



NWACC
Learning For Living

Ends, Goals, and Measurables

2-Year Plan

Ends (E-101)- Learner Community

For the learner community NWACC will:

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

Strategic Goal 1: Provide learning opportunities, programs, and services to meet the needs of our community. (Learning and Corporate Learning)

Year 1 Measurable: New credit and non-credit program proposals with justifications, as submitted to the ADHE or other appropriate entities

Progress:

- 98% of learners would recommend NWACC to family and friends
- 89% evaluate their entire educational experience at NWACC as “good” or “excellent”
- 90% of 2008 graduates were satisfied with their overall experience at NWACC
- New programs currently under development for Fall Semester 2009:
 - 1) A.A.S. in Computer Information-new option in Cyber Security, Division of Business & Administration
 - 2) A.A.S. in Cultural Heritage Management – new degree under development in consultation with Crystal Bridges Museum
 - 3) A.A.S. in Culinary Arts – new degree in Division of Career and Technical Education
 - 4) A.A.S. in Hospitality – new degree in Division of Career and Technical Education
 - 5) Certified Nursing Assistant (CAN), Patient Care Assistant (PCA+), and Medication Assistant courses to be offered for credit for the first time at NWACC

Year 2 Measurable: 100% increase in Career Pathways program completers over two-year period

Strategic Goal 2: Develop and implement a continuous improvement plan that assesses student learning and recognizes and rewards effective teaching. (Learning and Corporate Learning)

Year 1 Measurable: 100% complete set of approved credit- and non-credit course- and program-level student learning outcomes posted on the College website

Progress:

- Students scores NWACC higher than CCSSE benchmark scores in active and collaborative learning, student effort, and student-faculty interaction
- Students scored NWACC below the CCSSE benchmark scores in academic challenge and support for learners
- NWACC's Assessment Plan is in place with a full-time faculty member serving as Assessment Coordinator with 40% release time from instructional duties
- Seven division/department Assessment Representatives with 20% release time from instructional duties work directly with program faculty
- All course-level student learning outcomes have been reviewed by both the VP for Student Learning and the faculty Assessment Committee
- Course outlines with inadequate student learning outcomes have been sent back to the faculty in each division with instructional and guidelines for revision
- All instructional deans have added to their job descriptions the responsibility to "oversee the development and assessment of student learning outcomes at the course and program level" with the required deliverable of "approved assessable student learning outcomes for all division courses and programs" by the end of the academic year
- Course-level outcomes will be completed by the end of 2008 Fall Semester; program-level outcomes will be completed by the end of 2009 Spring Semester

Year 2 Measurable: Implement a new learning and performance-centered faculty evaluation program

Strategic Goal 3: Develop and implement services and programs to facilitate learners' academic persistence. (Learner Services)

Benchmark Data: NWACC is fifth among the eight benchmark colleges in next-term persistence. (NWACC= 61%, High=76%, Low=45%) NWACC is third among the eight benchmark colleges in Fall to Fall persistence (NWACC=45%, High=59%, Low=29%)

Year 1 Measurable: Research and recommend a college wide retention plan and advising model by February 2009

Progress:

- AQIP Advising Team is finalizing initial recommendations for a college wide advising model to be presented to College Cabinet in November
- Next step: present to key stakeholders on campus (Academic Deans, Faculty Senate, Staff Senate) and incorporate feedback into revised plan
- Final recommendations to be presented to cabinet in January 2009

- A retention task force has been charged to review results of the 2000 First Year Experience (Retention) task Force and develop recommendations for college-wide retention initiative
 - Task force will reconvene with remaining original members plus additional faculty/staff using successful retention strategies
 - Task force will be led by Learning and Learning Services co-chairs
- Retention task force will present findings and recommendations to College Cabinet by end of February, 2009

Year 2 Measurable: Implement a minimum of two recommendations from the college wide retention plan and advising model in 2009-2010 academic year

Strategic Goal 4: Develop and execute a College branding initiative to increase awareness of education and training opportunities offered through NWACC. (Advancement)

Year 1 Measurable: Develop a strategic plan for conducting a comprehensive branding campaign at NWACC.

Progress:

- The Director of Marketing is researching the literature and other colleges' branding initiatives to identify best practices
- The Director of Marketing will work in collaboration with key personnel to draft a comprehensive branding plan for the college
 - Plan will include budget needs to forecast for FY 2009
 - Plan to be presented to College Cabinet by end of February, 2009

Year 2 Measurable: Initiate the strategic plan and full roll-out, utilizing both internal and external groups, measured by planned outcomes.

Ends (E-102)- Business Community

For the business community NWACC will:

Enhance partnerships and collaborations with business and industry.

Strategic Goal 1: Continue to expand certification and short-term credit and non-credit training programs that meet learners' needs, market demands, and maximize classroom and technology utilization. (Corporate Learning)

Year 1 Measurable: Map current certificate and credit programs to corporate needs within Washington and Benton Counties. Define a strategy to ensure that Workforce Development is providing just-in-time training to in parallel with ADED projections

Progress:

- Initial business plans for the following business units have been developed and will be reviewed by Dr. Chuck Kater, Vice President for Workforce Development:
 - Skilled Trades
 - Contract Training
 - Personal and Professional Development
 - Corporate Learning Fayetteville
 - ICPS
 - Global Business Development Center
- Dr. Chuck Kater, Vice President for Workforce Development, will be defining a strategy to ensure that Workforce Development is providing just-in-time training that coordinates with ADED projections

Year 2 Measurable: Establish partnerships with private entities to incorporate internships as part of both certificate and credit programs

Strategic Goal 2: Evaluate and focus advisory committees to reflect the changing needs of business and the community for all programs. (Learning and Corporate Learning)

Year 1 Measurable: Revise credit and non-credit programs based on recommendations of advisory committees

Progress:

- The Marketing Analyst Advisory Board has created committees for the sole purpose of creating curricula for the new Category Management Program, which just completed its first semester in December 2008. A by-product of this new curriculum has been the new Consumer Insights seminar, scheduled to debut in February, 2009
- The Supply Chain Curriculum Committee is working steadily toward 2010 introduction of a cutting-edge Supply Chain Management curriculum
- The A.S. in Business Management, Transportation, and Logistics Option/Certificates was approved by the Arkansas Higher Education Coordinating Board during 2008. Implementation of the curriculum began Fall 2008

Year 2 Measurable: Revise credit and non-credit programs based on recommendations of advisory committees

Strategic Goal 3: Develop and implement new programs for Global Business Development Center to accommodate four institutes in entrepreneurship, transportation/logistics, retail management, and sustainability, and the SIFE program, and the Business and Computer Division. (Corporate Learning)

Year 1 Measurable: Develop profit-driven centers of excellence in: sustainable packaging, LEEDS certification, transportation and logistics, hospitality and culinary arts, and retail management entrepreneurship

Year 2 Measurable: Establish bridge programs in each of these areas with four-year institutions and through public/private partnerships

Ends (E-103)- Owner Community (Taxpayers)

For the owner community NWACC will:

Enhance its capacity to diversify NWACC's resource base and function as a catalyst for comprehensive regional planning and development.

Strategic Goal 1: Implement the Master Plan. (Advancement)

Year 1 Measurable: Compile all collected data from the Master Plan process and complete Master Plan Report to present to the Land Use Committee and the NWACC Board of Trustees for approval.

Year 2 Measurable: Implement the first stages of the NWACC Master Plan in close cooperation with the Land Use Committee and approval of the NWACC Board of Trustees.

Strategic Goal 2: Continue the collaboration between the College and the Foundation to complete the ongoing \$16 million capital campaign. (Advancement)

Year 1 Measurable: Receive financial commitments from donors to fulfill the \$16 million dollar commitment by March 1, 2009.

Strategic Goal 3: Increase appropriate grant, private, and other funding opportunities that support college initiatives. (Advancement)

Year 1 Measurable: Increase the number of grant, private, and other funding proposals submitted by 5% from FY 2008 to support college initiatives.

Year 2 Measurable: Increase the number of grant, private, and other funding proposals submitted by 5% from FY 2009 to support college initiatives.

Strategic Goal 4: Achieve maximum efficiency of available space utilization and distance learning capabilities. (Learning and Corporate Learning)

Year 1 Measurable: Progress towards goal of at least 65% utilization in all College classroom and laboratory facilities

Year 2 Measurable: Increase on-line distance learning sections by 15% over a two-year period

Strategic Goal 5: Expand Corporate Learning deliverables and transition division to a profit center. (Corporate Learning)

Year 1 Measurable: Break even by EOY 2008

Year 2 Measurable: Achieve 10% retained earnings by EOY 2009

Strategic Goal 6: Pursue new partnerships that position the college for additional resources while advancing the college mission. (Advancement)

Year 1 Measurable: Maximize relationship building to promote new partnerships and resource opportunities with mandatory After Action Reports that include names, titles, contact information, and a brief description of the opportunity for follow-up.

Year 2 Measurable: Continue to maximize relationship building to promote new partnerships and resource opportunities with mandatory After Action Reports that include names, titles, contact information, and a brief description of the opportunity for follow-up.

Ends (E-104)- Pre-Kindergarten-Grade 16 Community

For the pre-kindergarten-grade 16 community NWACC will:

Provide support and leadership for partnerships with area educational institutions to provide learners with seamless opportunities preparing them for college and careers.

Strategic Goal 1: Enhance opportunities for learners to achieve their educational and personal enrichment goals. (Advancement)

Year 1 Measurable: Enhance current K-16 partnerships with updated memorandums of agreement and articulation agreements.

Year 2 Measurable: Develop comprehensive agreements regarding concurrent enrollment and other educational opportunities that promote transition from high school to college.

Strategic Goal 2: Deliver programs that promote professional growth opportunities for P-16 learning professionals. (Learning and Corporate Learning)

Year 1 Measurable: Establish strategy and infrastructure to position Benton County to participate in the Annual FIRST (Robotics) competition.

Year 2 Measurable: Establish strategy and infrastructure to position Washington County to participate in the Annual FIRST (Robotics) competition.

Strategic Goal 3: Develop a collaborative approach to curriculum design and delivery which aligns with P-16 programs. (Learning and Corporate Learning)

Year 1 Measurable: Expand partnership with Gravette High School to support seamless transition from high school to college.

Year 2 Measurable: Expand current course offerings to engage secondary students in math and sciences.

Strategic Goal 4: Improve and expand mutually beneficial linkages with educational partners. (Advancement)

Year 1 Measurable: Develop a regional educational consortium, creating activities aimed at improving K-16 readiness, retention, and completion.

Year 2 Measurable: Deliver planned activities created by the regional educational consortium to K-16 stakeholders.

Ends (E-105)- College Community

For the college community NWACC will:

Align the organizational infrastructure through continuous quality improvement and commitment to the principles of the Learning College.

Strategic Goal 1: Develop and refine the organizational structure. (Finance)

Year 1 Measurable: Employ an Associate Vice President for Human Resources to manage the area and better serve the entire college community

Year 2 Measurable: Employ an Associate Vice President/Controller for Business Services to manage the area and better serve the entire college community

Strategic Goal 2: Recruit and retain a diverse and effective workforce. (Finance and the President's Office)

Year 1 Measurable: Develop an employee evaluation system that will allow performance-based pay raises for full-time faculty and staff and develop and review a plan for salary equity within the College and Northwest Arkansas

Year 2 Measurable: Increase the number of employees hired to equal the percentage of ethnicity of student enrollment

Strategic Goal 3: Promote a culture of inclusiveness, participation, collaboration, professional service, and mutual respect within a learning-centered environment. (Finance)

Year 1 Measurable: Provide at least one organizational development program per academic year related to cultural diversity, sexual harassment, organizational ethics, physical safety, and area specific professional development

Year 2 Measurable: Provide in-house training sessions to encourage all faculty and staff to make inquiries of policies and procedures, and to explore existing informational reports located on the K-Drive which will help provide them with explanations to their questions

Strategic Goal 4: Enhance quality of work life for faculty and staff. (Finance)

Year 1 Measurable: Provide monthly activities that recognize all faculty and staff

Year 2 Measurable: Provide comparable renovated and decorated working environments and spaces to build morale and productivity

Strategic Goal 5: Develop a plan for continuous quality improvement for all programs and services. (Office of the President)

Year 1 Measurable: Develop a systematic process for data collection to support development of the Systems Portfolio

Year 2 Measurable: Complete the Systems Portfolio