

**Northcentral Technical College**  
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Northcentral Technical College submitted the Academic Quality Improvement Program 2006 Systems Portfolio on May 15, 2006. The College participated in the Appraisal and Quality Checkup in March 21-23, 2007. The focus of the Appraisal and Quality Checkup was to present the changes that occurred at the College as a result of new Presidential leadership effective July 2006. According to the Quality Checkup report, the team indicated that NTC presented satisfactory evidence that it met all goals. The documentation and performance were acceptable and comply with Commission and AQIP's expectations.

The College is in the process of updating the Systems Portfolio to reflect those changes.

In September and October, 2006, the College completed over 30 strategic conversations to gather information about how the college could better support workforce and economic development while meeting growing community needs. Business and community leaders, college employees and students participated. Several themes and strategies were identified:

1. NTC needed to increase the level of service to communities especially at the regional sites.
2. Service to business and industry needed to be improved to meet workforce training needs.
3. Increase flexibility and accessibility is necessary for our learners.
4. Strengthen relationships and share resources with K-12 school districts in our region and other post-secondary partners.

The College also reviewed the feedback from the 2006 Wisconsin Forward Award and the 2006 AQIP Systems Appraisal Report. Areas of improvement were identified:

1. Development of a knowledge transfer plan.
2. Reduce the complexity of information and systems.
3. Improve the understanding of student, faculty, staff and other stakeholder needs.
4. Improve assessment of student learning.

In response to the various feedback mechanisms, NTC revised its vision, mission, community benefit statements, core beliefs and strategic directions as follows:

**VISION**

Northcentral Technical College: Building futures one community, one workplace, one learner at a time.

## **MISSION**

Northcentral Technical College is the customer-focused, accessible provider of innovative life-long learning that builds a globally competitive workforce.

## **COMMUNITY BENEFIT STATEMENTS**

1. Communities have the capability to foster economic growth.
2. Workplaces have an available and skilled workforce.
3. Learners have the knowledge and skills necessary to explore, maintain or advance in employment or higher education.

## **CORE BELIEFS**

These are guiding principles or values that are inherent in the institution.

### **Learner Focus**

We believe in an educational environment that exceeds learner expectations and helps them reach their unique potential.

### **Continuous Learning**

We believe in a learning organization comprised of individuals who are competent, forward thinking, accountable, caring and collaborative.

### **Innovation**

We believe in innovation in application of technology in delivery of learning and services through creative solutions.

### **Access**

We believe in access for all learners through geographic, financial, service, and learning delivery alternatives.

### **Service to Community**

We believe in service to our communities to meet their economic and educational needs.

### **Diversity**

We believe in diversity of thought, culture, opinion, economic status, age, gender and physical capabilities.

### **Culture of Professionalism**

We believe in a culture that exudes professionalism, treating internal and external customers with integrity and respect.

## **STRATEGIC DIRECTIONS**

**Growth and Innovation** - The College will achieve growth through innovation, flexibility, access, and strategic analysis of competitive and environmental information.

**Strategic Partnerships** – The College will become the preferred strategic partner of K-12 districts, local communities, area businesses and industries and other institutions of higher education to support learning and economic development.

**Organizational Development** – The College will encourage and support professional growth throughout the organization.

**Continuous Quality Improvement** - The College will develop innovative ways to continually improve learning and support systems, processes, and resources that enhance organizational effectiveness.

**Fiscal Strength** – The College will prudently manage and strengthen its financial resources in order to thrive in a complex and changing environment.

NTC also went through a significant organizational restructuring process in January 2007 to include personnel changes to support Organizational Development (focus on employees), Workforce Learning Solutions (focus on business/industry), and Flexible Delivery (focus on students). The College has also placed resources and structure to the following:

1. The College implemented one common growth goal of 30,000 learners, 3,000 FTEs, in 3 years. This common target, known as 3-3-3, reduced the complexity within the organization and focused the work of staff and faculty toward the learner.
2. The Assessment of Student Learning Plan was implemented in support of the College's mission to build a competitive workforce, faculty measure student attainment of knowledge, skills and abilities to provide insights into opportunities for course and program improvements, as well as opportunities to improve the services that support student learning.
3. Emphasis was placed on transfer and articulation to other post-secondary education partners. Twenty-two new articulation agreements were implemented this year. In addition, the College implemented transcribed credit programs with two high schools.

The NTC Board of Trustees has developed a balanced scorecard to show alignment between the mission, vision, values, strategic directions, and Key Quality Action Projects. The Dashboard is attached at the end of this document for your review.

The College identified three Key Quality Action Projects as follows:

### **Assessing Core Abilities**

The college will develop and implement a model for assessing core abilities at the point of program completion involving both general education and occupational program faculty to include: A. Examine core abilities to establish the foundation for future Core Ability Assessment; B. Design and establish General Education Division Core Abilities; and C. Explore and design a Grand Assessment of Core Abilities for learners prior to education.

### **Advance College Renewal Through Organizational Development**

Establishment of an office of organizational development for the purpose of centrally locating and coordinating faculty and staff professional development needs. This office will align professional development and training toward the strategic directions. In addition, focus will be placed on leadership development and succession planning.

### **Enhancing Flexibility and Accessibility of Learning**

NTC stakeholders have indicated a need for more flexible and accessible learning opportunities for certificate and degree completion. In addition to online learning, the flexible and accessible needs identified include other instructional delivery methods such a Weekend College.



# NTC BOARD OF TRUSTEES 2007-2008 QUARTERLY DASHBOARD

3000 FTEs ~ 30,000 Headcount ~ 3 Years

Board Quality Indicator	Annual Goal	Quarterly Goal	Actual 2007-8	Trend Data		When Reported to Board
				Past	Point-in-Time Data	
<b>Strategic Direction: Growth and Innovation</b>						
<b>Total FTEs</b> <small>Total (#) FTEs generated</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Total Unduplicated Headcount</b> <small>Total (#) students enrolled</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Flexible Delivery Course FTEs</b> <small># Online, evening, weekend FTEs</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>New Products (i.e. Programs &amp; Certificates)</b> <small>New (#) programs/certificates are counted when 40% of curriculum is new</small>						<b>Semiannually</b>  Dec, June
<b>Expanded Products (i.e. Programs &amp; Certificates)</b> <small>Credential not offered previously at a Regional Campus</small>						<b>Semiannually</b>  Dec, June
<b>Strategic Direction: Strategic Partnerships</b>						
<b>Total Businesses Served</b> <small># of businesses served through contracts</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Total New Businesses Served</b> <small># of new businesses served through contracts (company with no contract within the past 2 years)</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Total Employees Served</b> <small>Total (#) employees served through contracts</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Contract Gross Revenue (\$)</b> <small>Revenue gained through contracts (contracts only)</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Strategic Direction: Continuous Quality Improvement</b>						
<b>Degrees/Certificates Awarded (#)</b> <small>Associate Degree, Technical Diploma, Short-term Diploma</small>						<b>Semiannually</b> January, June
<b>QRP Scorecard Performance</b> <small>% of programs meeting 60% of indicator "Threshold" levels (meet 6 of 10 WTCS "Threshold Levels")</small>						<b>Annually</b> June
<b>QRP Threshold Improvement</b> <small>% of programs that complete QRP due to having 60% of indicators below WTCS "Threshold" levels</small>						<b>Annually</b> June
<b>QRP Completion</b> <small>% of programs scheduled (10 per year) for QRP that complete QRP</small>						<b>Annually</b> June
<b>Strategic Direction: Organizational Development</b>						
<b>Professional Development Commitment</b> <small># of full-time staff participating in NTC funded professional development opportunities aligned with Strategic Directions</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Ethnic Workforce Employed</b> <small>% of minority employees</small>						<b>Quarterly</b> Sept, Dec, Mar, June
<b>Strategic Direction: Fiscal Strength</b>						
<b>Cost per FTE (\$)</b> <small>Operational costs per FTEs generated</small>						<b>Annually</b> June
<b>Grant Development</b> <small>Total applications submitted/awarded for Formula &amp; Competitive Grants aligned with Strategic Directions</small>						<b>Semiannually</b> Dec, June



**Full Green Arrow:** Results are meeting or exceeding expectations and no action is required.



**Partially Green Arrow:** Results are progressing, but not at The expected levels. No action on the plan/efforts is required; however, there will be an increase in the monitoring of the plan.