



FY 24 **STRATEGIC PLAN**

Goals and objectives for FY 24

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FY 24 Strategic Plan

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Not Started

5 GOALS 23 OUTCOMES 15 MEASURES 11 TARGETS 0 FINDINGS 0 ATTACHMENTS

Mission & Vision

Empower Lives, Inspire Learning and Strengthen Community, through Accessible, Affordable, Quality Education.

Values

Facilitate continuous learning for students and stakeholders

Cherish academic, professional and personal integrity

Respect our differences and view them as a strength

Advance knowledge through individual and team challenges

Anticipate and respond to needs by encouraging innovative ideas and technologies

Develop the potential of the individual to achieve excellence

Value human resources over physical resources

1 **Goal** Learner Community (E-101)

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

1.1 **Objectives**

Expand service to Washington county

Working with UpSkill NWA, acquire funding for expansion of health professions courses at Washington County

Action Plan

Work with community partners to determine needs and develop programs to meet those needs

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Work with K-12 partners to determine needs for health professions training through concurrent	4/24/2023	9/15/2023	

enrollment or secondary career centers

Action Item 2	Created	Due	Status
Identify new or expanded post-secondary programs needed in health professions with help from community partners	4/24/2023	9/15/2023	

Action Item 3	Created	Due	Status
Determine resources and budgets needed to support program	4/24/2023	10/30/2023	

1.1.1 Metrics

Prioritized list of courses and degree/certificate programs

SOURCE OF EVIDENCE

1.1.2 Metrics

Budget requests submitted following college process and/or grants identified to support new/expanded programs

SOURCE OF EVIDENCE

1.2 Objectives

Grow student enrollment and market share

Through coordinated efforts of the college increase student enrollment by 5 to 8 percent

Action Plan

Increase student enrollment

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Create a more positive first semester student experience by reviewing advising process and onboarding	10/7/2022	12/15/2023	In Progress

Action Item 2	Created	Due	Status
Promote whole student support services for students to assess current services (Student Services and Academics)	10/7/2022	10/15/2023	In Progress
Action Item 3	Created	Due	Status
Form a taskforce to develop ways to inbed student success strategies into courses; recommendations provided to CAO	11/3/2022	5/15/2024	In Progress
Action Item 4	Created	Due	Status
Expand recruitment initiatives: "Adopt A Middle School" and "College Goals"	1/22/2023	5/15/2024	In Progress
Action Item 5	Created	Due	Status
Utilizing new Director of Student Success implement an academic intervention model to help students successfully complete courses	5/10/2023	12/29/2023	
Action Item 6	Created	Due	Status
College will establish a Strategic Enrollment Management Committee to develop short-term and long-term action items to support enrollment goals	5/25/2023	7/30/2023	

1.2.1 Metrics

Student headcount and student semester credit hour generation (SSCH)

SOURCE OF EVIDENCE

Enrollment Records - Administrative

1.2.1.1 Measure of Success

Headcount and SSCH

MEASURE OF SUCCESS 5 to 8% increase in headcount and SSCH

1.2.2 Metrics

SEM committee established and short and long-term action items developed and shared with

the college

SOURCE OF EVIDENCE

Committee Minutes - Administrative

1.2.2.1 Measure of Success
Plan developed

MEASURE OF SUCCESS Short-term and long-term action-items shared with college and incorporated into next year's strategic plan

1.3 Objectives

Increase brand strength and recognition

Through marketing efforts increase brand strength and recognition of NWACC

Action Plan

Increase brand strength and recognition of NWACC

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Senior Mailer Project	1/22/2023	5/15/2024	

1.3.1 Metrics

Semester enrollment compared to previous year

SOURCE OF EVIDENCE

Enrollment Records - Administrative

1.4 Objectives

Division of Learning: reinstate infrastructure for technology planning for learning spaces to increase efficiency and better utilize resources

Collaborate with NWACC IT Department to reinstate Learning Technology Committee to provide recommendations on learning technology needed to support student learning.

Action Plan

Establish Learning Technology Committee

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Establish committee structure to manage process	10/7/2022	12/15/2023	

Action Item 2	Created	Due	Status
Develop technology plan for learning	10/7/2022	5/15/2024	

Action Item 3	Created	Due	Status
Work with IT to map wireless access for college to identify dead spots	10/7/2022	5/15/2024	

1.4.1 Metrics

Committee develop and meeting; technology plan developed and shared with the college
SOURCE OF EVIDENCE

1.4.1.1 Measure of Success

Committee structure for learning technology created and active

MEASURE OF SUCCESS Meeting minutes and agendas

1.4.1.2 Measure of Success

Learning Technology plan developed and shared with college

MEASURE OF SUCCESS Plan shared with college community and included in budgeting process

1.5 Objectives

Non-traditional student support

Evaluate the support, services and marketing directed/available to non-traditional students outside of 8:00 am to 4:30 pm. Note: Non-traditional is more than age; this group would be any student due to life circumstance who cannot take classes during traditional college times

Action Plan

Increase Support for Non-Traditional Students

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Review data on current night and weekend enrollments	10/7/2022	12/1/2023	Planned

Action Item 2	Created	Due	Status
Review courses and programs offered nights and weekends based on data	10/7/2022	12/1/2023	

Action Item 3	Created	Due	Status
Based on data modify course schedule to offer targeted night and weekend classes	10/7/2022	1/19/2024	

Action Item 4	Created	Due	Status
Begin discussions on how to strengthen pipeline of adult education students transitioning to college credit programs	10/7/2022	12/15/2023	

Action Item 5	Created	Due	Status
Begin discussions on how to market target programs to adult learners in the community	10/7/2022	1/19/2024	

Action Item 6	Created	Due	Status
Review and expand tutoring, advising, success coaching if warranted. Expand virtual offerings outside of 'normal' operating hours	1/22/2023	12/15/2023	

1.6 Objectives

Development of classroom enrichment grants

Establish classroom enrichment grants to encourage faculty to incorporate project based, hands on learning into curriculum in all course delivery methods

Action Plan

Establish classroom enrichment grant program

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Research similar grant programs at other colleges and universities	11/3/2022	10/20/2023	Planned

Action Item 2	Created	Due	Status
Submit budget requests for FY 25	11/3/2022	10/30/2023	

Action Item 3	Created	Due	Status
Develop application and awarding process	11/3/2022	1/9/2023	

Action Item 4	Created	Due	Status
Advertise grant opportunity to college community	11/3/2022	5/1/2023	

Action Item 5	Created	Due	Status
	3/6/2023		

Action Item 6	Created	Due	Status
	3/6/2023		

1.6.1 Metrics

1) Program developed 2) Dollars budgeted 3) Application process initiated

SOURCE OF EVIDENCE

1.6.1.1 Measure of Success

Budget dollars allocated toward grant program; application and awarding process implemented

MEASURE OF SUCCESS Budget dollars allocated toward grant program; application and awarding process implemented

1.7 Objectives

Bicycle Trail Construction Training Facility

Development of training facility for students to learn about bicycle trail construction.

Action Plan

Develop curriculum and classroom space for Bicycle Trail Construction

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Renovation of old physical plant building to complete all the architectural and planning needed to be ready for construction and renovation	1/22/2023	6/28/2024	

Action Item 2	Created	Due	Status
Develop courses and degree/certificate programs for Bicycle Trail Construction program	4/24/2023	1/31/2024	

1.7.1 Metrics

Classroom space completed

SOURCE OF EVIDENCE

1.7.2 Metrics

Curriculum developed and approved by ADHE and HLC

SOURCE OF EVIDENCE

1.8 Objectives

25 by 2025

Reach 25% Hispanic student population by 2025. Increasing the percentage of Hispanic students on campus will better reflect the northwest Arkansas community. In addition, this classification will open up grant opportunities for the college.

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Incorporate 25 by 2025 into the Strategic Enrollment Management plan for the college	5/25/2023	9/1/2023	

Action Item 2	Created	Due	Status
Continue to support and market programs such as LIFE and ENGC on campus	5/25/2023	5/15/2024	

1.8.1 Metrics

Headcount for students identifying as Hispanic in college student information system

SOURCE OF EVIDENCE

Enrollment Records - Administrative

1.8.1.1 Measure of Success Percentage Increase

MEASURE OF SUCCESS Increase of 1-3% in headcount of Hispanic Students

2 Goal Business Community (E-102)

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.

2.1 Objectives Pursue avenues to increase our Minority / Women business suppliers. Working with different organizations within our community.

Action Plan

Reporting every 6 months to show the increase of minority and business owner; working with Chamber of Commerce and the Directory of Organizations that are focused on business groups.

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

2.2 Objectives

Identify and support community needs through credit and non-credit programming and services

Through engagement with community partners in regional civic, business, industry and educational organizations identify and support community needs

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Host Make 48 Event on campus	5/10/2023	9/15/2023	

Action Item 2	Created	Due	Status
Representation at regional organizational meetings such as chambers, NWA Educational Cooperative and civic organizations	5/10/2023	5/24/2024	

Action Item 3	Created	Due	Status
Apply for external funding to support Business and Industry Liasion, Career Services and a University Center to support local business needs	5/10/2023	5/24/2024	

Action Item 4	Created	Due	Status
Develop and implement degree and certificate programs based on identified community needs	5/10/2023	5/24/2024	

2.2.1 Metrics

Community Engagement

Attendance at regional events and meetings

SOURCE OF EVIDENCE

2.2.1.1 Measure of Success

Representation at key chamber and civic events

MEASURE OF
SUCCESS

Number of contacts made

2.2.2

Metrics

External Funding

Grant applications submitted to request funding to support business and industry needs

SOURCE OF EVIDENCE

2.2.2.1

Measure of Success

Grant applications submissions

MEASURE OF SUCCESS

Funding received to support work

2.2.3

Metrics

Degree/Certificate Development

Degree and certificates developed and implemented to support community needs

SOURCE OF EVIDENCE

2.2.3.1

Measure of Success

ADHE and HLC approvals received

MEASURE OF SUCCESS

New degree/certificate programs implemented and students enrolling

3

Goal

Owner (Taxpayer) Community (E-103)

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

3.1

Objectives

Increase college funding

Increase college funding by working with local/county municipalities to increase millage and the state agencies to increase state funding

Action Plan

Budget Source

Amount

Due

Status

\$0.00

no due date set

Action Item 1	Created	Due	Status
Increase state RSA funding	11/16/2022	6/28/2024	
Action Item 2	Created	Due	Status
Restore 3.0 millage	11/16/2022	5/9/2023	
Action Item 3	Created	Due	Status
Feasibility study for Springdale millage	11/16/2022		

3.2 Objectives

Budget and financial transparency

Present financial strategies past and present

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	
Action Item 1	Created	Due	Status
Present financial updates quarterly	1/22/2023	5/24/2024	
Action Item 2	Created	Due	Status
College will aggressively work toward lowering bond-debt	5/10/2023	5/24/2024	

3.3 Objectives

Transparent college environment

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

Action Plan

Valuing Employees Steering Committee Mission

Budget Source	Amount	Due	Status
	\$0.00	no due date set	
Action Item 1	Created	Due	Status
To gather employee feedback and suggestions for improvement	5/15/2023		In Progress

Action Item 2	Created	Due	Status
To assess and understand the current state of employee morale and satisfaction	5/15/2023		In Progress

Action Item 3	Created	Due	Status
To develop and implement programs and initiatives aimed at increasing employee engagement and satisfaction	5/15/2023		In Progress

4

Goal
Pre-K through Grade 16 Community (E-104)

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

4.1

Objectives
Secondary Career Center
Successfully implement NWACC Secondary Career Center

Action Plan

Establish Secondary Career Center

Budget Source	Amount	Due	Status
	\$0.00		no due date set

Action Item 1	Created	Due	Status
Program Approvals	1/22/2023		

Action Item 2	Created	Due	Status
Faculty Hires	1/22/2023		

4.1.1

Metrics
Enrollment data in CTE courses
SOURCE OF EVIDENCE
Enrollment Records - Administrative

4.2 Objectives

Continue to expand partnerships with local high schools and increase credential completion by Early College Experience (ECE) students

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Participate in NWA Educational Cooperative discussions on career and technical education/programming needs for regional high school students	5/25/2023	5/15/2024	

Action Item 2	Created	Due	Status
Create one new partnership in 2023-24	5/25/2023	5/15/2024	

4.2.1 Metrics

New partnership established

SOURCE OF EVIDENCE

4.2.1.1 Measure of Success

Documented partnerships with regional high schools

MEASURE OF SUCCESS 1 additional partnership

4.2.1.2 Measure of Success

New programs or existing programs in career and technical education made available to high school students

MEASURE OF SUCCESS Documented access for high school students to CTE programs not previously offered.

5

Goal

College Community (E-105)

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.

5.1 Objectives

Creating a healthy organizational culture through valuing people and accountability

Utilize a variety of strategies to increase morale and engagement of employees at the college

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Valuing People Committee will continue to review information and make recommendations to College Cabinet	5/10/2023	5/24/2024	

Action Item 2	Created	Due	Status
Budget includes dollars to implement phase 1 of compensation study	5/10/2023	12/29/2023	

5.2 Objectives

Conduct feasibility study for on-campus housing

Update existing feasibility study for on-campus housing and make recommendations to the Board of Trustees

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Establishment of residential housing committee	1/22/2023	2/15/2023	

Action Item 2	Created	Due	Status
Report Findings to the Board of Trustees	1/22/2023	5/24/2024	

5.3

Objectives

Stabilize athletics with funding and identification (branding)

Create a sustainable budget and staff for an athletics program at NWACC

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Proposal of \$4 per credit hour activity fee to support athletics	1/22/2023	3/13/2023	

Action Item 2	Created	Due	Status
Hiring of full-time athletic director and support staff	1/22/2023	9/29/2023	

5.4

Objectives

Design and implement an information governance (IG) program/policies to more effectively address the collection, retention, and disposal of information/records to strengthen information security and privacy protections, improve effectiveness, and ensure compliance with state and federal regulations

Implement new Information Governance/Document and Records Retention and Storage plan and launch college-wide by March 2024.

Action Plan

Deployment of new policies, procedures, and protocols for every area on campus. Annual audits of record keeping systems to maintain compliance.

Budget Source	Amount	Due	Status
	\$0.00	3/31/2024	

5.5

Objectives

Ensure the safety of college employees and students

Action Plan

Purchase new records management system for DPS.

Budget Source	Amount	Due	Status
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	\$0.00	5/31/2024	
Action Item 1	Created	Due	Status
Create a more efficient and fully operational record management/incident/evidence management system for the Dept. of Police and Public Safety., Research options for replacing antiquated Omnigo management system for a more efficient and effective system	1/22/2023		
Action Item 2	Created	Due	Status
Audit and strengthen the Environmental Health and Safety compliance response college-wide. Research 3rd party solutions for EHS management software. Ensure full institutional compliance by December 2023.	1/22/2023	12/15/2023	
Action Item 3	Created	Due	Status
Research 3rd party solutions for EHS management software. Ensure full institutional compliance by December 2023.	1/22/2023	12/15/2023	
Action Item 4	Created	Due	Status
New Position Request: Assistant Director for Title IX And Violence Prevention Educator	1/22/2023		

5.6 Objectives

Continue implementation of Workday's 2nd Phase and stabilization of Phase 1 and 2. Continue implementation of the second phase of the Workday initiative. This will be a multi-year project.

Action Plan

Reduce costs for supporting the ERP/SIS while extending capabilities.

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Focus on modernizing our administrative and	3/15/2023	5/15/2024	

learner-facing applications

Action Item 2	Created	Due	Status
Identify solutions to replace workflows not supported by Workday	5/25/2023	5/15/2024	

5.7 Objectives

Expand technology infrastructure and IT network reliability

Improving capacity and performance which includes infrastructure updates and reviews

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

Action Item 1	Created	Due	Status
Network stabilizations and upgrades	1/22/2023	5/24/2024	

Action Item 2	Created	Due	Status
On-going review and replacement of defective and problematic systems and equipment by implementing standards to make each area more successful and efficient	1/22/2023	1/26/2024	

Action Item 3	Created	Due	Status
Continue implementation and resolution of problems of student Workday including Workflow development for curriculum and course substitutions	5/10/2023	5/24/2024	

5.8 Objectives

Develop a well-trained and confident staff

Improve morale by providing training and resources for staff

Action Plan

Staff Training and Resources

Budget Source	Amount	Due	Status
	\$0.00	no due date set	

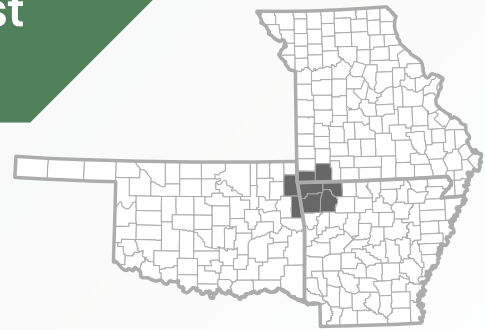
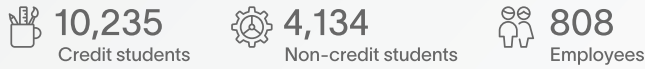
Action Item 1	Created	Due	Status
NWACC Technical trainer will create aids and provide training sessions	1/22/2023		

Action Item 2	Created	Due	Status
Student services will provide onboarding division wide for staff	1/22/2023		

Action Item 3	Created	Due	Status
Create Employee Assistance program	1/22/2023		

The Economic Value of NorthWest Arkansas Community College

About NWACC



The NWACC Service Region

Economic impact analysis

1 out of every **96** jobs in the NWACC Service Region is supported by the activities of NWACC and its students.



Alumni impact
Impact of the increased earnings of NWACC alumni and the businesses they work for
\$196.5 million Added income

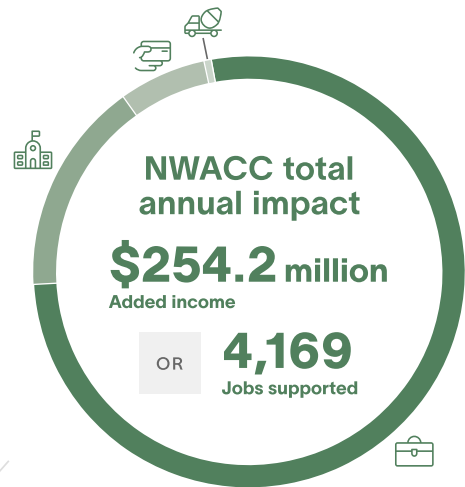
An economic boost similar to hosting the World Series
30x OR **3,005** Jobs supported

Operations spending impact
Impact of annual payroll and other spending
\$41.3 million Added income

Enough to buy **878** new cars OR **846** Jobs supported

Student spending impact
Impact of the daily spending of NWACC students attracted to or retained in the region
\$15.8 million Added income

Enough to buy **1,275** families* a year's worth of groceries OR **309** Jobs supported



Construction spending impact
Impact of expenditures for ongoing construction projects
\$599.4 thousand Added income

OR **9** Jobs supported

● = 100 jobs
* = family of four

Investment analysis

For every \$1...

Students gain **\$6.60** in lifetime earnings

Taxpayers gain **\$3.80** in added tax revenue and public sector savings

Society gains **\$10.80** in added income and social savings

The average associate degree graduate from NWACC will see an increase in earnings of **\$10,300** each year compared to someone with a high school diploma working in Arkansas.

