STRATEGIC MASTER PLAN

Vision Statement

"Sailing ahead with a focus on learning, let us lift the tide for everyone."

Mission Statement

"The mission of Northern Marianas College is to cultivate stewardship through scholarship. Embracing our agency and cultural identity on the global stage, the College strives to take care of our community, our resources, and our people by cultivating the structured pursuit of knowledge across the Marianas."

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STRATEGIC PRIORITY: Take care of our people.

Goal 1: Empower students to succeed.

Objective 1.1: Offer a wider range of engaging programs.

Action Step 1.1.1: Diversify course modalities to suit student and institutional needs.

Action Step 1.1.2: Launch new certificate and degree programs based on student data and community-needs assessment figures.

Action Step 1.1.3: Expand partnerships and articulation agreements with other colleges and universities to expand degree-program offerings.

Objective 1.2: Develop targeted student support services.

Action Step 1.2.1: Refine and develop policies and procedures that support the holistic wellness of students.

Action Step 1.2.1: Implement a cohort-based mentorship program that integrates enhanced and expanded wrap-around student support services.

Action Step 1.2.2: Reimagine developmental course offerings to expedite and improve completion rates and better prepare students for college level courses.

Objective 1.3: Provide accelerated curricular and career pathways.

Action Step 1.3.1: Repackage existing degree programs into accelerated curricula that blend prior learning assessment, cohort- and site-based learning, and interdisciplinary courses.

Action Step 1.3.2: Reinforce collaboration between academic departments and the Community Development Institute to grow new curricular offerings for the community.

Action Step 1.3.2: Increase collaboration with the CNMI Public School System and the Northern Marianas Technical Institute to offer more dual enrollment and parallel curricular programs.

Goal 2: Cultivate our employees.

Objective 2.1: Offer competitive compensation and benefits.

Action Step 2.1.1: Establish an incremental and sustainable salary scale that keeps pace with inflation rates and cost of living adjustments.

Action Step 2.1.2: Incentivize and reward additional workload undertaken outside of listed duties and responsibilities.

Action Step 2.1.3: Explore and develop new employee benefits that reflect emerging trends in the modern workforce.

Objective 2.2: Embrace a growth mindset in personal and professional development.

Action Step 2.2.1: Refine and develop policies and procedures that support the holistic wellness of employees.

Action Step 2.2.2: Establish a development fund and education leave policies and procedures to support employees' ongoing personal and professional growth.

Action Step 2.2.3: Refine program-specific and institution-wide professional development to address performance needs generated from aggregated employee evaluations and to be more clearly aligned with clearly defined learning and behavioral outcomes.

Objective 2.3: Facilitate collaboration and engagement across the institution.

Action Step 2.3.1: Establish a formal peer mentoring program within and across programs and departments.

Action Step 2.3.2: Facilitate interdepartmental team- and cross-teaching in academic courses and professional development sessions.

Action Step 2.3.3: Explore and develop job-shadowing opportunities that diversify professional skills, increase awareness and understanding of programs, and promote professional camaraderie across the institution.

STRATEGIC PRIORITY: Take care of our resources.

Goal 3: Build state-of-the-art facilities.

Objective 3.1: Provide a robust and secure information technology infrastructure.

Action Step 3.1.1: Implement a straightforward and efficient cloud-based enterprise system for all information technology functions.

Action Step 3.1.2: Build redundancies into information technology services, applications, backups, and other relevant structures.

Action Step 3.1.3: Reinforce the safety and security of information technology systems.

Objective 3.2: Build facilities that ensure resilience against natural disasters.

Action Step 3.2.1: Ensure that new facilities comply with identified design guidelines.

Action Step 3.2.2: Build redundancies into campus design regarding power, water, and green energy sources.

Action Step 3.2.3: Construct environmentally-friendly buildings.

Objective 3.3: Design facilities that welcome all stakeholders with open, accessible, and appealing designs.

Action Step 3.3.1: Ensure that new facilities comply with or, where appropriate, exceed applicable local and federal laws and regulations regarding access for individuals with various abilities.

Action Step 3.3.2: Create spaces and corresponding policies and procedures that allow for and encourage community-wide events to be held on college campuses.

Action Step 3.3.3: Engage individuals, groups and organizations from the community in holding community-wide events on college campuses.

Goal 4: Secure financial vitality.

Objective 4.1: Increase and diversify revenue streams.

Action Step 4.1.1: Acquire strategic assets to turn into revenue generating   opportunities.

Action Step 4.1.2: Repackage and repurpose college programs to provide additional revenue-generating training, research, consultation, and auxiliary services to the local and regional community.

Action Step 4.1.3: Expand the recruitment of international students for short-term certificate programs and long-term degree programs.

Objective 4.2: Expand philanthropic contributions.

Action Step 4.2.1: Expand the scope and activities of the Northern Marianas College Foundation to engage more local, regional, national, and international support for the institution.

Action Step 4.2.2: Continue developing and improving the Northern Marianas College brand to reinforce the local, regional, national, and international reputation and prestige of the institution.

Action Step 4.2.3: Diversify sources of philanthropic contributions to increase alumni giving, innovate tax incentives, and launch estate planning.

Objective 4.3: Solidify more consistent funding from various sources.

Action Step 4.3.1: Identify and participate in federal formula or block grant programs available to the Northern Marianas and the region.

Action Step 4.3.2: Explore and cultivate legislative options to generate alternative revenue streams.

Action Step 4.3.3: Develop sustainable tuition policies and procedures that allow tuition rates to affordably yet incrementally keep pace with inflation rates and regional financial constraints.

Goal 5: Ensure quality.

Objective 5.1: Implement systematic improvement processes.

Action Step 5.1.1: Refine operational processes and systems through automation.

Action Step 5.1.2: Implement a standardized, centralized, cloud-based data system.

Action Step 5.1.3: Enact performance assessments for the entire college for feedback, improvement, and guidance for better proficiency.

Objective 5.2: Employ research-based accountability measures.

Action Step 5.2.1: Explore and pilot promising accountability practices from within the institution as well as from regional, national, and international institutions and industries.

Action Step 5.2.2: Revise the employee evaluation system to provide more routine and aggregate data on employee performance using metrics aligned with best practices in higher education.

Action Step 5.3.3: Maintain an updated master list of best practices to fit college capacity, planning, implementation, evaluation, continuous improvement, and sustainability.

Objective 5.3: Optimize governance and organizational structures for efficiency and effectiveness.

Action Step 5.3.1: Routinely evaluate governance and organizational structures for efficiency and effectiveness using metrics aligned with best practices in higher education.

Action Step 5.3.2: Modify and amend governance and organizational structures to respond to findings in routine evaluations of those structures or to keep pace with emerging trends in higher education.

Action Step 5.3.3: Employ systems thinking in guiding the institution as it evolves as a learning organization that prioritizes learning.

STRATEGIC PRIORITY: Take care of our community.

Goal 6: Invest in our economy.

Objective 6.1: Meet workforce needs.

Action Step 6.1.1: Implement transformative labor-force skill learning into curriculum.

Action Step 6.1.2: Engage prospective employers and industry leaders in reviewing and revising certificate and degree programs in order to more effectively align with current and emerging workforce needs and trends.

Action Step 6.1.3: Enhance current career services by providing more mentorship opportunities, expanding internship partnerships with prospective employers, and refining job placement processes and monitoring.

Objective 6.2: Promote entrepreneurial initiatives.

Action Step 6.2.1: Integrate financial literacy and entrepreneurial capacity into the institution's core curriculum.

Action Step 6.2.2: Host collaborative, competitive, and other community events that promote the awareness and practice of entrepreneurship and cultivate networking opportunities between College stakeholders and the broader business community.

Action Step 6.2.3: Create a Center for Entrepreneurship with the Small Business Development Center at the institution that will provide students and community members with the tools, expertise, and networking opportunities to start a business.

Objective 6.3: Cultivate problem-solving skills.

Action Step 6.3.1: Transform learning in the classroom through project-based work that tackles pressing social, economic, and environmental problems at the local, regional, national, or international level.

Action Step 6.3.2: Require capstone courses to integrate measurable service learning activities that address local, regional, national, or international issues.

Action Step 6.3.3: Expand the institution's research capacity in order to guide and collaborate with government agencies and nonprofit entities in combating social, economic, and environmental problems at the local, regional, national, or international level.

Goal 7: Foster a spirit of stewardship.

Objective 7.1: Practice regenerative living that protects our environment.

Action Step 7.1.1: Lead research efforts that identify promising practices in regenerative living that can be deployed at the institutional, local, and regional levels.

Action Step 7.1.2: Model research-based practices in regenerative living at the institutional level that can be replicated at the local and regional levels.

Action Step 7.1.3: Collaborate with local and regional partners and leaders to develop and implement coordinated regenerative policies and practices that collectively protect the environment.

Objective 7.2: Cultivate transformative behaviors that promote social justice, inclusion, and equity.

Action Step 7.2.1: Revise current curricula and develop new academic programs with a renewed focus on social justice, inclusion, and equity issues.

Action Step 7.2.2: Transform learning in the classroom through project-based work on social justice and underrepresented voices.

Action Step 7.2.3: Coordinate more campus events and community outreach activities that engage students and college stakeholders in understanding and addressing social injustice, exclusion, and inequity.

Objective 7.3: Promote cultural enrichment that protects our islands' indigenous legacy.

Action Step 7.3.1: Reinforce local and regional partnerships that elevate Chamorro and Carolinian studies within academia.

Action Step 7.3.2: Create and showcase more publications, art, media, and artifacts related to Chamorro and Carolinian culture and history.

Action Step 7.3.3: Lead local and regional efforts to translate key publications into Chamorro and Carolinian languages.