



NORTHWEST ARKANSAS COMMUNITY COLLEGE

ENDS, GOALS, & OBJECTIVES

2019-2020



INTRODUCTION

The NorthWest Arkansas Community College Strategic Plan supports the institution's mission and strategic goals. The 2019-20 annual objectives were determined by NWACC Cabinet members (the college's leadership team) in support of the strategic goals and are informed by numerous sources:

- The College's Key Performance Indicators (page 3)
- The College's End Statements (page 4)
- The Higher Learning Commission's Academic Quality Improvement Program (AQIP) Categories (www.hlcommission.org)*
- Arkansas Governor Asa Hutchinson's "Closing the Gap 2020" plan for improvement of Higher Education in the state (www.adhe.edu)
- Institutional Budget constraints
- The new Productivity Funding Formula implemented by ADHE
- College-wide input through use of FY 2020 Strategic Planning Objectives and Budget form (copies available by contacting Lisa Anderson at landerson7@nwacc.edu)

NorthWest Arkansas Community College Strategic Goals

- 1. Learner Community:** Provide and continuously strengthen quality programs and processes that support student achievement and success.
- 2. Taxpayer Community:** Strive to be effective and ethical stewards of taxpayer dollars by maximizing resources and containing costs to allow affordable tuition rates for our students.
- 3. College Community:** Provide an open and transparent environment where students, staff, faculty, and alumni feel welcome, safe, valued, connected and informed.
- 4. Pre-K through Grade 16 Community:** Develop, expand, and enhance collaborative partnerships with local K-12 and university partners.
- 5. Business and the Broader Community:** Enhance partnerships with and provide support to local business, industry and the general public by offering innovative approaches to curriculum, training and other relevant services.

* AQIP is a Pathway to Accreditation and is being dissolved. As soon as NWACC is assigned an alternative pathway, all references to AQIP will be changed.

NorthWest Arkansas Community College Vision Statement

Positively changing the lives of those we serve.

To positively change the lives of those we serve means significantly impacting the college's many stakeholder communities—students, taxpayers, community members, business and industry, etc. To fulfill this vision, we are committed to upholding our mission statement:

NorthWest Arkansas Community College Mission Statement

NorthWest Arkansas Community College empowers lives, inspires learning, and strengthens community through accessible, affordable, quality education.

NorthWest Arkansas Community College Values

Our values surround and uphold our vision and mission.



Key Performance Indicator	Baseline	2017	2018	Proposed Target-2020	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Related AQIP Category or Closing the Gap 2020
STUDENT												
Enrollment												
1. Fall credit student headcount	7,744	7,715	7,979	8,000			X					4 and 5
2. Enrollment age 25-54	2,395	1,949	1,927	3,200								Closing the Gap
3. Annual Student Semester Credit Hours	153,998	149,551	148,538	159,000			X					1 and 5
4. Non-Credit Unduplicated headcount-prior Academic Year	2,539	2,598	2,421	3,000	X							2
5. Adult Education Unduplicated headcount	2,373	1,708	1,796	2,600	X							1 and 2
Retention/Graduation												
6. Fall to fall retention rate	44.30%	46.9%	46.8%	48%	X							1 and 2
7. Total Degrees and Certificates Awarded-prior AY	1,050	1,083	1,380	1,200	X	X	X					1 and 2
8. Degrees and Certificates Awarded to underserved students	202	195	231	225							X	Closing the Gap
9. Three year success rate (full-time students-graduation plus transfer)	33.20%	37.4%	36.4%	36%	X							1 and 2
Student Performance												
10a. ENGL Development Student Success	75%	71%	72%	77%	X	X						1
10b. MATH Development Student Success	69%	67%	62%	71%	X	X						1
11. Licensure/Certification Exam Passage Rate	93%	95%	97%	95%	X			X				1 and 2
12. Student satisfaction	5.85/7	5.68/7	5.68/7	6/7					X			3
EMPLOYEE												
13. Employee Satisfaction	3.84/5	3.86/5	3.92/5	4.0/5		X	X		X			3
14. % Minority FT faculty and staff	7.9%	7.4%	8%	10%							X	3
COLLEGE BUSINESS												
15. KWH usage per sq ft (college-owned instructional facilities)	8.06	7.86	7.49	8.06					X	X		4 and 5
16. Instructional Expenses as a Percentage of Total Expenditures	44%	49%	43%	50%					X	X		4 and 5

COLLEGE ENDS STATEMENTS

NorthWest Arkansas Community College will become a premier educational provider in Northwest Arkansas by developing a responsive educational delivery system customized to the needs of learners and receiving organizations.

1. For the learner community we will:

Provide expanded access to educational opportunities for the population in general, but especially for under-served learners in all age groups who are disconnected from education by choice or circumstance and will actively support student retention and completion.

2. For the business community we will:

Enhance partnerships and collaborations with business and industry through innovative approaches to design and deliver training and education.

3. For the owner community (taxpayers) we will:

- a. Enhance NWACC's capacity to achieve its initiatives by diversifying its resource base.
- b. Provide educational and comprehensive programs, services and facilities to the owner community (taxpayers).

4. For the pre-kindergarten through grade 16 community we will:

Forge a systemic linkage with P-16 and University partners to achieve "seamlessness" in curriculum, technology and learner support and service delivery.

5. For the college community we will:

Align the organizational infrastructure of NWACC with College growth.

GOALS AND OBJECTIVES

1. Learner Community:

Provide and continuously strengthen quality programs and processes that support student achievement and success.

STRATEGIC OBJECTIVE 1:

Complete building process and move into new Washington County facility

Individuals Responsible:

D. Buckley, J. Lay, D. Stone

Relates To:

Goals 2 & 3

Measure(s) of Success:

Hold classes in new facility in Spring 2020 semester

STRATEGIC OBJECTIVE 2:

Generate Student Semester Credit Hours (SSCH) equal to or greater than 2018-19 budget projection

Individuals Responsible:

T. Kitchen, J. White

Relates To:

Goal 2, KPI 4

Measure(s) of Success:

SSCH of at least 150,208

STRATEGIC OBJECTIVE 3:

Implement and fully develop procedures to institute the GED College Ready and College Ready Plus Credit program

Individuals Responsible:

T. Cornelius, B. Aldama

Relates To:

Goal 2, KPI 6 & 17

Measure(s) of Success:

Gain 20 new students entering NWACC from the implementation of the GED College Ready and College Ready Plus Credit program.

STRATEGIC OBJECTIVE 4:

Develop and implement the Physical Therapy Assistant Hybrid Program

Individuals Responsible:

T. Cornelius, M. Wallenmeyer

Relates To:

Goals 2, 3 & 5

Measure(s) of Success:

Start application process to admit 20 new students in newly formed program in Fall 2020.

STRATEGIC OBJECTIVE 5:

Evaluate student satisfaction rates utilizing the Ruffalo Noel Levitz Student Satisfaction Inventory; compare to previous years and make actionable adjustments based on student feedback

Individuals Responsible:

L. Anderson, K. Purdy

Relates To:

Goals 2, 3, 5 & KPI 14

Measure(s) of Success:

Administer instrument; collate results; communicate results with stakeholders; and recommend strategies for improvement

STRATEGIC OBJECTIVE 6:

Continue to improve the college's new website through development of baseline metrics

Individuals Responsible:

J. Degn, D. Winters-Lewis, J. O'Neill

Relates To:

Goals 3 & 4

Measure(s) of Success:

Comprehensive set of metrics designed and built

STRATEGIC OBJECTIVE 7:

Have in place a systematic assessment process to measure course and program level assessment practices and results as appropriate

Individuals Responsible:

R. Tompkins, Assessment Committee

Relates To:

Goals 3 & 4

Measure(s) of Success:

60% participation in year 1

STRATEGIC OBJECTIVE 8:

Have in place systematic co-curricular assessment practices

Individuals Responsible:

R. Tompkins, T. Kitchen, L. Cates

Relates To:

Goals 3 & 4

Measure(s) of Success:

60% participation in year 1

STRATEGIC OBJECTIVE 9:

Strengthen the Associate of Fine Arts programs by revising and expanding programs based on constituent feedback

Individuals Responsible:

R. Tompkins, C&A Division Leadership

Relates To:

Goal 5

Measure(s) of Success:

Curriculum revision completed, updated standard course outlines, all curriculum changes approved and presented to ADHE as needed

STRATEGIC OBJECTIVE 10:

Continue work of incorporating Guided Pathways strategies in degree plans, advising, and curriculum development

Individuals Responsible:

R. Tompkins, T. Kitchen

Relates To:

Goals 3, 4 & 5

Measure(s) of Success:

Curriculum revisions completed and approved through appropriate procedures and more incorporation in the degree plan paths for students

STRATEGIC OBJECTIVE 11:

Incorporate IDL resources into the CAD program and retail programs as possible

Individuals Responsible:

R. Tompkins, C. Davis

Relates To:

Goals 3 & 5

Measure(s) of Success:

Increase in partnerships and students participating in CAD and retail programs

2. Taxpayer Community:

Strive to be effective and ethical stewards of taxpayer dollars by maximizing resources and containing costs to allow affordable tuition rates for our students.

STRATEGIC OBJECTIVE 1:

Complete building process and move into Integrated Design Lab (IDL) on time and within budget

Individuals Responsible:

J. Lay, D. Stone

Relates To:

Goals 1 & 3

Measure(s) of Success:

Hold classes in IDL building Fall 2019 semester

STRATEGIC OBJECTIVE 2:

Complete building process and move into new Physical Plant facility on time and within budget

Individuals Responsible:

J. Lay, D. Stone

Relates To:

Goals 1 & 3

Measure(s) of Success:

Physical Plant staff relocate to new facility by June 30, 2020

STRATEGIC OBJECTIVE 3:

Appropriately maintain the college parking garage including annual inspection and maintenance by qualified engineers and repair specialists to catch up on deferred maintenance

Individuals Responsible:

G. Baggson, J. Thompson

Relates To:

Goals 1 & 3

Measure(s) of Success:

Fund at least \$100,000 per year for projected repairs

STRATEGIC OBJECTIVE 4:

Obtain additional funding for the National Child Protection Training Center

Individual Responsible:

J. Hall

Relates To:

Goals 1 & 3, KPIs 1 & 4

Measure(s) of Success:

Secure at least \$20,000 for facility

3. College Community:

Provide an open and transparent environment where students, staff, faculty, and alumni feel welcome, safe, valued, connected and informed.

STRATEGIC OBJECTIVE 1:

Complete selection process for implementation partner for Workday implementation. Begin "phase 1" deployment for HR, Payroll and Finance, with significant focus on improving business processes

Individuals Responsible:

G. Baggson, J. Degen

Relates To:

Goals 1 & 2

Measure(s) of Success:

On-time, on-budget deployment of Workday.

STRATEGIC OBJECTIVE 2:

Continue to develop disaster recovery/business continuity plans and expand those to new facilities

Individuals Responsible:

G. Baggson, T. Taylor

Relates To:

Goals 1 & 2

Measure(s) of Success:

At least two trainings offered

STRATEGIC OBJECTIVE 3:

Enhance training for and provide upgraded safety gear to security officers

Individuals Responsible:

T. Taylor, S. Tosh

Relates To:

Goal 1

Measure(s) of Success:

All full time security officers trained

STRATEGIC OBJECTIVE 4:

Revamp and improve new employee onboarding and orientation, leveraging Workday as the platform

Individuals Responsible:

G. Baggson, HR & IT Teams

Relates To:

Goals 1, 2; KPI 12, 13

Measure(s) of Success:

Newly enhanced program unveiled and presented monthly will result in higher level of satisfaction on next RNL employee survey item related to onboarding

STRATEGIC OBJECTIVE 5:

Implement fillable form software tool to aid in recruitment/retention efforts

Individuals Responsible:

T. Kitchen, J. White

Relates To:

Goal 1, KPI 1

Measure(s) of Success:

Applicant to registration yield rate increase by 5%

STRATEGIC OBJECTIVE 6:

Determine faculty, staff and students level of

satisfaction with college services; establish baseline levels

Individuals Responsible:

L. Anderson, E. Kapsner, K. Purdy

Relates To:

Goal 1, KPI 12, 14

Measure(s) of Success:

Conduct surveys of faculty, staff and students to determine baseline satisfaction

STRATEGIC OBJECTIVE 7:

Develop a comprehensive brand guide for the college, including all official units

Individuals Responsible:

L. Anderson, D. Winters-Lewis

Relates To:

Goal 1, KPI 12

Measure(s) of Success:

Online interface developed and built out

STRATEGIC OBJECTIVE 8:

Conduct research on feasibility of residence halls for NWACC

Individuals Responsible:

E. Jorgenson, College Cabinet

Relates To:

Goal 1, KPI 14

Measure(s) of Success:

Preliminary recommendation to Land Use committee by June 30, 2020

STRATEGIC OBJECTIVE 9:

Engage college faculty and staff in the college's requirements for accreditation

Individuals Responsible:

R. Tompkins, L. Cates

Relates To:

Goals 1,2,4,5

Measure(s) of Success:

100% response rate from faculty and staff for the April 2020 Quality Comprehensive Visit report

4. Pre-K through Grade 16 Community:

Develop, expand, and enhance collaborative partnerships with local K-12 and university partners.

STRATEGIC OBJECTIVE 1:

Increase Hispanic student enrollment to level of Hispanic Serving Institution status

Individuals Responsible:

T. Kitchen, J. White, J. Franklin

Relates To:

Goals 1 and 3; KPI 6

Measure(s) of Success:

Hispanic enrollment increase from 21.7% to 25%

STRATEGIC OBJECTIVE 2:

Implement the new Transitions Academic Program (TAP) for students transitioning to the University of Arkansas

Individuals Responsible:

T. Kitchen, J. White

Relates To:

Goals 1,3 & 5, KPI 4 & 7

Measure(s) of Success:

Program will enroll at least 75 participants

STRATEGIC OBJECTIVE 3:

Continue to expand partnerships with local high schools and increase credential completion by ECE students

Individual Responsible:

T. Kitchen, J. White

Relates To:

Goals 1 & 3, KPI 4

Measure(s) of Success:

At least one new partnership or program will be established

STRATEGIC OBJECTIVE 4:

Develop two more pathways (CAD and CIS) for AAS students to continue their education

Individuals Responsible:

R. Tompkins, C. Davis

Relates To:

Goal 5

Measure(s) of Success:

Complete the two pathways

STRATEGIC OBJECTIVE 5:

Continue to review and grow the number of 2+2 and articulation agreements with surrounding institutions for ease of transfer

Individuals Responsible:

R. Tompkins, Academic Deans

Relates To:

Goals 1 & 5

Measure(s) of Success:

Review, continue, and increase the number of agreements by 10

5. Business and the Broader Community:

Enhance partnerships with and provide support to local business, industry and the general public by offering innovative approaches to curriculum, training and other relevant services.

STRATEGIC OBJECTIVE 1:

Establish baseline data to evaluate earned publicity for NWACC through Public Relations efforts. Utilize google alerts and web monitoring to track mentions of NWACC in media

Individuals Responsible:

L. Anderson, E. Kapsner

Relates To:

Goals 2, 3, 4

Measure(s) of Success:

Baselines set for comparisons beginning in FY 21

STRATEGIC OBJECTIVE 2:

Develop process and recommendation for Board of Trustees redistricting as required by AR code 6-61-529 effective with the 2020 census

Individuals Responsible:

J. Hall

Relates To:

Goals 2 & 4

Measure(s) of Success:

Plan created and adopted into Board of Trustees policy

STRATEGIC OBJECTIVE 3:

Hire and successfully onboard the new Brightwater Executive Director; task this individual with formation of new partnerships in the regional food system

to create job opportunities for program graduates

Individuals Responsible:

T. Cornelius, Brightwater ED to be named

Relates To:

KPI 5, 6

Measure(s) of Success:

Executive Director hired and least 5 new relationships/partnerships formed

STRATEGIC OBJECTIVE 4:

Use the Academic Resource Allocation model to report and measure the academic funding allocation and targets

Individuals Responsible:

G. Baggson, L. Robinson

Relates To:

Goal 2

Measure(s) of Success:

Report results used in budgetary decision making and setting new targets

STRATEGIC OBJECTIVE 5:

Merge the fixed assets monitoring and reporting tasks and duties that had been parsed out due to past budget cuts

Individuals Responsible:

G. Baggson, R. Starr

Relates To:

Goal 2, 3

Measure(s) of Success:

Job descriptions redesigned and new position filled to complete tasks

STRATEGIC OBJECTIVE 6:

Automate ACH processing with TouchNet Recon1

Individuals Responsible:

G. Baggson, L. Robinson

Relates To:

Goal 2

Measure(s) of Success:

At least 15 hours annually saved by Accounts Receivable staff

STRATEGIC OBJECTIVE 7:

Form a task force of interested faculty and staff to investigate the feasibility of a comprehensive environmental scan to provide additional data on area needs

Individuals Responsible:

L. Anderson, K. Purdy

Relates To:

Goal 2, 3

Measure(s) of Success:

Task force named and members meet at least 3 times

NOTES



nwacc.edu

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