**Description:**

Each year new institutional objectives will be considered and added, and those accomplished will be retired.  Those which were not accomplished within the time framed expected, but which are considered still important, remain on the list with initial target dates.

**Major Functions and Targeted Performance Standard(s) for Each Function:**

1.  Quality:  The institution will continuously seek to improve and to offer programs relevant to student and community needs with effective instruction and services by highly qualified faculty and staff utilizing up-to-date instructional and management technology.

    A.  By June, 2002, the section size (class load) will attain the quality level of 15.5 for the technical division, and 21.5 for the academic division established in 1997. (Technical/Academic)

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 14.66/21.11 | 15.5/21.5 | 13.7/19.9 | 13.42/20.58 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 14.6/20.5 | 15/21 | 15.5/21.5 | 15.5/21.5 |

    B.  By Spring 2001, all students receiving Associate of Arts and Associate of Science Degrees and all Certificates will demonstrate proficiency with computer applications.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
|  |  |  |  |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
|  | 100% | 100% | 100% |

    C.  By June, 1999, the institution will have a 95 percent positive placement for students from technical preparatory programs. *Data not available until a 6 month following period after graduation (i.e. Jan. 2000 for FY99)

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
|  |  |  | 95%* |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 95% | 95% | 95% | 95% |

2.  Accountability:  The institution will evaluate institutional effectiveness on an ongoing basis to be accountable to all relevant customers and sponsors, accrediting agencies and funding sources.

    A.  Fall 1996 to Spring 2001.  The total proportion of first-time, full-time students who graduate and/or transfer in-state to a four-year institution within 5 years of initial enrollment will be maintained at a minimum of 40% to meet that element of the community college mission.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 40% | 40% | 40% | 40% |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 40% | 40% | 40% | 40% |

B. By the Spring, 2001, full-time students will show continuous improvement in their first term rate of credits completed to credits attempted to attain a completion ratio of 80%.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 78% | 81% | 80.62% | 80.1% |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 80% | 80% | 80% | 80% |

C. From spring 1996 to spring 2002 - Increase the number of those who obtain a degree or certificate by 5% a year.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 592 | 575 | 564 | 506 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 720 | 756 | 794 | |

D. From spring 1996 to spring 2002 - Increase the number of those who obtain a degree or certificate before transfer by 5% a year to support our research that those who complete a program before transfer to a four-year institution do better in their studies than those who transfer without completion. *Transfer information not available from the state.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 322 | 338 (4.97%) | 355 (5.03%) | 373* |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 392 | 412 | 433 | |

3. Faculty and Staff Development -- The institution will seek to provide increased opportunities for participation of all employees in staff development activities to enable faculty and staff to meet changing student and community needs and utilize new technology.

A. A minimum of 1% of the budget each year will be made available to faculty for research and development of alternative delivery of education using technology.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 1% | 1% | 1.2% | 1.07% |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 1% | 1% | 1% | 1% |

4.  Adequate Funding:  The institution will obtain the resources to remain competitive in acquiring and retaining talented faculty and to provide them with facilities and resources necessary for them to meet our quality standards of education.

    A.  By spring 1999, faculty salaries will reach a minimum of the mean level of like institutions located in the Rocky Mountains states, will be competitive with our peer institution in the State, North Idaho College, and will remain at that competitive level.  (Mountain States/CSI)

| Actual Results | | | |
|---|---|---|---|
| 1996 | 1997 | 1998 | 1999 |
| $35,716/$34,600 | $36,634/$35,522 | $36,997/$36,289 | $37,960/$37,818 |
| Projected Results | | | |
| 2000 | 2001 | 2002 | 2003 |
| | | | |

5.  Access:  The institution will provide increased access to all phases and aspects of its operation.

    A.  By the year 2000, the institution will have maintained the high level of community involvement in registration for course work among the 8-county district adults at a minimum level of 12% of the adult population (those 16 or older).

| Actual Results | | | |
|---|---|---|---|
| 1996 | 1997 | 1998 | 1999 |
| 11.4% | 11.6% | 12.4% | 11.6% |
| Projected Results | | | |
| 2000 | 2001 | 2002 | 2003 |
| 12% | 12% | 12% | 12% |

    B.  Enrollment will continue to increase by 3% or more per year as a percentage of current year enrollment.

| Actual Results | | | |
|---|---|---|---|
| 1996 | 1997 | 1998 | 1999 |
| 4,866 | 5,582 (14.71%) | 5,602 (.36%) | 5,739 (2.45%) |
| Projected Results | | | |
| 2000 | 2001 | 2002 | 2003 |
| 6,098 | 6,281 | 6,469 | 6,661 |

    C.  By fall 2001, scholarships will have increased at a rate of 5% per year for dollars available to students beginning at a 1995-96 base amount of $310,320.

| Actual Results | | | |
|---|---|---|---|
| 1996 | 1997 | 1998 | 1999 |
| $310,320 | $540,000 | $490,000 | $538,375 |
| Projected Results | | | |
| 2000 | 2001 | 2002 | 2003 |
| $413,119 | $433,775 | $455,464 | $500,999 |

D.  From 1996 to 2001, enrollment via electronic delivery modes will increase by 10% to all those in areas not easily accessible to the campus.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 660 | 1,341 new baseline | 1,410 (5.14%) | 1,597 (16.85%) |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 1,479 | 1,479 | 1,479 | 1,479 |

6.  Facilities and Resources:  The institution will plan and utilize the facilities and resources in a manner consistent with our student-success centered philosophy.

A.  From 1997 to 2001 - increase the number of classrooms with multi-media capabilities by a 4 a year from a baseline of 4 in 1996.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| 4 | 8 | 21 | 41 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 20 | 24 | 28 | 28 |

**Program Results and Effect:**

For more information contact Joan Edwards at 733-9554.

**Description:**

North Idaho College is a comprehensive community college located in Coeur d'Alene, Idaho. Its service area includes the five northern-most counties in the state. The College is committed to student success, teaching excellence, and life-long learning. As a community college, it provides quality educational experience for its students and other citizens of the community.

**Major Functions and Targeted Performance Standard(s) for Each Function:**

1. Planning and Assessment Initiative: Develop a systematic planning and assessment process to assure the accountability and ongoing improvement of the College and its programs.

    A. Implement an annual departmental planning and assessment process that is integrated with Strategic Planning and Outcomes Assessment efforts and is annually evaluated.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | 3 yr cycle complete | |

    B. Establish an institutional research capability that supports planning and evaluation activities.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Advertise/hire IR Analyst |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| Initaitate Outcome Rpt | | | |

    C. Tie together the planning and budget processes.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | Complete 3 yr cycle | |

    D. Create a climate of planning that is respected throughout the College, that is well utilized, and that drives the College's decision-making processes.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

2. Educational Programs Initiative: Provide high-quality educational programs in response to a wide range of student and community needs.

   A. Develop and refine the College's core curriculum, expressed and measured in terms of learning outcomes, and integrate the identified general education abilities throughout the curriculum.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | Initiated Fall 98 | 75% complete |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| 100% complete | | | |

   B. Expand the College's portfolio of Applied Technology programs to address current and emerging workforce needs.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

   C. Enhance basic skill offerings and services to better prepare students to benefit from further higher educational experiences.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

   D. Increase access to training opportunities and services for the incumbent workforce.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

   E. Expand Community Education programming in response to local community needs.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

F.  Enhance learning opportunities and services that enriches our students, our employees, and our community.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

G.  Strengthen the College's academic transfer curricula to ensure that students are successful upon transfer to baccalaureate degree-granting colleges and universities.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

3.  Technology Initiative: Ensure effective educational and institutional information systems exist to support students and staff throughout the College service areas.

A.  Strengthen resources needed to provide computing and communications infrastructure that support the use of information technology.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

B.  Optimize current resources including computer systems, system and application software, and telecommunications networks.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

C.  Establish plan, procedures, and schedules, complete with time-lines and budgets, to develop and maintain information systems.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

D. Use information technology to enhance teaching and learning in order to improve the College's productivity, efficiency, and effectiveness.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

4. Educational Access Initiative: Use flexible delivery systems to provide students throughout the College service area with broad access to educational opportunities.

A. Ensure that flexible programs and services exist to meet the College's educational goals.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

B. Ensure that the needs of students and other constituents drive the adoption of distance education delivery systems.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

C. Ensure that adequate funding and support exist to maintain and upgrade distance education delivery systems.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

5. Institutional Growth Initiative: Ensure that College programs and facilities meet the educational and training needs of a growing regional population and that this population is aware of the programs and services offered by the College.

A. Identify the educational and training needs of the College service area and develop informational and promotional campaigns to ensure that area residents are aware of the programs and services available through the College.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

B. Ensure that admissions, advising, and registration processes are user-friendly and accessible to all students.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

C. Maximize the development of the main Coeur d'Alene campus to take full advantage of the investment already made at this unique and beautiful location.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

D. Secure additional campus sites, in collaboration with educational and community partners, to ensure that College facilities meet the needs of a growing regional population and enhance the teaching and learning process.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | Initiated Fall 99 |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

6. Collaboration/Community Initiative: Form appropriate partnerships to meet the educational and training need of the College service area.

A. Enlist the support of appropriate partners to complete the NICHE agreement.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | Agreement signed | Subcommittee formed |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| NICHE site selected | | | |

B. Collaborate with participating area school districts to ensure students transition effectively between secondary schools and higher education.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | |
| Projected Results | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

C. Ensure cooperative relationships exist between the College, local businesses, other educational entities, and community organizations throughout the service area.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | | | |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| | | | |

D. Strengthen the relationship between North Idaho College, the Coeur d'Alene Tribe, and other culturally diverse groups in the region.

| Actual Results | | | |
|---|---|---|---|
| **1996** | **1997** | **1998** | **1999** |
| | 9-Point Plan signed | Adivsor hired | Cultural Initiative estd |
| **Projected Results** | | | |
| **2000** | **2001** | **2002** | **2003** |
| Long-house const.  int. | Long-house completed | | |

**Program Results and Effect:**

The North Idaho College Strategic Plan is an ongoing plan and includes objectives and goals that may not have been spoken to in the state plan.  The materials presented in this report explain the efforts made to comply with the objectives and goals of the state plan.  It is understood that continual monitoring of these efforts is needed to determine their impact.  The creation of the plan also will keep the institution focused on the important outcomes through the beginning of the next century.

For more information contact Rolly Jurgens at 769-3303.