

**Attachment A. Northwestern Michigan College**

**BOT-Level Metrics 2012-2013 (adopted 09/24/12)**

**Learner Success**

**B1.** NMC will improve learner success in terms of student persistence and completion.

	Fall 2008	Fall 2009	Fall 2010	Fall 2011	2014 Goal*
1 College-level Course Persistence (all grades-Ws)/(all grades)	87.0%	90.2%	90.9%	90.7%	92.0%
2 College-level Course Enrollee Success Rate (2.0 and above)/(all grades)	76.9%	76.6%	77.2%	77.6%	78.3%
3 College-level Course Completer Success (2.0 and above)/all grades - Ws)	88.4%	85.0%	84.9%	85.6%	87.1%
4 Fall to spring persistence (all currently enrolled less dual enrolled, grads)	73.3%	78.1%	78.1%	75.9%	77.0%

*\*Note: Goals 1 through 3 above are set at 3 year average of national peers at the 75 percentile. Goal 4 target is set at 3 year average of national peers at the 90th percentile. NCCBP Source.*

**B2.** All learners will be able to document their intercultural learning experiences. (Process measure - Evaluation will indicate complete or incomplete)

**Financial Thrivability**

**B3.** NMC will develop and implement a budget plan that includes expansion of revenue opportunities along with operational efficiencies to assure fiscal thrivability.

	Actual FY2009	Actual FY2010	Actual FY2011	Projected FY2012	Target FY2013
1 Primary ratio target ratio (fiscal strength)	0.26	0.27	0.31	0.36	0.2-0.4
2 Composite financial index; Compares unrestricted net assets to total expenses	1.93	3.32	3.05	2.87	3.0-5.0
3 Net Income Ratio; Net assets/total revenue	0.13%	5.36%	3.29%	2.00%	> 0

**International Competence**

**B4.** NMC will incubate partnerships resulting in developing national and international leadership competencies in select areas.  
(Process Measure - Evaluation will indicate complete or incomplete)

**Networked Workforce**

**B5.** NMC will evaluate the employee classification and compensation systems and make adjustments as required. (Process Measure - Evaluation will indicate complete or incomplete)

**B6.** NMC will increase institutional leadership capacities needed to implement the strategic plan.  
B6 Metric 2 will be process measures - Evaluation will indicate complete or incomplete plus the following.

	Spring 2009	Spring 2010	Spring 2011	Spring 2012	Target 2013
Employee Engagement Index (11 survey items on engagement); % maximum possible score (55pts)		74.7%	85.5%	85.5%	90%
Employee agreement on likelihood to recommend NMC to a friend		86.2%	87.6%	89.0%	90%