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Table 1 ***Title*** **Daycare** ***Category:*** **Daycare**

Votes **60**

Provocative Statement

establishing a day care program at the Burns Hall campus for our students and, eventually, employees

Because

it would target an underserved population: single parents and even families with small children who aren't even able to contemplate attending college because they don't have access to convenient child care. This increases enrollment, retention and student success.

Political Barriers

- resistance from area daycare
- not a priority in State of Arkansas

Technological Barriers

electronic keypads for entry to daycare and webcams may be necessary

Economic Barriers

lack of finding and liability issues (insurance)

Social Barriers

alternating day care aides may deter parent from enrolling because of lack of consistency in workers

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Table 2 ***Title*** **Degree-Focused Advising & Tutoring Program** ***Category:*** **Advising**

Votes **23**

Provocative Statement
improve communication with students through a degree-focused advising and tutoring program

Because
when students receive specialized advising and tutoring, overall retention and graduation will increase. This program will benefit all students, especially FTIC(?-Full-time In-coming) students, transfer students and students with special needs

Political Barriers
faculty resistance - lack of time - 'not my job' attitude

Technological Barriers
up-to-date technology; training for faculty and staff advisors (Banner)

Economic Barriers
- cost to hire new staff
- cost to train new and current staff and faculty
- student understanding of financial aid process
- student lack of knowledge about budgeting

Social Barriers
- FTIC students' lack of knowledge about the process of developing an educational plan and overcoming students' lack of self-esteem (low expectations).
- Lack of vigorous preparation for college during high school years.

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Table 3 ***Title*** **Mandatory Advising** ***Category:*** **Advising**

Votes **19**

Provocative Statement

mandatory advising by increasing the number of full-time advisors

Because

mandatory advising increases retention and completers thus increasing out state funding. In addition, this insures optimal use of resources and increase our state funding and increase focus on career pathways.

Political Barriers

state funding formula

Technological Barriers

- database to follow students' progress
- automatic degree formula

Economic Barriers

money for salaries for advisors

Social Barriers

high percentage first generation students

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Provocative Statements
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Table 4 ***Title*** **Improved Technology & Training** ***Category:*** **Technology**

Votes **5**

Provocative Statement

to increase the technology / equipment for all classrooms / offices, supported by appropriate training

Because

it would increase efficiency and improve teaching offered to students. We would remain competitive

Political Barriers

restrictions imposed by state regulations on funding and hiring

Technological Barriers

- enough staff and training to use software
- physical barriers such as adequate wiring to support technology

Economic Barriers

- funding for equipment and more staff
- satellite campuses are leased - not owned - so we may not have authority to update

Social Barriers

many people develop a 'resistance to change'

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Table 5 ***Title*** **Full-time Marketing Team** ***Category:*** **Marketing**

Votes **17**

Provocative Statement

hire a creative, full-time marketing team to coordinate promotion and advertising

Because

this will develop and enhance branding and community awareness/presence. In turn, this will improve student and employee recruitment. Recruiting better students and employees will then lead to increased student and employee retention. The overall quality of the institution will be greatly improved. An added benefit of this would be the burden taken off of program directors to recruit and market their own programs.

Political Barriers

- state funding
- justifying the position, may not appear to be a priority to all areas
- not all programs will want to give up promotion of their programs
- getting buy-in from divisions
- prioritizing program promotion

Economic Barriers

- funding sources (a team would be necessary)
- prioritizing program promotion

Technological Barriers

technology funding - but very few technical barriers

Social Barriers

not enough knowledge of community (meaning various ethnic and racial groups) needs and make-up so marketing not fully effective.

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Table 6 ***Title*** **Delegation & Communication** ***Category:*** **Strengthening Internal Partnerships**

Votes **16**

Provocative Statement

provide clear, proactive, timely responses to committee recommendations with clear lines of decision making authority delegated and communicated

Because

individual contributions would be valued and committee goals and objectives would be accomplished

Political Barriers

longevity, in-house politics

Technological Barriers

lack of knowledge about technology limitations

Economic Barriers

turnover

Social Barriers

- egos
- not feeling like there is a true open door policy
- lack of accessibility

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Table 7 ***Title*** **Meetings** ***Category:*** **Strengthening Internal Partnerships**

Votes **44**

Provocative Statement

reduce the number and frequencies of meetings

Because

1 - they waste valuable staff time
2 - no results are apparent
3 - they make 'busy work'
4 - they waste resources
5 - they adversely affect morale

Political Barriers

- bureaucracy is slow to change
- meeting give administrators a sense of power

Technological Barriers

Not all employees have equal access to data

Economic Barriers

none - only positives! More time, less travel, less duplication

Social Barriers

- meeting are a part of the business culture
- they are a way to meet people
- it's a habit that's hard to break

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Table 8 ***Title*** **Advising Policy** ***Category:*** **Advising**

Votes **17**

Provocative Statement

implement a developmental advising policy for all students

Because

1 - gives students direction in their education careers
2 - increases student retention
3 - increases certification and degree completion statistics
4 - increasing graduation rate may increase state funding
5 - increases community awareness of certification and degree opportunities at NWACC

Political Barriers

encourage legislature to increase funding and position allotment

Technological Barriers

equal technology availability at all campuses, I.e. computers, Banner, wireless, computer programs

Economic Barriers

funding new positions

Social Barriers

none

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Table 9 ***Title*** **Upgrade Level of Technology** ***Category:*** **Technology**

Votes **12**

Provocative Statement

1 - upgrade technology (ensuring a minimum) campus-wide and in every classroom
2 - expand the advising program to include full-time faculty and staff

Because

1 - Respond to the need of a change and future workforce
2 - students need advisement regarding the appropriate classes to take

Political Barriers

lack of funding from legislature

Technological Barriers

lack of cutting-edge technology

Economic Barriers

- lack of funding from legislature
- NWA has a high rate of small businesses that are just starting out and they don't see the value of collaboration with us

Social Barriers

- "it's not my job" mentality
- cooperation
- conflict between corporate and academic values

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Provocative Statements
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Table 10 ***Title*** **Student Advisory/Mentoring Model** ***Category:*** **Advising**

Votes **22**

Provocative Statement

develop a process to implement an advisement / mentoring model that impacts student satisfaction in advisement measured by CCSSE with an increase in 2% over 3 years

Because

the graduation / completion rate is lowest in the state (5%) of first-time, full-time, degree-seeking seekers

Political Barriers

- how much value does the college (faculty or student services) place on advising?
- Does the State legislature see this as a need?

Technological Barriers

- student access
- infrastructure
- user training

Economic Barriers

- State formula
- compensation for advising

Social Barriers

Communication

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Table 11 ***Title*** **Parity** ***Category:*** **Human Resources**

Votes **26**

Provocative Statement

immediate attention to the needs of pt staff and adjunct faculty including, but not limited to, compensation, benefits, professional development and connecting these employees to college missions and goals

Because

it will result in more equitable quality in classroom instruction so that we are all better equipped to facilitate learning in the classroom. This will allow us to recruit and retain quality adjunct faculty and part-time staff. It will also help to move the college's image, with respect to the community, away from growth and back to quality of instruction.

Political Barriers

state mandated guidelines

Technological Barriers

need more computers, telephones, office space

Economic Barriers

budget

Social Barriers

overcoming the status quo and changing mindsets

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Table 12 ***Title*** **Advisement Model** ***Category:*** **Advising**

Votes **12**

Provocative Statement

reform advising model to follow students thru academic career at NWACC (purchase 'College Source' software-quick fix)

Because

- it will improve student retention
- it will boost graduation rates, teacher and student satisfaction

Political Barriers

- not been a college priority in past
- state funding and controls

Technological Barriers

- lack of technology = software
- lack of computers for student use

Economic Barriers

- release time for faculty advisor
- full time staff positions as advisors
- cost of software

Social Barriers

students lack willingness to come to us

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Provocative Statements
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Table 13 ***Title*** **Shared Decision Making** ***Category:*** **Strengthening Internal Partnerships**

Votes **22**

Provocative Statement

Representatives (stakeholders) remain active members in the decision-making process with recommendations, solutions and alternatives presented to the cabinet and reflected/addressed in the ultimate decision

Because

faculty, staff, programs and committees would be empowered and have a vested interest in the direction of the college

Political Barriers

must be embraced by all at college as best method of decision making

Technological Barriers

more perceived

Economic Barriers

none

Social Barriers

unsure

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Table 14 ***Title*** **Market/Educate Existing Programs** ***Category:*** **Marketing**

Votes **6**

Provocative Statement

to do a better job of marketing and educating people about existing/new programs -
- the community (knowledgeable initial point of contact),
- students (online advising process),
- employees (use existing methods),
- legislators (what we do well/react) / orientation for existing
- involve students/faculty

Because

- Greater customer satisfaction (less dissatisfaction)
- more growth/recruitment
- inexpensive - take advantage of existing
- we are what we know - multiple of institutional effectiveness

Political Barriers

- institutional advancement
- apply for position

Technological Barriers

- minimal (organizing/community info)
- online ADIY (?) process

Economic Barriers

- additional positions
- technology

Social Barriers

- training
- resistant to spend money on programs that don't show direct results

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Provocative Statements
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Table 15 ***Title*** **Advisory Task Force** ***Category:*** **Advising**

Votes **9**

Provocative Statement

Create a taskforce composed of student services, faculty and staff to look at changing the current advising requirement and the possibility of hiring more advisors

Because

increase retention rates and increase student success

Political Barriers

policies will need to be changed

Technological Barriers

utilize Banner with appropriate training

Economic Barriers

extra staffing will require more money

Social Barriers

students will have to adjust to change

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Provocative Statements
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Table 16 ***Title*** **Decision Making Model** ***Category:*** **Strengthening Internal Partnerships**

Votes **31**

Provocative Statement

democratic and ethical decision making using a resource inventory model.
(resources - human, physical, technological and capital)

Because

1 - it would establish a proactive rather than reactive approach
2 - It would clarify needs and weaknesses and target funding needs and sources
3 - It recognizes feeling and opinions of faculty, staff, students and community
4 - it fosters ownership and personal responsibility
5 - It improves communication and collaboration
6 - It promotes continuity of processes and services
7 - it unifies the campus community
8 - it would create a more integrative approach to student learning
9 - reinforces positive relationships among all
10 - it encourages utilization of existing structures - faculty senate, staff council, student ambassadors group, advisory boards, etc

Political Barriers

- top-down control
- bureaucracy

Technological Barriers

- willingness to learn and utilize new and existing technology
- unified accessibility to all technological communities in a timely manner

Economic Barriers

- lacking of funding
- budget priorities

Social Barriers

fear of change

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Provocative Statements
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Table 17 ***Title*** **Trusted Shared Governance** ***Category:*** **Strengthening Internal Partnerships**

Votes **53**

Provocative Statement

creating a trusted shared governance system - and culture - where decisions are the results of meaningful dialog that empowers everyone involved to be decision makers

Because

- involvement equals commitment
- those closest to students are then empowered to help them succeed
- trust increases
- decisions are made efficiently and at the most appropriate level

Political Barriers

people hesitate to relinquish control

Technological Barriers

n/a

Economic Barriers

n/a

Social Barriers

people may not feel they are equal to others

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Table 18 ***Title*** **Technology / Off-Campus Centers** ***Category:*** **Technology**

Votes **13**

Provocative Statement

research and implement higher band width capacity for off campus centers

Because

slow computer times affecting student services, registration, classroom and e-compass

Political Barriers

- budget prioritization
- taxing district of Bentonville/Rogers
- state funding
- increasing tuition or not

Technological Barriers

needs to be analyzed

Economic Barriers

- money allocated from very limited budget
- leased facilities - how much to spend on leased facilities

Social Barriers

- taxing district
- impersonalization of technology

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Table 19 ***Title*** **Advising and class scheduling** ***Category:*** **Advising**

Votes **26**

Provocative Statement

to change advising to include faculty as well as staff and allow for flexibility in class schedules

Because

students would benefit from faculty and staff advising. This joint effort would facilitate students achieving learning and career goals with the understanding that students will be advising by faculty in the students' field of study. Flexibility in scheduling classes would improve student and faculty morale and faculty/staff interaction, collaboration and communication. Flexible scheduling empowers academic disciplines to make informed decisions on class times and dates to more effectively deliver instruction. It also reduces students' travel and child care costs and allows flexibility for student work schedules. This proposal also should improve student retention.

Political Barriers

BOT, cabinet, expanded cabinet, leadership council, resistance from some faculty

Technological Barriers

Banner training for faculty

Economic Barriers

- diverting resources to train people to do advising
- No barriers for students, but positive savings for students

Social Barriers

will require a higher level or cooperation and collaboration between staff, faculty and administration

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Provocative Statements
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Table 20 ***Title*** **Compensation** ***Category:*** **Human Resources**

Votes **53**

Provocative Statement

an increase in all faculty and staff compensation - benefits
- training
- tuition assistance agreements with post-secondary education beyond NWACC
- 100% paid health insurance
- cost of living increase each year

Because

it will improve moral, reduce turnover and attach quality/qualified employees. This will, in turn, improve the educational process to the benefit of the students.
Quality instruction + quality services = quality education

Political Barriers

- legislature: inaccurate assumption of NWA need
- perception of prosperity

Technological Barriers

no true designated full-time lobbyist

Economic Barriers

- prioritization of funding
- difficulty of obtaining private funding

Social Barriers

ignorance of the budgeting process

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Table 21 ***Title*** **Efficient Communication** ***Category:*** **Strengthening Internal Partnerships**

Votes **36**

Provocative Statement

a formal process for efficient and effective information exchange among those affected by decisions made by college personnel before, during and after any policy/procedure decisions

Because

- it would increase moral
- would have informed decision making
- would increase productivity
- eliminate duplication of effort in effective and efficient process

Political Barriers

diminished power

Technological Barriers

information overload

Economic Barriers

may slow decision making process

Social Barriers

inaccurate assumptions about relative value of input based on employee position or background

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Provocative Statements
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Table 22 ***Title*** **Resource Specialist** ***Category:*** **Human Resources**

Votes **10**

Provocative Statement

hiring a resource specialist to build a bridge of information regarding expert advising to students in scholarships, financial resources for all students (current & potential), college educational outcomes for all Arkansas citizens

Because

- promotes student retention
- communication between all the NWACC family

Political Barriers

blank

Technological Barriers

blank

Economic Barriers

blank

Social Barriers

blank

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Table 23 ***Title*** **Grant Writer** ***Category:*** **Human Resources**

Votes **30**

Provocative Statement

to develop cutting edge programs by procuring external funding by hiring a full-time grants writer

Because

funding is available in many areas that would allow you to retain cutting edge faculty, upgrade and purchase equipment, as well as developing new curriculum

Political Barriers

none

Technological Barriers

none

Economic Barriers

funding for grant writer for year

Social Barriers

none

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Table 24 ***Title*** **Prioritization & Allocation of Funding** ***Category:*** **Enhancing Curriculum**

Votes **21**

Provocative Statement

prioritize and allocate spending to ensure current classes and programs are properly funded and staffed resulting in planned and controlled growth

Because

1 - improve employee moral by providing pleasant and safe environment
2 - student and employee retention
3 - keep up with current needs, not sacrificing current needs for increased expansion
4 - ensure we do not open new courses without proper technology and trained faculty and staff

Political Barriers

1-expectations of higher administration and BOT regarding national recognition and aggressive growth
2-expectations of the community to 'take advantage' of every opportunity

Technological Barriers

prioritizing and addressing the technical needs and funding them

Economic Barriers

1-state funding
2-corporate mind set to pay minimum for services offered/courses offered

Social Barriers

community college stigma vs university prestige

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Provocative Statements

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Table 25 ***Title*** **IT Technology Maintenance & Upgrade** ***Category:*** **Technology**

Votes **28**

Provocative Statement

more money should be budgeted for IT and CLC for technology maintenance and upgrades college wide

Because

- this would improve the quality of instruction
- alleviate the inequality of resources across divisions
- improve the productivity and morale of employees
- provide up-to-date training for students
- provide a positive image college-wide to financial and community supporters

Political Barriers

- budgeting and decision making process doesn't involve all stakeholders
- remembering that we have a image to uphold across all divisions and centers

Technological Barriers

rapidly changing technology - hard to keep up with

Economic Barriers

inequitable distribution of funds across state and internally across college, for example RTC

Social Barriers

- lack of agreement on distribution of funds and what is equitable
- the people who are affected are not involved in the decision making and budgeting process

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Table 26 ***Title*** **Accurate Assessment of On-going Student Success** ***Category:*** **Enhancing Curriculum**

Votes **9**

Provocative Statement
An accurate assessment of student success at NWACC. This assessment records the student's individual academic / vocational goals.

Because
NWACC does not receive due credit for the positive impact it has on students and the community. This is because our positive impact in not accurately reflected by traditional completion measures - i.e. awarding of certificates and degrees. We need to acknowledge first semester successes, 24 credit hour successes, employment successes, and career advancement successes.

Political Barriers
- traditional academic setting of community college is no longer our model
- financial aid

Technological Barriers
limited but need to set up in Banner

Economic Barriers
money to set up success steps

Social Barriers
None - happy people are productive people

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Provocative Statements
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Table 27 ***Title*** **Governance** ***Category:*** **Strengthening Internal Partnerships**

Votes **54**

Provocative Statement

college governance structure be thoroughly examined and revised to accomplish the following: empowerment, data based decision, effective and reliable feedback

Because

-improve moral and reduce turnover
- improve efficiency and save funds in the long run
- improve student retention
-contribute to student growth

Political Barriers

sharing power is difficult for those who hold it

Technological Barriers

none

Economic Barriers

none

Social Barriers

we must all learn to cooperate and think of the college as a whole and not just our areas - may take a while

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Table 28 ***Title*** **Smart Classrooms** ***Category:*** **Technology**

Votes **15**

Provocative Statement

to add forty additional smart classrooms with mandatory training

Because

- enhance student learning and increase professor proficiency in classroom
- it is time-saving. Teachers will be able to give students one on one time
- models society's current technological progress in business, industry, education

Political Barriers

none

Technological Barriers

- minimal, if any
- support is in place

Economic Barriers

money hasn't been appropriated

Social Barriers

cyber phobic professors - mandatory training should help this

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Provocative Statements
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Table 29 ***Title*** **Inter-departmental Relationships** ***Category:*** **Strengthening Internal Partnerships**

Votes **29**

Provocative Statement

developing team spirit through learning who works in each department and how each department contributes to the college

Because

Enhanced team spirit would:
1 - improve our ability to serve our stakeholder
2 - enhance our cooperation in meeting strategic goals
3 - facilitate sharing limited resources
4 - break down barriers and promote positive relationships

Political Barriers

blank

Technological Barriers

blank

Economic Barriers

blank

Social Barriers

blank

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Table 30 ***Title*** **Seamless Curriculum - HS 1st Year Experience** ***Category:*** **Enhancing Curriculum**

Votes **12**

Provocative Statement

initiate a first year experience course in regional high schools as part of a seamless curriculum as part of a 2+2+2 approach. A developmentally appropriate curriculum should be developed.

Because

- would produce better prepared students
- increase admission and perhaps result in increased high school completion
- could mentor HS faculty - potential part-time faculty
- help advisement

Political Barriers

- cooperation with high schools
- internal regulations concerning admissions
- attitude about accepting current course to make developmentally appropriate
- would class count toward HS graduation?
- who would organize and supervise?

Technological Barriers

?

Economic Barriers

- tuition
- cost of training HS dev
- cost of curriculum development

Social Barriers

perceived image of course - and that students are not ready at that level

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Table 31 ***Title*** **Promoting Excellence** ***Category:*** **Human Resources**

Votes **6**

Provocative Statement

establish a process to recognize outstanding services and contributions made by staff and faculty

Because

it would improve campus morale, recognize accomplishment, improve job satisfaction

Political Barriers

- bias in program process
- unclear non-published criteria
- favoritism in process

Technological Barriers

lack of record keeping system / record keeper

Economic Barriers

- financial resources
- lack of personnel to administer program

Social Barriers

- jealousy and nepotism
- lack of interest/respect for the program

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Table 32 ***Title*** **Multicultural diversity** ***Category:*** **Enhancing Curriculum**

Votes **27**

Provocative Statement

specific multi-cultural diversity focuses to cover the arts and an exchange student program

Because

Increases cultural awareness, ethnic student recruitment

Political Barriers

blank

Technological Barriers

blank

Economic Barriers

blank

Social Barriers

blank