



**NORTHWEST ARKANSAS
COMMUNITY COLLEGE**



2024-27

STRATEGIC PLAN

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Mission & Vision

Vision: Positively changing the lives of those we serve.

To positively change the lives of those we serve means significantly impacting the college's many stakeholder communities – students, taxpayers, community members, businesses and industry, etc.

Mission: As a community-responsive college, NWACC ignites passion, unlocks potential, and creates economic mobility.

Values

Student Focused

NWACC prioritizes student experiences to foster success in all programs, classrooms, and services

Team Player

NWACC stakeholders collaborate, share resources and ideas, and work together to achieve common goals.

Innovative

NWACC generates, develops, and implements creative solutions to meet student and community needs

Communication

NWACC supports meaningful connections and productive interactions

Ethical

NWACC upholds by making honest, fair, accountable decisions in all actions

1

Goal

Learner Community (E-101)

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

1.1

Objectives

Grow student enrollment and market share

Through coordinated efforts of the college increase student enrollment, engagement, retention and success

Supported Initiatives (6)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Alex Vasquez
- Liz Anderson
- Justin White
- Brooke Brewer

Action Plan

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

Action Item 1	Created	Due	Status
Expand service to Washington County	2/29/2024	5/16/2027	In Progress

Action Item 2	Created	Due	Status
25 by 25	2/29/2024	5/18/2025	In Progress

Action Item 3	Created	Due	Status
Increase student enrollment by 5 to 8% each year	2/29/2024	5/16/2027	In Progress

Action Item 4	Created	Due	Status
Right size class sections and capacities to meet enrollment goals to control costs	2/29/2024	8/1/2024	In Progress

Action Item 5	Created	Due	Status
Increase evening and hybrid class offerings to students	2/29/2024	8/1/2024	In Progress

Action Item 6	Created	Due	Status
Formalize and document pathways from accelerated skills training and apprenticeship	2/29/2024	12/20/2024	Planned

1.1.1 Metrics

Average Class Size

SOURCE OF EVIDENCE

1.1.1.1 Measure of Success

Average class size of 16 students **Partially Met**

MEASURE OF SUCCESS Achieve Average class size of college credit classes of 16

FINDINGS Fall 2024, average class size was 15.9; Spring 2025 the average class size was 16

1.1.2 Metrics

Enrollment/registrations in evening classes

SOURCE OF EVIDENCE

1.1.2.1 Measure of Success

Increase number of sections and student registrations in college-credit evening classes **Partially Met**

MEASURE OF SUCCESS In fall 2024, 925 registrations in courses offered at 4:30 pm or later. Spring 2025 916 registrations

FINDINGS Need to continue to monitor and expand based on student needs.

1.2 Objectives

Create a sustainable and engaging athletic program

Expand athletic offerings to provide opportunities for students to be involved across various levels.

Supported Initiatives (2)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Brooke Brewer

Action Plan

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

Action Item 1	Created	Due	Status
Increase the number of NJCAA Sports Offered	2/29/2024	5/15/2027	In Progress

Action Item 2	Created	Due	Status
Increase participation in intramural and club sports	2/29/2024	5/15/2027	In Progress

Action Item 3	Created	Due	Status
Stabilize athletics with funding and brand identification	2/29/2024	6/30/2025	Complete

Action Item 4	Created	Due	Status
Provide opportunities for students to attend athletic events	2/29/2024	5/15/2027	In Progress

1.2.1 Metrics

SOURCE OF EVIDENCE

1.3 Objectives

Remove Barriers to Admissions and Registration
Streamline and simplify admissions and registration process

Supported Initiatives (6)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Liz Anderson
- Justin White
- Brooke Brewer
- Anya Peterson-Frey

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	
Action Item 1	Created	Due	Status
Simplify college application process	12/2/2024	9/1/2025	In Progress
Action Item 2	Created	Due	Status
Customize and automate individual communications tied to each step in task completion with built in tracking	12/2/2024	12/15/2025	In Progress
Action Item 3	Created	Due	Status
Provided funding for qualified staff for human touchpoint when needed	12/2/2024	5/1/2026	In Progress
Action Item 4	Created	Due	Status
Provide appropriate tech support for Workday help and other potential issues	12/2/2024	5/1/2025	In Progress
Action Item 5	Created	Due	Status
Increase process efficiencies and leverage AI	12/2/2024	5/1/2026	In Progress
Action Item 6	Created	Due	Status
Create applications specific to college credit, concurrent, and non-credit/accelerated skills training	12/2/2024	5/1/2026	Planned
Action Item 7	Created	Due	Status
Develop a more user-friendly website that is easy to navigate and gives clearer information	12/2/2024	5/1/2026	In Progress
Action Item 8	Created	Due	Status
Review current admissions policy to remove barriers and increase efficiencies	12/2/2024	5/2/2025	In Progress

1.4

Objectives

Increase Student Retention

Reduce high stop out rates due to academic and personal challenges

Supported Initiatives (7)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Alex Vasquez
- Liz Anderson
- Justin White
- Brooke Brewer
- Anya Peterson-Frey

Action Plan

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

Action Item 1	Created	Due	Status
Expand early alert system for struggling students	12/2/2024	5/16/2025	In Progress

Action Item 2	Created	Due	Status
Implement holistic support for students to improve developmental education	12/2/2024	5/15/2027	In Progress

Action Item 3	Created	Due	Status
Provide proactive academic advising coupled with individualized success coaching	12/2/2024	5/14/2027	Planned

Action Item 4	Created	Due	Status
Develop targeted and proactive interventions for at-risk students from first enrollment	12/2/2024	5/14/2027	In Progress

Action Item 5	Created	Due	Status
Celebrate student milestones across campus in a standardized and holistic approach	12/2/2024	5/15/2027	Planned

Action Item 6	Created	Due	Status
Establish a Persistence Coalition that owns and leads the conversation and creates actionable efforts to create a culture and climate of success (Director of Student Success and Academic Lead)	12/2/2024	5/14/2027	Planned

Action Item 7	Created	Due	Status
Better utilize technology/AI to create a Workday dashboard for process efficiencies and information sharing	12/2/2024	5/14/2027	Planned
Action Item 8	Created	Due	Status
Include summer offerings in front-end degree planning and mapping	12/2/2024	5/14/2027	Planned
Action Item 9	Created	Due	Status
Implement block scheduling on all campuses and locations	12/2/2024	5/14/2027	In Progress
Action Item 10	Created	Due	Status
Develop and implement strategic campus and individual communications	12/2/2024	5/14/2027	In Progress

1.4.1 Metrics

Academic Support Services

SOURCE OF EVIDENCE

1.4.1.1 Measure of Success

Increase availability of tutoring and success workshops for students Partially Met

MEASURE OF SUCCESS Increased fall to fall retention; program availability

FINDINGS Co-location Academic Support: January 2024: general tutoring, Math Center, Writing Center Library Workshops: 504 students attended 42 skills workshops for retention & success; 6 students earned Acad. Literacy stamp. Writing center: 412 sessions

1.4.1.2 Measure of Success

Streamlined pathway to college math Partially Met

MEASURE OF SUCCESS Percentage of students completing with grade of C or higher

FINDINGS Redesigned our math model. Students can complete college level math in two semesters. Students scoring ACT >14 start in MATH 0044 Math Essentials; students

with ACT MATH 18-20 will enroll in MATH 0112 Foundations of College Alg + 1203 College Algebra

1.4.1.3

Measure of Success

Faculty Development: ACUE Certificate in Effective Teaching Practice Framework

Partially Met

MEASURE OF
SUCCESS

Faculty course & certificate completions

FINDINGS

Fall 2024, faculty are completing courses on learning-centered best practices to promote learning, retention, and student success; 36 faculty participants; 6 certificates earned; Spring 2025 24 faculty participants and 5 certificates

1.4.1.4

Measure of Success

Redesign of ENG C courses for English Language Learners

Partially Met

MEASURE OF
SUCCESS

Students complete courses with a grade of "C" or higher

FINDINGS

NWACC redesigned ENG C courses to two blocks that align with the ENG A course blocks. English Language Learner Composition students who have lower scores will now be in a six-hour block that will ensure they are in a college-ready but with extra support

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

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

Supported Initiatives (5)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Alex Vasquez
- Liz Anderson
- Justin White

Action Plan

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

Action Item 1	Created	Due	Status
Support new programs in trails, health professions, biotechnology, robotics, and food studies to meet business and industry needs	2/29/2024	4/30/2025	In Progress

2.1.1 Metrics

Implementation of new programs
SOURCE OF EVIDENCE

2.1.1.1 Measure of Success
Number of and enrollment in new programs of study Partially Met

MEASURE OF SUCCESS
Student Enrollment

FINDINGS
Fall 2024 Robotics; updated AAS Electronics Tech & Automation. AAS Medical Lab Technician approved; 182 in Trails courses; new certificates biotechnology, cybersecurity & Artisanal Butchery. Fall 2025, Medical Assisting & Pharm Tech.

2.1.1.2 Measure of Success
Grant funding to support new programs Met

MEASURE OF SUCCESS
Received EPIC Grant (1.5 million) from National Science Foundation to support Biotechnology program

FINDINGS
Program supports expansion of UG student research opportunities at NWACC,

2.2 Objectives

Connect business and industry to the college through athletics

Athletics serves as a dynamic gateway for connecting NWACC with local business and industry, offering partnership opportunities through sponsorships, facility use, and community engagement. These connections create mutual value by increasing visibility for partners while expanding career and experiential opportunities for students.

Supported Initiatives (2)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Brooke Brewer

Action Plan

Budget Source	Amount	Due	Status
	\$0.00	no due date set	In Progress
Action Item 1	Created	Due	Status
Provide opportunities for collaboration between athletics and business and industry leaders.	2/29/2024		In Progress
Action Item 2	Created	Due	Status
Provide opportunities for businesses and industry to support student athletes and athletic events.	2/29/2024		Complete

2.2.1 Metrics

SOURCE OF EVIDENCE

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 support and the state agencies to increase state funding

Supported Initiatives (3)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Alex Vasquez
- Liz Anderson

Action Plan

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

Action Item 1	Created	Due	Status
Initiate master planning for the facilities at the Bentonville campus to better utilize campus resources (ie property)	2/29/2024		In Progress

3.2 Objectives

Maximize taxpayer dollars by strategically pursuing public and private grants to support college initiatives

Supported Initiatives (6)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Alex Vasquez
- Liz Anderson
- Justin White
- Brooke Brewer

Action Plan

Budget Source	Amount	Due	Status
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	\$0.00	no due date set	
Action Item 1	Created	Due	Status
Continue to maximize Perkins Grant to replace and update academic equipment	2/29/2024		In Progress
Action Item 2	Created	Due	Status
Continue to research and apply for public/private grants to support academic programming at the college	2/29/2024		In Progress

3.2.1 Metrics

Perkins Grant

SOURCE OF EVIDENCE

3.2.1.1 Measure of Success

Academic Equipment Funded Partially Met

MEASURE OF SUCCESS Dollars spent and departments served

FINDINGS 2024-25 \$409,322.81 has been spend this fiscal year from grants (primarily Perkins and ARP funds) for equipment and supplies for CTE programs (Health Sciences, Business, Culinary, Paralegal & Criminal Justice, and Robotics)

3.2.1.2 Measure of Success

Seek external grant funds Partially Met

MEASURE OF SUCCESS Grants submitted and awarded

FINDINGS 12 new and continuation grant pplications submitted with 6 being awarded. Those that were awarded are: Perkins for \$214,937 RDPC for \$1,009,000 Trauma for \$8,777 ALIGN (Post-Secondary ARP) for \$2,110,901 ALIGN (Secondary LPN ARP)

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**

Expand formal partnerships with educational partners each year

Supported Initiatives (3)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Justin White

Action Plan

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

Action Item 1	Created	Due	Status
Update existing or implement new transfer or prior learning MOU	4/24/2024	4/30/2025	In Progress

Action Item 2	Created	Due	Status
Partner with Arkansas Home School Association to establish a local advisory group to help enrich services for home schooled students in service area.	5/14/2024	4/30/2025	Planned

Action Item 3	Created	Due	Status
Partner with NWA Educational Cooperative, NWA Council, and other stakeholders to help lead ACT Work Ready Community Initiative for NWA.	5/14/2024	4/30/2025	In Progress

Action Item 4	Created	Due	Status
Partner with additional public schools and grant funders to develop 2 + 2 educator preparation programs. (Rogers in place, grant for Gravette starting in fall.	5/14/2024	4/30/2025	Planned

Action Item 5	Created	Due	Status
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Career coaches are partnering with Arkansas Rehabilitation Services and public school districts to offer a summer camp in 2024 for high school SPED students, accompanied by SPED district faculty, to explore and develop career plans for transitions into SCC and college CTE programs.	5/14/2024	8/16/2024	Complete
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Action Item 6	Created	Due	Status
DRC will facilitate transition discussions for SPED high school educators about SPED student transition from secondary to post-secondary education. 2) DRC will participate in transition events for students and parents (these differ per district). 3) DRC partners with the Center for Educational Access at the University of Arkansas to facilitate the smooth transition of our graduates/completers from NWACC to UA. 4) Develop digital materials for 504 recipients in secondary education to introduce transition to 504 plans in post-secondary education.	5/14/2024	4/30/2025	Complete

4.1.1 Metrics

Transfer and Prior Learning MOUs
SOURCE OF EVIDENCE

4.1.1.1 Measure of Success

New and Updated MOUs Partially Met

MEASURE OF SUCCESS	Completed Transfer MOUs: Drury, Reach University, UCA, Arkansas State, Baker University , UA Fort Smith In Process: MSSU, Charter Oak State College,
FINDINGS	Will continue to update and create partnerships that benefit NWACC students

4.1.1.2 Measure of Success

Partnership with Public Schools: ACT WorkKeys Met

MEASURE OF SUCCESS	Provide college credit to students for ACT WorkKeys test scores
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FINDINGS

Recommendations for awarding 3 hours of Technical Math and 3 hours in Technical Writing for prior learning based on ACT WorkKeys achievement approved at February Dean's Meeting

4.2 Objectives

Working with NWAESC and area high schools develop and implement career and technical programs for high school students that serves business and industry

Supported Initiatives (3)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Justin White

Action Plan

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

Action Item 1	Created	Due	Status
Offer high school Robotics program beginning fall 2024	3/3/2025	3/3/2025	Complete

4.2.1 Metrics

Enrollment in High School Robotics Program

SOURCE OF EVIDENCE

4.2.1.1 Measure of Success

Enrollment Met

MEASURE OF SUCCESS

First classes for high school robotics was offered in Fall 2024 with 12 students. All students have passed their FANUC certification

FINDINGS

Need to increase enrollment for program success. Recruitment efforts have already started.

Goal**College Community (E-105)**

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

5.1 Objectives

Ongoing evaluation of compensation to retain and attract talent

Continue to review employee compensation and make adjustments based on recommendations of consultants

Supported Initiatives (2)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Anya Peterson-Frey

Action Plan

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

Action Item 1	Created	Due	Status
Initiate market adjustments to the 9-month, 10-month and 12-month faculty scales, by July 1, 2024 for 12-month faculty, and by August 4, 2024 for 9 and 10-month faculty,	5/4/2024	8/4/2024	In Progress

Action Item 2	Created	Due	Status
Provide a one-step increase on faculty scale to all eligible full-time faculty.	5/4/2024	8/4/2024	Complete

Action Item 3	Created	Due	Status
Initiate market adjustments to adjunct/part-time faculty pay to be closer to market median	5/4/2024	7/1/2024	In Progress

Action Item 4	Created	Due	Status
Initiate market adjustments to bring full-time staff pay closer to market median.	5/4/2024	7/1/2024	In Progress

Action Item 5	Created	Due	Status
Provide a Cost of Living Adjustment (COLA) to	5/4/2024	7/1/2024	Complete

full-time staff.

Action Item 6	Created	Due	Status
Increase part-time staff pay to a minimum of \$14.00 per hour.	5/4/2024	7/1/2024	Planned

Action Item 7	Created	Due	Status
Increase part-time staff currently making above \$14.00 per hour by a designated percentage to address compression issues.	5/4/2024	7/1/2024	In Progress

5.2 Objectives

Increase brand strength and recognition

Through marketing efforts increase brand strength and recognition of NWACC

Supported Initiatives (4)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Alex Vasquez
- Justin White
- Brooke Brewer

Action Plan

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

Action Item 1	Created	Due	Status
Following the recommendations of 25th Hour Communication, prioritize the most public facing areas first, such as the college website, bookstore merchandise, business cards, etc for rebranding	4/30/2024	8/19/2024	Complete

Action Item 2	Created	Due	Status
Develop implementation schedule and budget	5/14/2024	7/1/2024	In Progress

Action Item 3	Created	Due	Status
Introduce the athletic/spirit brand with branded uniforms for athletic teams, branded athletic	5/14/2024	8/16/2024	Complete

marketing, and the addition of athletic branded spirit wear available for purchase through the NWACC Bookstore.

5.3 Objectives

Sharing data and information with college community

Increase transparency by sharing data and information with college community

Supported Initiatives (6)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Alex Vasquez
- Liz Anderson
- Justin White
- Brooke Brewer

Action Plan

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

Action Item 1	Created	Due	Status
Fall Academic Division meeting to share information on budget, policy changes and other items	4/4/2024	8/16/2024	Complete

Action Item 2	Created	Due	Status
Office of Institutional Research will share results of annual college surveys with Cabinet, Expanded Cabinet, and IE Committee	4/4/2024	6/30/2025	Complete

5.4 Objectives

Increase Faculty for In-demand Courses

Increase faculty (adjunct) to meet enrollment goals for the college

Supported Initiatives (7)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle

- Diana Johnson
- Alex Vasquez
- Liz Anderson
- Justin White
- Brooke Brewer
- Anya Peterson-Frey

Action Plan

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

Action Item 1	Created	Due	Status
Increase adjunct faculty pools	12/2/2024	8/15/2025	In Progress

Action Item 2	Created	Due	Status
Increase faculty development for teaching dual roles	12/2/2024	5/1/2026	Planned

Action Item 3	Created	Due	Status
Expand online reach to secure faculty outside of northwest Arkansas	12/2/2024	12/15/2025	Planned

Action Item 4	Created	Due	Status
Partner with local colleges/universities for faculty sharing	12/2/2024	12/15/2026	

Action Item 5	Created	Due	Status
Move faculty from release time and use cost savings to hire administrative staff	12/2/2024	5/15/2026	In Progress

Action Item 6	Created	Due	Status
Partner with public schools to help develop faculty and incentivize faculty to teach post-secondary courses	12/2/2024	12/15/2026	

Action Item 7	Created	Due	Status
Increased targeted marketing for faculty	12/2/2024	5/15/2027	Complete

Action Item 8	Created	Due	Status
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Insure competitive salary and benefits for full and part-time faculty	12/2/2024	5/15/2027	In Progress
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Action Item 9	Created	Due	Status
Implement a ranking model for adjunct faculty	12/2/2024	5/15/2026	Complete

Action Item 10	Created	Due	Status
Recruit recent K-12 retirees to teach part-time for the college	12/2/2024	5/15/2027	Planned

Action Item 11	Created	Due	Status
Review state and local policies on faculty credentials and hire	12/2/2024	8/1/2025	In Progress