



NORTHERN MARIANAS COLLEGE

Operational Plan

FY17

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Prepared August 2016

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What is an Operational Plan?

An Operational Plan provides details on what Northern Marianas College intends to accomplish in the fiscal year ahead. It has evolved from the *Northern Marianas College Strategic Plan 2015-2020—Full Speed Ahead*, which was adopted by the Board of Regents in February of 2014. The Operational Plan will include all five imperatives with specific goals for the year ahead. These specific goals have been approved by the Board of Regents on September 17, 2014. The president will ensure each department/unit will develop key objectives, articulate action steps, identify means of assessment and success criteria, identify persons responsible, and monitor progress towards completion.

Imperative One: Increase Relevance to the CNMI Workforce and Community Needs

Imperative Two: Ensure Continued Accreditation

Imperative Three: Accelerate Time to Completion

Imperative Four: Improve Student Success and Support

Imperative Five: Strengthen Operations and Resource Development

What does it say?

It says that “*Northern Marianas College, through its commitment to student learning, provides high quality, affordable and accessible educational programs and services for the individual and people of the Commonwealth.*”

Mission Statement, Adopted by the Board of Regents, 9/26/13

What is it driven by?

The Operational Plan is a road map and outlines the new directions the college wants to pursue. As such, “*Northern Marianas College will serve as the engine to drive the economic growth and the social and cultural vitality of the Commonwealth.*”

Vision Statement, Adopted by the Board of Regents, 9/26/13

The Operational Plan will also incorporate benchmarks and targets for success for each of the following measures identified in the *Northern Marianas College Strategic Plan 2015-2020—Full Speed Ahead*. These various benchmarks will then be presented to the Board of Regents for approval. These benchmarks will assist NMC in comparing the College’s performance against national or regional standards and establish standards for success.

How will progress be monitored?

- Systematic monitoring and implementation of:
 1. The Northern Marianas College Strategic Plan 2015-2020—Full Speed Ahead

- 2. The FY17 Operational Plan
- 3. Department/Unit Operational Plans

- Summarized regular and periodic monitoring of progress by each area of the Operating Plan, which feeds into the overall progress against the College-wide plan and identified benchmarks.
- Used to assess progress made by each department/unit towards achievement both of its specific targets and to inform strategic reports to the Board of Regents and the FY17 Year-End Accomplishment Report.
- Uses a “traffic light” coding system and definitions set out below to indicate levels of progress towards achievement:



Good progress towards achievement of the expected result is being made. On track, not likely to be significantly affected by impediments/risks;



Progress towards achievement of the results is considered to be under threat, with action required to overcome the effects of delays and risks.



Real danger that the expected result will not be achieved, owing to impediments or risks considered likely to have a significant impact on progress.

- Each area will assign its own color code to indicate the status of progress in relation to its targets.
- Frequency of Monitoring:
 1. Department/Unit Plans – Monthly
 2. Monitoring Reports on Each Strategic Imperative – Quarterly (Jan, Apr, July, Oct)
 3. End-of-the-Year Accomplishment Report – October
- Who will Monitor?
 1. Department/Unit Plans – Manager to the Dean and/or Director
 2. College Operational Plan – President
 3. Strategic Imperatives – Board of Regents

Risks

Throughout the plan areas of high risk will be identified and action plans drafted to support management of their risks and successfully deliver the outcome required.

Imperatives and Key Goals for FY17

Imperative One – Increase Relevance to CNMI Workforce and Community Needs

1.A.1	Ensure that existing curricula are reflective and adaptive to the CNMI workforce needs.
1.A.2	Expand short/long-term post-secondary programs and services needs in the areas of technology, tourism and hospitality, healthcare and other specialized opportunities.
1.B.1	Utilize research-based best-practices, studies, strategies, to assist in areas provided by NMC and affiliates to help industries become sustainable.
1.B.2	Explore innovative methods and practices to keep NMC competitive in the industry.
1.C.1	Integrate Program Advisory Council recommendations for sustainable skills such as entrepreneurship, work ethic, and like skills, etc. across all curricula.
1.C.2	Strengthen relationships with local employers to improve real world learning opportunities such as internships and/or on the job training for students.
1.C.3	Strengthen job placement processes so students enter their chosen field of study before graduation.
1.D.1	Continue working with PSS to align the English and Math curricula.
1.D.2	Utilize assessment tools at early stages in high school to reduce the number of students entering into developmental courses at NMC.
1.D.3	Continue exploring dual-enrollment opportunities and expand other early admission initiatives for high school students.
1.D.4	Continue to prepare students and teachers to be competent in international standards of Common Core State K-12 Standards.

Imperative Two -- Ensure Continued Accreditation

2.A	Develop and apply resources and organizational structures to ensure quality and sustainability.
2.B	Create an organization committed to quality assurance, institutional learning and improvement.
2.C	Maintain ongoing institutional accreditation practices that include program level accreditation.

Imperative Three -- Accelerate Time to Completion

3.A.1	Students will craft a coherent educational plan based on assessment of abilities, aspiration, interests, and values (page 1, 2015 Academic Advising Handbook).
3.A.2	Ensure courses scheduled each term allow students to make timely progress toward completion of course sequences required of programs.
3.B.1	Provide students a transition course during their senior or last year in high school to satisfy pre-requisite requirements for entry into English 101 and Math 132.
3.C.1	Provide innovative academic tutorial and support to students who enroll in remedial

	English and Math courses.
3.C.2	Implement co-requisite academic support for academically underprepared students who choose to enter college, credit-bearing English and Math courses.

Imperative Four -- Improve Student Success and Support

4.A.1	Adopt strategies to recruit international students.
4.A.2	Adopt strategies to recruit early-admission students.
4.A.3	Enhance successful recruitment and outreach activities that target recruitment of PSS graduates. (CACG practices).
4.B.1	Identify data collection and reporting formats that will help identify areas needed to improve student success.
4.B.2	Identify data collection and reporting formats that will help identify areas needed to improve program success.
4.C.1	Provide innovative support service to reduce stop/drop outs.

Imperative Five -- Strengthen Operations and Resource Development

5.A.1	Ensure that programs and services have an appropriate supply of qualified human resources.
5.A.2	Ensure salaries of ALL employees are competitive and benchmarked to at least 85% of the average of peer institutions.
5.A.3	Revamp professional development process for employees.
5.A.4	Develop succession plan to ensure uninterrupted and continued delivery of programs and services.
5.B.1	Continue implementation of NMC facility recovery process to support the student learning environment.
5.B.2	Continue work on NMC large assets and new facilities acquisition to support the student learning environment.
5.C	Improve information hardware, software, and programming systems and technology resources to support data collection process.

ESTABLISHING BENCHMARKS AND TARGETS FOR SUCCESS

Extracted from *Northern Marianas College Strategic Plan 2015-2020—Full Speed Ahead*

The following measures will outline a culture of student and institutional success at NMC. How will the College know that it has been successful as it undertakes the work necessary to complete Northern Marianas College's five year strategic plan? Because establishing benchmarks and target goals – and appropriately comparing the College's performance against national or regional standards – will help the institution gauge overall success.

1. Student Access – Total Enrollment and by Student Type
 - Percentage of PSS graduates entering NMC (FY11-FY20)
 - Percentage of PSS graduates requiring remediation (FY11-FY20)
 - Percentage of Student Population over 25 (FY11-FY20)
 - Enrollment by Total Credit Unduplicated Headcount (FY11 – FY20)
 - Enrollment by ABE (FY11-FY20)
 - Enrollment by CREES (FY11-FY20)
 - Enrollment by Community Development Institute (FY11-FY20)
2. Percent of Transfer Degree Completers who transfer to a four-year institution within two years of completing an AA, AS, AAS. (FY11-FY20)
3. Percent of Entering Remedial Students (FY11-FY20)
4. Percent of Remedial Students who Complete a Degree (FY11-FY20)
5. Number of ABE and ELI students who advance to College-level courses (FY11-FY20)
6. Link NMC credit programs to CNMI industry needs
7. Link NMC non-credit programs to CNMI industry needs
8. Completion Within Two / Three / Four Years of Associate Degree Programs (FY11-FY20)
9. Completion Within Four / Six / Eight Years for Bachelor's Programs (FY11-FY20)
10. Retention From Fall to Fall Semesters (FY11-FY20)
11. Percent who Transfer (FY11-FY20)
12. Full-time student success rates vs. part-time success rates (FY11-FY20)
13. Number of dual credit (FY11-FY20)
14. Increase articulation agreements with two and four-year institutions (FY11-FY20)
15. Number of Internships/Work Experiences (FY11-FY20)
16. Percent of Job Placement by Program (FY11-FY20)
17. Earnings of Graduates by Program (FY11-FY20)
18. Net Instructional Cost per FTE (FY11—FY20)
19. Percent of unrestricted fund balance to total expenses (FY11-FY20)
20. Increase the amount of money awarded through grants and revenue generating programs (FY11-FY20)
21. Increase retention of all employees by type: faculty, staff, administration (FY11-FY20)
22. Increase educational attainment level of CNMI residents
23. Cost per Completion of Two-Year Programs
24. Cost per Completion of Four-Year Programs