



NWACC

NORTHWEST ARKANSAS
COMMUNITY COLLEGE

Ends, Goals and Action Plans

January 2007-June 2008

Revised
August 13, 2007

NWACC MISSION, VISION AND VALUES

MISSION:

NorthWest Arkansas Community College is a comprehensive, public, two-year college that serves and strengthens the community through learning for living.

VISION AND VALUES:

NorthWest Arkansas Community College intends to be a nationally recognized two-year comprehensive institution that excels in providing community, transfer, and workforce education in a learning-centered environment. In pursuit of this vision, NWACC will:

- cherish academic, professional and personal integrity;
- facilitate continuous learning for students and stakeholders;
- value human resources over other resources;
- develop the potential of the individual to achieve excellence;
- anticipate and respond to needs by encouraging innovative ideas and technologies;
- respect our differences and view them as strengths; and
- advance knowledge through individual and team challenges.

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NWACC ENDS, GOALS AND ACTION PLANS

January 2007-June 2008

ENDS (E -101) – STUDENT COMMUNITY

For the student community NWACC will:

provide expanded access to educational opportunities for the population in general, especially for under-served learners in all age groups who are disconnected from education by choice or circumstance.

A. Strategic Goal: Make accessible a variety of services and programs that address all aspects of diversity within NWACC's service areas

*Strategic Indicators: Student and community satisfaction surveys
Results of focus groups
Program evaluations*

Action Plans

- 1. Continue to provide effective programs already in operation that meet student and community needs. Each program will be evaluated at least once every five years. (Executive VP for Learning & VP for Workforce Development)**

Targets: By March 2008, programs not meeting budget and enrollment expectations will be evaluated and the results of the evaluations will be incorporated into action plans for Academic Year 2008-09.

At least once every five years all credit programs will be evaluated according to Arkansas Department of Higher Education guidelines.

- 2. Pursue national accreditation for appropriate programs. (Executive VP for Learning)**

Targets: Apply for National League of Nursing accreditation by May 2009.

To meet state mandate, apply for National Association Concurrent Enrollment Programs accreditation by December 2008.

- 3. Continue to provide programs that assist students in assessing academic abilities, identifying additional educational opportunities, exploring career options and assisting in setting employment goals. (Executive VP for Learning)**

Target: The Learner Services area will increase the student utilization of the Learner Development Center by five percent by July 2008.

- 4. Hold representative focus group meetings beginning spring 2008 and once each academic year thereafter at the campus/centers to determine the needs of the community. Once the needs are identified, they will be incorporated into future action plans. (Executive VP for Learning, VP for Advancement & VP for Workforce Development)**

Target: By May 2008, the Learning, Corporate Learning & Advancement Divisions will conduct appropriate focus groups that will identify community needs. Results of the focus groups will be incorporated into action plans beginning fall 2008.

5. Conduct the Community College Survey of Student Engagement (CCSSE) each spring semester to determine level of student engagement and satisfaction with programs and courses. (VP for Advancement)

Target: The CCSSE survey will be conducted in spring 2008 and the results will be shared with the College community and incorporated into FY 2009 action plans.

B. Strategic Goal: Provide degree and certificate programs for both transfer and career students

*Strategic Indicators: Follow-up of transfer rate, transfer GPA and credit hours earned
Results of licensure and certification testing
Number of students completing programs
Results of National Community College Benchmarking Project
Program reviews*

Action Plans

1. Develop additional degree and certificate programs as determined by student demand and community need. (Executive VP for Learning & VP for Workforce Development)

Targets: All associate vice presidents and deans will review focus group results to develop new degrees/certificate programs during spring 2008 for approval by the Arkansas Higher Education Coordinating Board in fall 2009.

Continue implementation of Culinary Arts/Hospitality Management Institute for the northwest Arkansas region by September 2007.

2. Advise and track students toward completing degrees and certificate programs by completing a degree audit for all students who have completed 45 to 60 hours. Students will be sent degree audits along with information about graduation and will be tracked through the graduation process. (Executive VP for Learning)

Targets: NWACC will increase the number of “first-time, full-time” degree and certificate completers by two percent each year. (“First-time, full-time students” are students who have never attended college before enrolling at NWACC and are enrolled in 12 or more hours.)

Beginning June 2008, NWACC will increase the number of all degree and certificate completers by 15 percent each year.

Two graduation information activities will be held during each spring semester.

3. Implement Career Pathways Initiative as outlined by Arkansas state program guidelines. (Executive VP for Learning)

Target: The Career Pathways program, implemented in April 2007, will be continued and progress evaluated in April 2008.

C. Strategic Goal: Provide adequate alternative delivery options for credit and non-credit classes

*Strategic Indicators: Student satisfaction surveys
Follow-up study of students enrolled in alternative delivery classes
Successful completion of courses*

Action Plans

1. Provide additional sections of web-based, CIV and hybrid classes each academic year. (Executive VP for Learning & VP for Workforce Development)

Targets: Web-based, CIV and hybrid credit classes will be increased two percent by spring 2008. Specific courses to be added will be determined based on results of student surveys and focus groups.

Web-based, CIV and Hybrid non-credit classes will be increased by two percent by spring 2008.

2. Increase the number of evening, weekend and satellite center classes to meet student and community demand. (Executive VP for Learning & VP for Workforce Development)

Target: Each semester evening, weekend and off-campus classes will be increased to accommodate student and community demand as determined by focus groups and student surveys. Results of the focus groups and surveys will guide the percentage of increase.

D. Strategic Goal: Develop all satellite centers to meet the needs of the communities they serve

Strategic Indicator: Student satisfaction surveys for each program and/or course offered at each site

Action Plans

1. Develop a regional strategic plan for each satellite center. (Cabinet)

Target: A consultant will work with the Cabinet to create a process for developing satellite center strategic plans by October 2007. All strategic plans will be completed by February 2008.

2. Increase the number of classes, programs, student support services and security services at all satellite centers to meet student and community needs. (Executive VP for Learning, VP for Finance & Administration & VP for Workforce Development)

Targets: Results from the strategic planning process will determine future classes and services that will be offered at the satellite centers to meet student and community needs for 2008-09 which will include having one certified police officer on duty during class or high occupancy times.

A Gentry High School/NWACC Regional Technical Center will be established in fall 2007. Programs will include aviation, pre-engineering, medical professions, criminal justice and adult education.

E. Strategic Goal: Use technology to expand opportunities for student learning and student services

*Strategic Indicators: Student satisfaction surveys
Increased use of on-line services*

Action Plans

- 1. Implement and upgrade the Banner system by July 2008 to incorporate web-based products to allow better utilization of administrative and student Banner modules. (Executive VP for Learning and VP for Finance & Administration)**

Target: The Learning and the Finance and Administration Divisions will upgrade the Banner system to 7.0 by July 2007 and will provide the necessary training for faculty and staff.

- 2. Coordinate the enhancement and better utilization of the Luminis software module to facilitate greater communication between students, faculty and staff. (Executive VP for Learning, VP for Finance & Administration & VP for Workforce Development)**

Target: The Associate VP for Information Technology will put Luminis on the College portal and secure specific implementation/improvement targets from all stakeholders by January 2008.

- 3. Evaluate distance learning processes to determine if adequate technology support is available. (Executive VP for Learning & VP for Workforce Development)**

Target: The Learning Division will use existing evaluation tools and set a timeline to Develop "best practices" for achieving 80 percent student satisfaction technology support of distance learning offerings by July 2008.

- 4. Implement online transcript and enrollment verification requests, admissions applications, degree audits, financial aid forms and online non-credit registration for students. (Executive VP for Learning & VP for Workforce Development)**

Targets: The Learner Services area will implement on-line applications for admissions and automated on-line degree audits for all NWACC students by January 2007.

The Learner Services area will implement on-line transcripts and enrollment verification requests by December 2007.

Pending funding, on-line financial aid forms will be available for students by July 2008.

On-line registration for Corporate Learning classes will be available by January 2008.

5. Develop a College technology master plan. (Cabinet)

Target: A consultant will work with the Cabinet to develop a College Technology Master plan by January 2008.

ENDS (E -102) – BUSINESS COMMUNITY

For the business community NWACC will:

enhance partnerships and collaborations with business and industry through innovative approaches to design and deliver training

A. Strategic Goal: Continue to expand certification and short-term credit and non-credit training programs that meet learner needs, market demands and maximize classroom utilization

*Strategic Indicators: Number of companies utilizing NWACC services
Number of sections of courses offered each semester
Student satisfaction survey
Employer satisfaction survey
Number of students completing program and/or courses*

Action Plans

- 1. Develop a cooperative work experience component for each AAS degree program. (Executive VP for Learning)**

Targets: By December 2007 the Learning Deans will assess all AAS degree programs and determine target implementation dates for those programs that still need to add a cooperative work (internship) experience component.

Cooperative work (internship) program guidelines will be developed by December 2007.

- 2. Conduct Job Summit surveys of students, businesses and area human resource departments to determine community training needs. The results of the surveys will be shared with business, industry and community leaders in an Economic Summit in spring 2007. (Executive VP for Learning)**

Target: The Learning Division will complete already scheduled Job Summit surveys and share results with business/industry at the Economic Summit to be held in March 2007.

- 3. Develop a regional workforce and economic development plan by collaborating with chambers of commerce, economic developers, business/industry, workforce centers, and other educators. (VP for Workforce Development)**

Target: A regional plan that will guide workforce program development efforts for K-16 will be completed by June 2008.

- 4. Join the Global Corporate College, a nationwide system of colleges with a global footprint structured to close America's talent gap by working together as a delivery system of training products and service excellence. (VP for Workforce Development)**

Target: A membership in the Global Corporate College will be obtained by August 2007.

- 5. Offer short-term credit and non-credit programs in the daytime, evenings and weekends to meet student and community needs. (Executive VP for Learning and VP for Workforce Development)**

Targets: The Learning and Corporate Learning Divisions will use focus group and job summit data to make specific recommendations and implementation timelines.

All existing programs will be reviewed by December 2007 to determine which programs might implement compressed/compact scheduling in spring 2008.

- 6. Schedule all classrooms and labs through AdAstra to maximize facility utilization. (Executive VP for Learning and VP for Workforce Development)**

Targets: The current scheduling program will be continued to reach the 65 percent utilization of classrooms as outlined in the Facilities Master Plan.

Classroom utilization reports will be reported to the College community each semester.

B. Strategic Goal: Evaluate and focus advisory committees to reflect the changing needs of business and the community for all programs

*Strategic Indicators: Diverse membership on all advisory committees
Number of advisory committee meetings - agendas and minutes posted on web
Publication of Advisory Committee Directory*

Action Plans

- 1. Set guidelines for establishing advisory committees and define the responsibilities of each committee. (Executive VP for Learning and VP for Workforce Development)**

Target: The Learning and Corporate Learning Divisions will develop guidelines and responsibilities for all appropriate Advisory Committees by June 2007.

- 2. Appoint advisory committees that will meet at least once a semester with agendas and minutes posted on the web. (Executive VP for Learning and VP for Workforce Development)**

Target: By September 2007, all advisory committee meetings agendas and minutes will be posted on the College web site.

- 3. Hold an annual event for all advisory committee members. (Executive VP for Learning and VP for Workforce Development)**

Target: An event will be held each spring, beginning in 2008, to recognize and update advisory committee members.

C. Strategic Goal: Continue planning for the development of an entrepreneurial center to accommodate small business development, SIFE program and the Business and Computer Division

*Strategic Indicators: Success of capital campaign
Development of entrepreneurial studies curriculum*

Action Plans

1. Develop the programmatic plan for the entrepreneurial center. (Executive VP for Learning, VP for Finance & Administration and VP for Workforce Development)

Target: Continue to meet with focus groups and architect to finalize plans for the entrepreneurial center, beginning construction in 2008.

2. Develop an entrepreneurial studies curriculum. (Executive VP for Learning)

Target: The Learning Division will develop a new entrepreneurial studies curriculum by July 2007 and secure approval from the Arkansas Coordinating Board of Higher Education by December 2007 for implementation in spring 2008.

3. Secure private funding for the construction of the entrepreneurial center through the capital campaign. (President and VP for Advancement)

Target: The Foundation will continue to pursue private funding for the construction of the entrepreneurial center.

ENDS (E -103) – OWNER COMMUNITY (TAXPAYERS)

For the owner community (taxpayers) NWACC will:

- a. enhance NWACC's capacity to achieve its initiatives by diversifying its resource base.
- b. develop into a hub and function as a catalyst for comprehensive regional planning and development encompassing all sectors of the community.

A. Strategic Goal: Work with the Foundation to support a comprehensive funding campaign

Strategic Indicator: Number and amount of contributions to capital campaign

Action Plans

- 1. Continue the collaboration between the College and the Foundation to complete the \$16 million capital campaign goal. (President and VP for Advancement)**

Targets: The Foundation will continue the capital campaign through June 2008 with completion planned in 2009.

Beginning spring 2007, an annual employee campaign will be held each spring semester.

- 2. Identify and prioritize unfunded College needs and collaborate with the Foundation to secure funding. (President and VP for Advancement)**

Target: As a result of the budget process in spring 2007, the College administration will identify and prioritize unfunded College needs.

B. Strategic Goal: Pursue appropriate grant and private funding opportunities that support College initiatives

Strategic Indicator: Number and amount of grants and gifts received

Action Plans

- 1. Continue to explore appropriate state, federal and private funding opportunities. (President and VP for Advancement)**

Target: By July 2007 procedures and guidelines will be developed for exploring appropriate state, federal and private funding opportunities for the College.

- 2. Collaborate with key legislative, business, and educational leaders to explore feasibility of expanding millage tax to targeted school districts (President and VP for Advancement)**

Target: By February of 2008 a recommendation will be made for expanding the boundaries of a millage in the two county College service area.

- 3. Appoint a college-wide task force to identify area businesses and community needs that might be eligible for grant funding. (President and V P for Advancement)**

Target: A college-wide task force will be appointed by March 2007 to identify area businesses and community needs that might be eligible for grant funding.

- 4. Review the current naming policy and actively pursue as a funding opportunity. (VP for Advancement)**

Target: By June 2007, the Development area will review the naming policy and will actively seek naming opportunities in conjunction with the capital campaign.

- 5. Establish a "President's Society" (Friends of the College) group. (President)**

Target: Best models for A "President's Society" (Friends of the College) group will be identified and strategies for implementation by May 2008.

- 6. Establish an institutional grants area. (VP for Advancement)**

Target: An institutional grants area will be established by July 2007.

- 7. Establish a planned giving program through the NWACC Foundation. (VP for Advancement)**

Targets: Develop a planned giving brochure by December 2007.

Establish a Planned Giving Advisory Board by December 2007.

Offer continuing education units for estate planning professionals by March 2008.

C. Strategic Goal: Provide the number of sections of classes, credit and non-credit, to accommodate student demand and meet tuition revenue guidelines

*Strategic Indicator: Number of sections of classes offered
Number of sections of classes that fill*

Action Plans

- 1. Offer the number of sections of classes to meet the seven percent increase in enrollment that is needed each semester (fall to fall and spring to spring) to meet budget guidelines. (Executive VP for Learning and VP for Workforce Development)**

Target: Each semester class sections will be increased to accommodate a seven percent increase in headcount and student semester credit hours.

- 2. Develop recruitment and marketing strategies that will cause students to enroll in the sections of classes offered. (Executive VP for Learning and VP for Advancement)**

Target: A consultant will work with the Executive VP for Learning and VP for Advancement to develop an Enrollment Management Master Plan by January 2008.

3. Review the need for a tuition and fee increase. (Cabinet)

Target: Review and, if appropriate, develop a recommendation for tuition and fee increase effective fall 2008 by December 2007.

D. Strategic Goal: Develop and implement initiatives that will allow Corporate Learning programs to meet community demand and generate additional revenue above operational costs

*Strategic Indicators: Program Analysis data
Increased retained revenue*

Action Plans

- 1. Develop a model that will set guidelines for offering a course or program and a reporting structure that will identify costs and revenue generated. (VP for Workforce Development)**

Target: The Corporate Learning area will develop and implement new model/guidelines for offering a course or program by fall 2007.

- 2. Develop and offer Corporate Learning classes on the premise that the tuition and fees received will more than cover the cost of offering the course. (VP for Workforce Development)**

Target: The Corporate Learning area will develop and report new model/guidelines to make division self-sufficient by fall 2007.

E. Strategic Goal: Encourage innovative and entrepreneurial initiatives through the development of model programs and courses for revenue generation

*Strategic Indicators: Number of model courses/programs developed
Amount of revenue received from marketed model courses/programs*

Action Plans

- 1. Review all College courses and/or programs that could be developed or enhanced to become model programs that could be marketed to other institutions or businesses. (VP for Advancement)**

Target: The VP for Workforce Development and the VP for Advancement will annually report on courses and/or programs that are being developed or enhanced to become model programs that could be marketed to other institutions or businesses.

- 2. Continue to provide innovation grants to faculty and staff to encourage the creative development of model programs. (VP for Advancement)**

Target: Faculty and staff will be eligible to apply twice each academic year for innovative grants to encourage creative development of model programs.

Results of the funded grants will be shared with the College community each fall during the Celebrate Learning Day.

F. Strategic Goal: Encourage collaboration with regional, state and national organizations

Strategic Indicator: Participation in professional, civic, state and national governmental organizations

Action Plan

- 1. Encourage all areas of the College to build collaborative partnerships with regional, state and national organizations in both the private and public sector. (Cabinet)**

Target: At least five partnerships (i.e. Arkansas Association of Two-Year Colleges, American Association of Community Colleges, and League for Innovation) will have been developed by December 2007.

- 2. Continue to explore the development of a Child Advocacy Center in partnership with the National Attorney General Association. (Executive VP for Learning and VP for Advancement)**

Target: Continue to explore the development of a Child Advocacy Center by 2009-2010.

G. Strategic Goal: Increase community awareness of programs and services offered through NWACC

*Strategic Indicators: Number of articles published at local, regional and national level
Periodic economic impact studies
Community awareness survey*

Action Plans

- 1. Continue to build relationships with the local media to inform the community regarding the College initiatives and issues. (VP for Advancement)**

Target: The Public Relations office will submit two to three stories weekly to the media related to College initiatives and issues.

- 2. Increase marketing activities to promote Corporate Learning classes and programs. (VP for Workforce Development and VP for Advancement)**

Target: One article related to Corporate Learning will be submitted bi-monthly to the area media.

- 3. Conduct a community awareness survey during the fall semester of each odd numbered year and results will be shared with the College community. (VP for Advancement)**

Target: A community awareness survey will be conducted in fall 2007.

- 4. Continue to participate in the national media preference survey for the next three years. For participating in the survey, NWACC will receive preferred media preference information on students and benchmark information for similar marketing areas. (VP for Advancement)**

Target: Continue existing participation through December 2009, and report to Board of Trustees each February on status/progress/results of receipt of preferred media preference information.

I. Strategic Goal: Advocate for NWACC at the regional, state and national level

*Strategic Indicators: Participation in chamber activities, state legislative sessions and congressional summits and programs
Amount of new appropriated funds received*

Action Plans

- 1. Participate in Benton and Washington County civic and community organizations. (President)**

Target: Each year the College administration will identify participants to represent the College in Benton and Washington county civic and community organizations.

- 2. Identify possible initiatives that could be presented to Congress, U. S. Senate, administrative agencies and foundations as possible programs to receive appropriated funds. (VP for Advancement)**

Target: By July 2007 a process will be in place to identify possible initiatives that could be presented to Congress, U.S. Senate and other administrative agencies as possible programs to receive appropriated funds.

- 3. Actively work with the Arkansas Legislature to inform them about College needs, issues and funding. (President and VP for Advancement)**

Target: The President and the Vice President for Advancement will work with the legislators in the 86th Legislative Session to resolve College issues and secure funding. Periodic updates will be given to the College community.

ENDS (E -104) – PRE-K-16 COMMUNITY

For the pre-kindergarten through grade 16 community NWACC will:
forge a systemic linkage with P-16 and University partners to
achieve “seamlessness” in curriculum, technology and student
support and service delivery.

A. Strategic Goal: Enhance the opportunities for learners to achieve
their educational and personal enrichment goals

Strategic Indicators: Number of high schools and students participating in Step Ahead
Number of high school graduates enrolling
Number of students enrolled each semester
Number of students meeting educational goals
Student satisfaction surveys
Student success in programs/classes
Number of completers

Action Plans

- 1. Continue to promote and support Step Ahead classes at area high schools.
(Executive VP for Learning)**

Target: The Learning Division will continue to promote the Step Ahead program in
area high schools to increase enrollment by 5-10 percent each year. An
annual Step Ahead Program report will be given to the College
Community.

- 2. Continue to promote and support College and Career (Tech Prep) classes at the
area high schools. (Executive VP for Learning)**

Target: The Learning Division will continue to work closely with area high schools
to maintain the current level of articulation agreements. A report will be
given annually to the College community.

- 3. Continue to enhance and develop advising and retention programs that will
assist students in meeting their educational goals. (Executive VP for Learning)**

Targets: The Enrollment Management area will host a Financial Aid Fair each
semester.

*The Learner Development area will facilitate eight extra-curricular events
each academic year to help attract new students and maintain current
students, thus helping with retention.*

*The Learner Development area will develop and implement a student
leadership program by fall 2007 that will cater to current students and
attract prospective students to NWACC.*

The Learner Development area will implement by spring 2008 an online orientation for students eligible for veterans' benefits.

The Learning Division will research options and best practices for a Multicultural Center to support a diverse student population. A report will be given to the College community by October 2007.

The Learner Development area will develop a website which will provide information about multicultural resources (NWACC Global-On-Line) with links to college and community resources and programs.

4. Provide staff development programs that stress the importance of retention and student success. (VP for Advancement)

Target: One staff development program related to retention and student success will be held each semester.

B. Strategic Goal: Develop programs that promote professional growth opportunities for P-16 learning professionals

Strategic Indicator: Number of programs offered

Action Plan

1. Develop and implement a plan for offering professional development programs for the public school teachers and education cooperative. (Executive VP for Learning)

Target: A task force will be appointed in fall 2007 to work with area public school principals/superintendents/teachers to determine professional development needs of public school teachers, and develop a program to be implemented in summer 2007 that addresses identified needs.

C. Strategic Goal: Develop a collaborative approach to curriculum design and delivery which aligns with P-16 programs

*Strategic Indicators: Superintendent/principal focus groups
Number of collaborative programs with four-year institutions*

Action Plans

1. Continue the development and implementation of articulation agreements with regional colleges and universities. (Executive VP for Learning)

Targets: Using new state transfer/articulation guidelines and existing NWACC articulation agreements, the Learning Division will seek additional articulation agreements with regional institutions. A progress report will be given to the College community in February 2008.

The Learning Division will investigate the feasibility of associate degrees with majors linked to four-year institutions annually.

At least twice a year starting fall 2007, the Learning Division will invite faculty and administrators from a regional college/university to NWACC campus for a luncheon to facilitate conversation and the sharing of information between NWACC faculty and staff and the visiting institution.

- 2. Invite area superintendents, principals and counselors to campus at least once each academic year to review their student performance and discuss the “seamlessness” in curriculum. (Executive VP for Learning)**

Target: The Learning Division will host two events each spring semester, one for area high school counselors and one for area superintendents and principals.

D. Strategic Goal: Improve and expand mutually beneficial linkages with educational partners

*Strategic Indicators: Number of partnerships with other educational institutions
Number of students served*

Action Plan

- 1. Cultivate possible university partnerships that might ultimately lead to the establishment of a University Partnership Center. (President and VP for Advancement)**

Target: At least one new university partnership will be established by August 2007.

- 2. Implement Licensed Practical Nursing/Associate Degree Nursing Program agreement at Northwest Technical Institute. (Executive VP for Learning)**

Target: The Licensed Practical Nursing/Associate Degree Nursing program at Northwest Technical Institute will be implemented in August 2007.

ENDS (E -105) – COLLEGE COMMUNITY

For the college community NWACC will:

align the organizational infrastructure of NWACC with College growth

A. Strategic Goal: Recruit and retain a diverse and effective workforce

*Strategic Indicators: Percentage of employee turnover
Demographics of faculty and staff*

Action Plans

- 1. Use targeted minority publications in employee recruitment efforts to attract diverse candidates. (VP for Finance & Administration)**

Target: Continue to recruit employees utilizing the most effective diversity publications. A strategic plan for placement of ads and a subsequent report of the ads placed will be given to the College community.

- 2. Consider and hire, where possible within each department, a diverse workforce representative of NWACC student population. (Cabinet)**

Targets: By July 2007, the Human Resources area will develop a plan to hire a diverse workforce representative of NWACC student population. This plan will include the possibility of partnering with four-year institutions to assist in the recruitment of a more diverse employee population.

Members of the Diversity Committee will continue to participate as mentors on College search committees to promote culture awareness and inclusiveness. An annual report of participation will be given to the College community.

- 3. Maintain an effective workforce by implementing a comprehensive staff development program for full- and part-time staff that will include required training. (VP for Advancement)**

Targets: A comprehensive organizational development program/calendar will be developed and implemented by December 2007 that will include required training for full and part-time staff.

At least one social event will be held monthly to recognize employee accomplishments and contributions.

- 4. Create an organizational development center within the Burns Hall remodeling plan. (Cabinet)**

Target: A Teaching and Learning Center will be developed in the renovation of Burns Hall by December 2007.

- 5. Examine alternative ways of structuring staff roles and responsibilities in administration to facilitate the fast pace of growth. (Cabinet)**

Target: Organize reporting structure and position responsibilities to ensure they are appropriate for a learning center environment.

B. Strategic Goal: Promote a culture of inclusiveness, participation, collaboration, and mutual respect

*Strategic Indicators: Employee exit interviews
Employee surveys*

Action Plans

1. Sponsor multicultural celebrations for staff, students and the community. (Executive VP for Learning and VP for Advancement)

Target: The College Cabinet will promote college-wide participation in November “International Education Month” and AMIGOs presentations. A participation report will be given to the College community.

2. Maintain a comprehensive system of internal communication so faculty and staff are kept informed of opportunities or developments that may affect them as well as information about the College and one another that will help build a sense of community. (Cabinet)

Targets: The official communication vehicle for the College will be the Weekly Insider and daily emails will communicate NWACC announcements.

The Cabinet will identify opportunities to interact with faculty and staff at all learning centers.

3. Initiate a workplace ethics program for all NWACC employees that encourage value-based and ethical conduct. (VP for Finance & Administration)

Targets: All employees will be certified in the on-line Code of Conduct education/certification program by July 2007.

The ethics program will be evaluated during the spring 2007 with a report of recommended revisions by September 2007.

An additional on-line employee education/certification, “Making Ethical Decisions” module will be added in 2008.

4. Train employees about issues, policies and procedures relevant to the inclusiveness, participation, collaboration and mutual respect for all employees. (VP for Finance & Administration and VP for Advancement)

Target: Diversity training will be held at least twice each semester.

5. Develop and implement an on-line exit interview process. (VP for Finance & Administration)

Target: By December 2007 the Human Resources area will develop a web-based exit/satisfaction survey to identify areas of improvement and to promote retention of employees.

C. Strategic Goal: Enhance quality of work life for faculty and staff

Strategic Indicator: Number and types of programs offered

Action Plans

- 1. Develop and implement a formal program to reward faculty and staff members for exceptional contributions to the department and College. (Cabinet)**

Target: A formal program to recognize and reward faculty and staff members for exceptional contributions to the department and College will be developed by October 2007 and will be implemented in Spring 2008.

- 2. Encourage faculty and staff in all areas of the College, within budget guidelines, to participate in regional, state and national organizations. (Cabinet)**

Target: Within budget guidelines, all faculty and staff will be encouraged to participate in appropriate regional, state or national organizations. A list of all who participate will be shared with the College community each month.

- 3. Encourage faculty and staff to share "best practices" programs at regional, state and national conferences. (Cabinet)**

Target: At least one faculty or staff member from each division will be encouraged to present a "best practices" program at regional, state and national conferences. A list of all presentations will be shared monthly with the College community

- 4. Continue involvement with appropriate educational user and support groups. (Cabinet)**

Target: NWACC will present at least one best practices program at an educational user and support group each year (i.e. Arkansas Banner Users Group (ABUG), International Association of Campus Law Enforcement Administrators (IACLEA), Arkansas College and University Business Officers (ACUBO) and Arkansas Association of College Registrars and Admissions Officers (ArkACRAO)).

- 5. Develop and implement, in collaboration with AATYC, a statewide Leadership Program that will identify faculty/staff at NWACC who have a desire to move up in the organization and provide professional development opportunities to assist them in acquiring the necessary knowledge, skills, and abilities. (President and VP for Advancement)**

Target: NWACC will participate in the development and implementation of a statewide Leadership Program sponsored by AATYC to be implemented by January 2008.

- 6. Establish an on-line risk and hazard reporting system to encourage employees and students to report hazards and safety concerns to the appropriate College personnel. (VP for Finance & Administration)**

Target: A risk and hazard reporting system will be activated in February 2007 and will be reviewed and assessed with a report to the Safety Advisory Committee by September 2007.

7. Perform a college-wide risk assessment to identify the major risks facing the College and establish action plans to mitigate those risks. (VP for Finance & Administration)

Target: In early fall 2007 a College risk assessment will be performed using personal interviews and questionnaires, the results compiled, evaluated and reported to the Cabinet by December 2007.

8. Develop a system to continually review College administrative policies and procedures and provide all College faculty and staff electronic access to and notification of changes to these policies and procedures. (VP for Finance & Administration)

Targets: All administrative policies will be reviewed and revised by December 2007. An index with electronic links directly to the policies, procedures and forms will be completed by September 2007.

By December 2007 the Finance and Administration Division will develop and implement a website to provide information on business services policies and practices.

9. Ensure that plans are in place to respond to all types of emergencies that may occur at any College facility and continue the operation of the College following these emergencies. (VP for Finance & Administration)

Targets: The first draft of the updated College business continuity plan will be completed in December 2007.

A draft of the College pandemic response plan will be completed by December 2007.

A table-top emergency scenario for College administrators will be held in August 2007. The College business continuity and pandemic response plan will be updated based on the results of the emergency scenario exercise.

Emergency drills will be conducted on a regular schedule at least twice a year.

10. Maintain quality facilities to meet the expectations of students, faculty, and staff and minimize deferred maintenance as permitted by available resources. (VP for Finance & Administration)

Targets: The Director of the Physical Plant will evaluate each facility and recommend a five-year maintenance plan by December 2007.

Phase I of the renovation of Burns Hall will begin April 2007.

Plans for the remodeling of the NARTI/Highlands Oncology building will begin September 2007.

11. Update the Facilities Master Plan to include new buildings and reflect growth and regional expansion. (VP for Finance and Administration)

Target: Consultant(s) will work with the Cabinet to review and revise the Facilities Master Plan by May 2008.

D. Strategic Goal: Continue the implementation of the goals of the compensation audit plan

Strategic Indicator: Percentage of completion of compensation plan

Action Plans

1. Continue to implement the goals of the compensation plan for all employees. (VP for Finance & Administration)

Target: With the assistance of the compensation consultant, NWACC will continue to implement the faculty and administrative compensation plan as financially feasible.

2. Establish a performance evaluation system that is tied to College Ends/Goals/Action Plans for all full-time employees. (VP for Finance & Administration)

Targets: With the assistance of the compensation consultant, the Human Resources area will develop by October 2007 a performance evaluation system that is tied to the College Ends/Goals/Action Plans for all full-time employees.

By October 2007 the Human Resources area will develop policies and an implementation timeline for employee performance evaluations to be completed. The plan will include training and a notification and tracking system for supervisors.

E. Strategic Goal: Emphasize the value of learning centered practices and customer service

*Strategic Indicators: Student follow-up survey
Graduation survey*

Action Plans

1. Offer training in student and/or customer service for all faculty and staff. (V P for Finance and Administration and VP for Advancement)

Targets: A program related to student and/or customer service will be held each semester.

A web-based program will be implemented in spring 2008.

2. All work groups of the College will evaluate their environments and work to establish positive relationships with others outside their respective divisions. (Cabinet)

Target: AQIP data, CCSSE survey results and the results of the Graduation Survey will be used to evaluate work environments. Programs will be developed to address issues by fall 2007.

F. Strategic Goal: Utilize strategic plan to integrate all College planning processes to drive the allocation of resources

*Strategic Indicators: Program reviews
Program analysis*

Action Plans

1. Use the Strategic Plan and College Ends Statements as the guidelines for the allocation of resources. (President)

Target: The College Ends Statements, results of the Program Analysis and Program Reviews will be used as guidelines in the annual budgeting process.

2. Continue to implement the "Enterprise Risk Management Model" so that risk issues are considered in planning for the future of the College. (VP for Finance & Administration)

Target: An Enterprise Risk Management model will be presented for consideration by the Cabinet in January 2007 so it can be included in planning and budgeting discussions and decisions for 2008.

G. Strategic Goal: Develop a plan for continuous quality improvement for all programs and services

Strategic Indicator: Implementation of AQIP

Action Plans

1. Continue the implementation of AQIP. (VP for Advancement)

Targets: In collaboration with the College Cabinet, the Executive Director for Institutional Effectiveness and Special Projects will develop an activity/report timeline for the College community by January 2007.

A college-wide conversation day will be held in March 2007.

By June 2008, AQIP Action Teams will implement strategies for addressing the following action plans: (1) Improve communication and leadership processes for greater collaboration and effectiveness; (2) Institute a "Best-Practices" student advising model and (3) Define/support good teaching through a Center for Teaching and Learning.

AQIP Leadership Team will implement process for completion of required Systems Portfolio by December 2007.

Notes

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