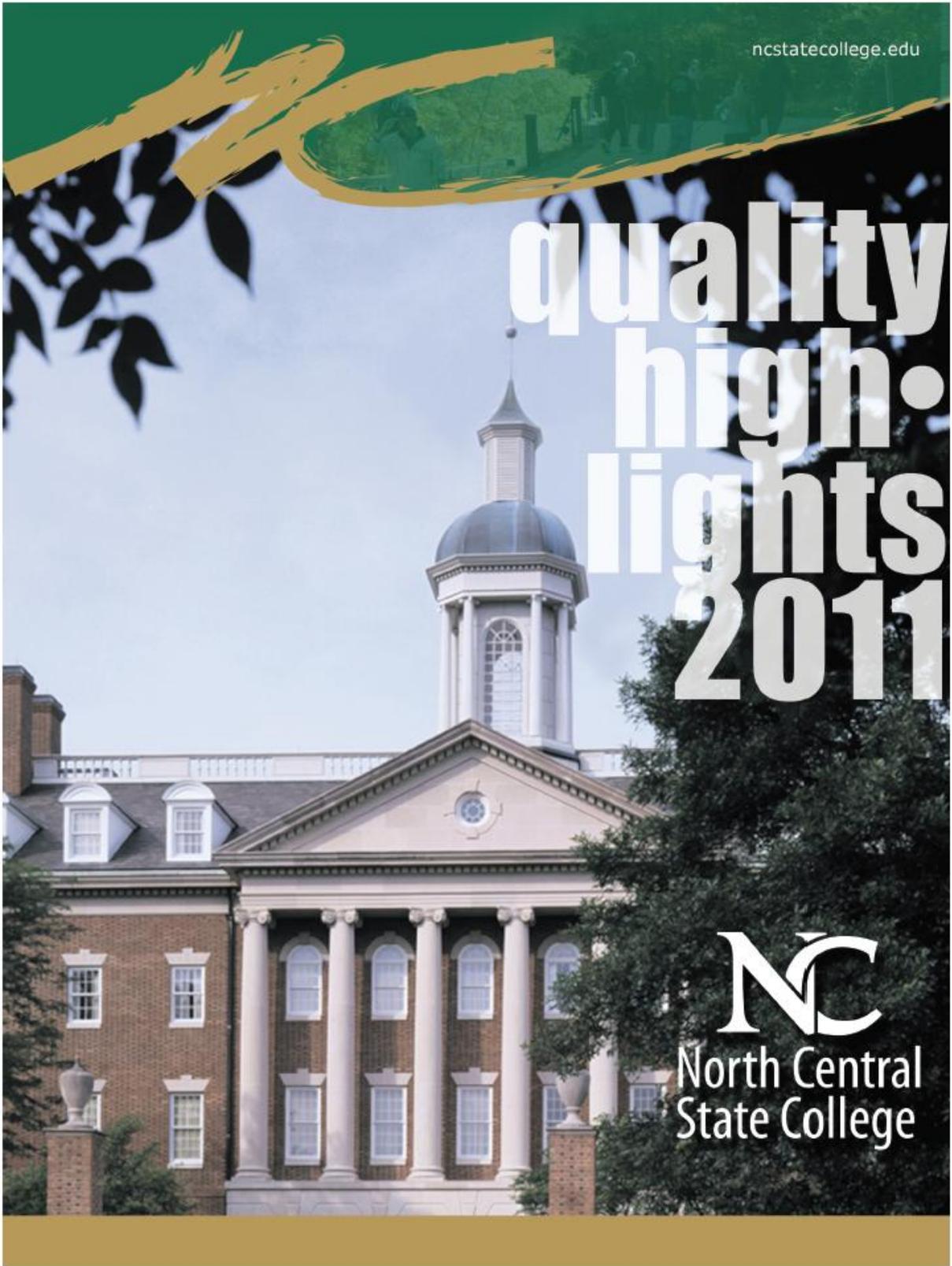


quality high. lights 2011



NC
North Central
State College

NORTH CENTRAL STATE COLLEGE QUALITY HIGHLIGHTS 2011

Background

North Central State College submitted its first Systems Portfolio in November of 2007; our Quality Checkup Visit was November of 2010. Our second Systems Portfolio is due November 1, 2011. We are on the 2011 – 2012 Reaffirmation of Accreditation schedule.

The College received new leadership in January of 2009 when Mr. Don Plotts became North Central State College's fourth president. Shortly after, the chief academic officer position was filled with a permanent hire after having several interims. In the spring of 2009 during a College Board of Trustees retreat, the board re-dedicated itself to Carver ENDS Policy governance after receiving training from Miriam Carver. In the summer of 2010 during the annual College Board of Trustees retreat, the board spent four days writing and refining College ENDS policy.

Strategic Planning

The [strategic plan procedure](#) complete with short- and long-term strategies, action plans, and a timeline based on the ENDS policies is:

Step 1: Develop a common understanding for each of the six ENDS policies.

- Cross-functional ENDS task forces:
 - Interpreted and explained the intent of the ENDS policy.
 - Established how the college will know if the policy has been achieved.
- With Institutional Research (IR), established metrics to monitor progress toward policy achievement.
- The task forces' work was reviewed by the Board of Trustees.
- Completed Fall 2010 (51 College employees participated in this step).

Step 2: Understand the current situation.

- The same task forces identified gaps in performance relative to the policies and the underlying factors driving the gaps.
- Completed Fall 2010.

Step 3: Identify strategic focuses (the MEANS to attain the ENDS).

- Through a facilitated process, the underlying factors were sorted into affinity groups by Planning Advisory Council (PAC) to identify three to five strategic focuses. The strategic focuses were:
 - Enhance Quality through Continuous Improvement
 - Improve Preparation for College
 - Improve Student Success

- Improve Successful Transition
- Enhance Regional Development
- Completed Fall 2010.

Step 4: Identify specific strategic initiatives and objectives.

- Subcommittees, established by the College Planning Advisory Council (PAC):
 - Developed two to four specific initiatives for each strategic focus – stated as specific objectives to be achieved.
 - Identified the key learning and growth objectives -- related to human, informational, organizational and community capital/resources -- needed to support the specific initiatives.
 - With IR, established metrics to monitor progress toward achievement of objectives.
- The subcommittees' work was reviewed by ENDS task forces.
- Completed Winter 2011 (61 College employees participated in this step).

Step 5: Develop action plans for each strategic initiative.

- Action plan teams, established by PAC:
 - Determined outcomes, milestones, tasks, responsibilities, timeline, budget and metrics for the action plan.
- Completed Winter 2011.

Step 6: Prioritize the strategic initiatives.

- PAC prioritized the strategic initiatives based on benefit (who benefits, how many are impacted) and cost (people, funds, etc.), alignment with ENDS policies, <http://www.ncstatecollege.edu/cms/media/PDF/President/Strategic%20Initiatives%20linked%20to%20Ends%20Policies.pdf>, and alignment of AQIP Categories as revealed by the action plans. <http://www.ncstatecollege.edu/cms/media/PDF/President/Strategic%20Initiatives%20linked%20to%20AQIP.pdf>
- Completed Winter 2011.

Step 7: Develop a strategy map as a communication tool.

- Completed Spring 2011.

Step 8: Develop a balanced scorecard spreadsheet to translate objectives into measurements.

- Completed Spring 2011.

Step 9: Board of Trustee approval of metrics.

- Completed Summer 2011.

Action Projects

North Central State College has initiated four action projects since the beginning of 2010.

- Action Project #8 2010: Developing and piloting a program review process – review response
- Action Project #9 2011: Enhancing regional development through entrepreneurial engagement
- Action Project #10 2011: Developing and piloting a computer literacy assessment tool for incoming students
- Action Project #11 2011: Creating a tutor training program certified by the College Reading and Learning Association

Each of the 2011 Action Projects were developed after the strategic initiatives were identified in the Strategic Plan. As documented in this report, North Central State College has spent the last twelve months developing a strategic plan that is inclusive in its development. We believe the metrics and dashboards will provide needed data to assess our strategic initiatives, continuing the continuous quality improvement cycle.

Quarter to Semester Conversion

North Central State College will be moving from quarters to semesters in the fall of 2012. This is an unfunded mandate by the state of Ohio. Since the Quality Checkup Visit, in preparation for this transition we have:

- re-written our curriculum (over 350 courses)
- established a structured curriculum committee process
- developed back office protocols
- established a curriculum crosswalk
- installed software to electronically document “My Advising Plan”
- trained faculty on e-advising
- established a student advising program for students caught in the transition
- reviewed and revised policies

The transition has required us to review everything we do, and NC State has taken the approach that this is a once in a lifetime opportunity to put our mark on this institution. Everything from reviewing our core curriculum course requirements to establishing the date for graduation has been considered.