-of-the-art technology. Those improvements will focus on: Active Directory maintenance, Single Sign-On functionality, Technology Equipment Inventory, organization of applications for students, faculty and staff, delivery of Student Surveys, Inventory Management and other features customized for North Central. The IT department will be working closely with the Vice President of Finance and Facilities to plan, research, prioritize and secure funding for the replacement of North Central Portal functions. Much of the planning and research has been done. The goal is to completely decommission the current technology this fiscal year.

Quicklaunch has been selected and contracted with to be our new Single Sign On provider, replacing our current CAPS portal. Target "Go Live" date is July 1, 2017. Remaining CAPS functions are being moved to other systems so that the entire decommissioning of CAPS can be completed by December 2017.

IT

**F** Campus Computer Rotations - North Central has established a procedure to keep computing devices up to date. That procedure calls for the replacement of computing devices every 4 years (should funding be available) in order to make sure that we are all using up-to-date equipment and software. This is especially important in regards to Student Engagement and Collaboration in the classrooms, Library and computer labs. 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, room 535, should be re-evaluated to select a device more conducive to student engagement and collaboration. Will be looking specifically at Learning Support Services and Room 535 this year.

IT

Instructional and Administrative Technologies have worked together to come up with a mobile cart of portable laptops as a model for future computer replacements in computer labs. This solution will allow the flexibility to make any classroom a computer lab when the need arises. Also a replacement CPU for all smart classrooms has been identified. Replacement of all smart classroom CPU's slated for Summer 2017.

**G** Update the College's commercial firewall appliance and software - Our current firewall solution is a "home grown" system that our Director of Programming, Security and Network developed and maintained. 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 drawbacks. The system is complicated and difficult to manage for anyone else except our now retired Director of Programming, Security and Network. North Central will be going to an industry standard firewall solution

IT

A network monitoring firewall was installed for a period of 3-4 weeks in April/May 2017. The information gathered was analyzed and we now have a framework for the size and functionalities we need in selecting a new firewall appliance/system. Vendors have been identified, pricing is being gathered and a recommendation is forthcoming for approval at the June 2017 Board meeting. Implementation will begin as soon as project is approved with completion slated for August 1, 2017.

such as a CISCO appliance. The major benefit is that others in the IT Department could more easily learn 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.

**H**

Work with Flight Path Creative to ensure the North Central website complies with 508 accessibility guidelines.

CCD

Worked with Flight Path Creative to implement scan for 508 compliance. They updated the framework pages, and CCD regularly checks compliance and makes updates.

**I**

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.

CCD

- Now using Mail Chimp for electronic transmission of updated *Communicator* and new donor newsletter.
- Post 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.
- Digital advertising expanded through complementary media outlets like PNR, 9&10 News, MacDonald Garber and others with links directly to the NCMC site.
- 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.
- Through the expanded use of online media, we are able to utilize available analytics to gauge effectiveness of our message.

<b>J</b>	Continue research into various LMS solutions, including Blackboard and Brightspace.	Instructional Division	A faculty and staff committee evaluated several different alternatives to the Blackboard platform and ultimately recommended the switch to Brightspace, which the Board approved in May. User training is already underway, and faculty will have the summer and fall semesters to make the transition; all users will have switched to Brightspace by January 2018.
<b>K</b>	Create a 21 <sup>st</sup> Century library (beyond electronic databases).	Library	Instructional support provided for HRAF databases for use in Anthropology and Sociology.
<b>L</b>	Incorporate video debriefing into the nursing simulation scenarios.	Nursing, Allied Health & Human Science	Technology enabling such video debriefing installed and operational in Winter 2017.
<b>M</b>	Research/implement scanning options for admissions/records department, including the ability to work more efficiently and have electronic records available both on- and off-campus.	Student Services	Records department is piloting the scanning of incoming transcripts and FERPA release forms. They are working with IT to set up the naming convention and testing this prior to expanding to other paper forms.
<b>N</b>	Investigate software that will help advisors track student progress more efficiently.	Student Services	Software has been researched. No decisions have been made at this time. Research ongoing for software availability.
<b>O</b>	Implement College Scheduler Software (interacts with SIS); web-based schedule planner for use by students and advisors simplifies the scheduling process, allowing more available time to talk about career goals during advising appointments.	Student Services	Software has been approved for purchase and is being ordered for implementation in Fall 2017.

**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>	Find additional funding sources to provide support for modern, high-tech classrooms.	Administration Faculty Foundation	Submitted two regional and state grants for active and collaborative learning classrooms to create modern, high-tech classrooms. Creating strategies for a capital campaign that will renovate the administration/classroom building. Strategies include a case for support being distributed and interviews planned to disseminate information about the campaign.
<b>B</b>	Inform faculty members about prospective grant funding opportunities at least twice a year.	Foundation	Worked with and informed faculty members about internal (Foundation) grant opportunities and worked with science faculty and staff to talk about NSF grant funding. This is an opportunity that we will pursue next year.
<b>C</b>	Promote opportunities through internal communications for active and collaborative learning	CCD	<ul style="list-style-type: none"> <li>o CCD provides promotion for active and collaborative learning through the <i>Communicator</i>, the video screens on campus, flyers and brochures, and Facebook/Twitter.</li> </ul>
<b>D</b>	Develop LibGuides that assist and coordinate with pathways-specific learning.	Library	LibGuides in Business and Industry, ENVIS 265, and Social Sciences were created.
<b>E</b>	Develop supportive collections around new programs.	Library	Library support was provided for Earth Week and Martin Luther King Day events.

**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>	Design and develop a capital campaign strategy.	College and Foundation	Have worked to create multiple strategies for the “Building Tomorrow Together” campaign. They include communications, feasibility and quiet phase of the campaign.
<b>B</b>	Assess development program for internal preparedness. (CRM, Staffing, policies and procedures, donor research and prospect rating).	Foundation	Have assessed donor management software (CRM), policies, procedures and research through available resources over the last year.
<b>C</b>	Make arrangements to perform a feasibility study.	Foundation	Have engaged the Eaton Cummings Group to perform feasibility study.
<b>D</b>	Create a strategic plan for the capital campaign.	Foundation	Have created/worked with others to draft a timeline, case for support, communications and other strategies for the “Building Tomorrow Together” campaign.
<b>E</b>	Create a case for support for the capital campaign and content for communication plan.	Foundation	Have created a case for support for the capital campaign working with others on- and off-campus. Have worked with Communications Department to begin branding and communication strategies (such as the Foundation newsletter).
<b>F</b>	Collaborate to develop a communication plan with performance metrics that provide essential support for the annual and capital campaign. This will include campaign materials such as campaign brochure, video, Q&A, pledge card, website and related social media, etc.	CCD Foundation	<ul style="list-style-type: none"> <li>○ CCD provided a preliminary brochure on capital campaign for president to use in Lansing. Attended capital campaign brainstorming session and helped write the case for support.</li> <li>○ After the feasibility study is completed, more work with continue with creating materials for campaign.</li> </ul>

- Have had multiple discussions to support awareness and branding of the Foundation. These materials include the update of our annual appeal, stationery, website, other brochure materials (golf, Link to Learning, etc.), the foundation newsletter, the case for support, and the type of materials that will be needed for the capital campaign - Building Tomorrow Together. We will continue to work together.

<b>G</b>	Engage and communicate with Board of Directors to enhance their effectiveness as advocates and donors at least once a month.	Foundation	Have worked with Board of Directors individually and in committee work to set goals, events, policies and pursue new opportunities. New Board of Directors have been invited to joining the Board. By-Laws and best practice policies have been adopted by the Board. The new Directors will participate in an orientation. I want to continue engaging Board of Directors in a meaningful way.
<b>H</b>	Effectively engage and communicate with identified campaign prospects a minimum of five cultivations, solicitations, or stewardship meetings per month.	Foundation	Have made an average of 10 meetings per month with identified community members that would be interested in our campaign or have been very generous to the College.
<b>I</b>	Develop awareness and comprehension about the college and topics addressed in the capital campaign case for support in the community.	Administration Foundation	Have made presentations to various groups (Kiwanis, Rotary, Chambers, Foundations, etc.), have held case for support workshop for board members, have presented overall goals for Trustees, have spoken with those in the community and invited various community members to join or consider joining the Board of Directors, and created engagement opportunities to develop



			awareness and comprehension about the college and the campaign.
<b>J</b>	Secure \$300,000 from the annual giving campaign.	Foundation	Have raised approximately \$650,000 through different fundraising metrics (annual appeal, major gifts, grants, etc.). Currently, have raised \$276,000 toward the annual giving campaign.
<b>K</b>	Gain 10 new donors to the President's Circle.	Foundation	Gained 10 new donors to the President's Circle.
<b>L</b>	Retain 85% of donors to the annual giving campaign.	Foundation	Retained 68% of donors to the annual giving campaign. However, the amount of gifts have increased and I have begun focusing on additional metrics, which include major gifts and grants.
<b>M</b>	Submit 15 private, state and/or federal grant proposals.	Foundation	Submitted 10 private, state and/or federal grant proposals. I will continue to increase this number.
<b>N</b>	Collaborate with Institutional Research for data and research support for proposed grant applications.	IR Foundation	Participated in preliminary meetings for NSF grant, which was not pursued. Provided research support to Foundation office regarding previous and current scholarship recipients. Seven data requests made and fulfilled.
<b>O</b>	Explore the identification of external grant funding sources (grants, community, foundations, etc.) and develop a calendar	Instructional Foundation	Created a grant calendar of private foundations interested in funding higher education in Michigan. I will continue to add new state, federal and foundational grants to the calendar. I have begun to renew grant software to improve the number of grants that we submit.
<b>P</b>	Update donor records.	Foundation	Removed duplicate donor records and identified inactive donors in order to contact and reach out to them again. I will continue to create robust records as this is a best practice.

<b>Q</b>	Create an alumni outreach strategy.	Foundation	No action taken yet.
<b>R</b>	Research donor prospect best practices.	Foundation	Have continuously researched and implemented donor prospect best practices.
<b>S</b>	Create a more robust planned giving program.	Foundation	In progress; planned giving committee met. I will participate in planned giving program. I have begun to identify and record people interested in or have included the College in a planned gift.
<b>T</b>	Collaborate with the Foundation through creation of marketing materials, direct mail pieces, event coordination and sponsorships.	CCD	<ul style="list-style-type: none"> <li>o CCD keeps the Foundation website continually updated. CCD created Save the Date pieces for all Foundation events, brochures, direct mail pieces, invitations, and provides event coordination and sponsorship solicitation for all events.</li> </ul>
<b>U</b>	Collaborate with the Foundation to create a communications plan and marketing materials for capital campaign in 2017.	CCD	<ul style="list-style-type: none"> <li>o CCD will work with Foundation to create communications plan and marketing materials for capital campaign after feasibility study is completed in 2017.</li> </ul>
<b>V</b>	Work with Foundation office and others to provide data and research support for proposed grant applications.	Institutional Research	Participated in preliminary meetings for NSF grant, which was not pursued. Provided research support to Foundation office regarding previous and current scholarship recipients. Seven data requests made and fulfilled.
<b>W</b>	Research additional charges to students for late registration fees.	Student Services	Issue has been discussed with the Payment Task Force Committee, but no recommendation has been made. Additional discussion will take place in future committee meetings.

## Major Initiatives

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

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Reference educational program offerings by pathways on the new website, in social media and print	CCD	<ul style="list-style-type: none"><li>○ Pathways clearly outlined on home page of website as well as landing pages for each pathway.</li><li>○ Refer to pathways in new programs of study hand-out cards and promotional materials.</li><li>○ Refer to pathways in social media advertising and posts.</li></ul>

**Major Initiative #3: Implement prioritized items on Campus Master Plan.**

	<b>Goal:</b>	<b>Who is Responsible:</b>	<b>Accomplishments:</b>
<b>A</b>	Work with Foundation on capital campaign communications plan and materials	CCD	<ul style="list-style-type: none"><li>○ Have begun preliminary work on capital campaign communications and materials. Assisted in writing case for support. Waiting for feasibility study to be completed before materials created.</li></ul>

**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	CCD	<ul style="list-style-type: none"> <li>○ This was done. Millage passed (66%).</li> </ul>
<b>B</b>	Use the Environmental Scan to provide a current basis for future College planning efforts and to aid in communicating with donors and Emmet County taxpayers	CCD	<ul style="list-style-type: none"> <li>○ This was done. Millage passed (66%).</li> </ul>
<b>C</b>	Work with other College personnel to create and implement an effective election campaign strategy	CCD	<ul style="list-style-type: none"> <li>○ Managed volunteer employee committee with strategy to reach out to organizations and businesses with which individuals are affiliated and request support for millage. Organizations and businesses were asked to endorse the millage with their constituents. Millage passed (66%).</li> </ul>