



NORTHWEST ARKANSAS COMMUNITY COLLEGE
ENDS, GOALS, & OBJECTIVES

2020-2021



INTRODUCTION

The NorthWest Arkansas Community College Strategic Plan supports the institution's mission and strategic goals. The 2020-21 annual objectives were determined by NWACC Cabinet members (the college's leadership team) in support of the strategic goals and are informed by numerous sources:

- The College's Key Performance Indicators (page 3)
- The College's End Statements (page 4)
- The Higher Learning Commission's Academic Quality Improvement Program (AQIP) Categories (www.hlcommission.org)*
- Institutional Budget constraints
- The new Productivity Funding Formula implemented by ADHE
- College-wide input through use of FY 2020 Strategic Planning Objectives and Budget form (copies available by contacting Diana Johnson at djohnson@nwacc.edu)

NorthWest Arkansas Community College Strategic Goals

- 1. Learner Community:** Provide and continuously strengthen quality programs and processes that support student achievement and success.
- 2. Taxpayer Community:** 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. College Community:** Provide an open and transparent environment where students, staff, faculty, and alumni feel welcome, safe, valued, connected and informed.
- 4. Pre-K through Grade 16 Community:** Develop, expand, and enhance collaborative partnerships with local K-12 and university partners.
- 5. Business and the Broader Community:** 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.

* AQIP is a Pathway to Accreditation and is being dissolved. As soon as NWACC is assigned an alternative pathway, all references to AQIP will be changed.

NorthWest Arkansas Community College Vision Statement

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, business and industry, etc. To fulfill this vision, we are committed to upholding our mission statement:

NorthWest Arkansas Community College Mission Statement

NorthWest Arkansas Community College empowers lives, inspires learning, and strengthens community through accessible, affordable, quality education.

NorthWest Arkansas Community College Values

Our values surround and uphold our vision and mission.



| Key Performance Indicators (KPIs) | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------|-------------|---------------------|-------------------|----------------------|
| KPI/Related Strategic Goals | Baseline | 2017 | 2018 | 2019 Changes | 2019 - NEW | Target - 2020 |
| Learner Community: Provide and continuously strengthen quality programs and processes that support student achievement and success. | | | | | | |
| 1. Prior Academic Year Credit Student Headcount | 11,172 | 11,225 | 11,098 | Revised | 11,322 | |
| 2. Fall to fall retention rate | 44.30% | 46.90% | 46.80% | | 46.70% | 48% |
| 3. Annual Student Semester Credit Hours | 153,998 | 149,551 | 148,538 | | 149,512 | 159,000 |
| 4. Total Degrees and Certificates Awarded-prior AY | 1,050 | 1,083 | 1,380 | | 1,602 | 1,200 |
| 5. Underserved students receiving degrees and certificates | 202 | 195 | 231 | | 268 | 225 |
| 6. Gateway Course Success Rate | 59.40% | 60.00% | 58.90% | 7a-7b Merged | 62.30% | |
| 7. Licensure/Certification Exam Passage Rate in Required Programs | 93% | 95% | 97% | | 92% | 95% |
| 8. General Education courses reporting assessment target met | | | | Added | 82% | 100% |
| Taxpayer Community: Strive to be effective and ethical stewards of taxpayer dollars by maximizing resources and containing costs to allow affordable tuition rates for our students. | | | | | | |
| 9. Instructional Expenses as a Percentage of Total Expenditures | 44% | 49% | 48% | | 48% | 50% |
| 10. Primary Reserve Ratio* | 36% | 44% | 46% | | 65% | 40% |
| College Community: Provide an open and transparent environment where students, staff, faculty, and alumni feel welcome, safe, valued, connected and informed. | | | | | | |
| 11. Employee Satisfaction | 3.84/5 | 3.86/5 | 3.92/5 | | 3.92/5 | 4.0/5 |
| 12. % Minority FT faculty and staff | 7.90% | 7.40% | 8.00% | | 7.60% | 10% |
| 13. Student satisfaction | 5.85/7 | 5.68/7 | 5.68/7 | | 5.67/7 | 6/7 |
| Pre-K through Grade 16 Community: Develop, expand, and enhance collaborative partnerships with local K-12 and university partners. | | | | | | |
| 14. Three year success rate (full-time students--graduation plus transfer) | 33.20% | 37.40% | 36.40% | | 42.00% | 36% |
| Business and the Broader Community: 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. | | | | | | |
| 15. Non-Credit Unduplicated headcount--prior Academic Year | 2,539 | 2,598 | 2,421 | | 837 | 3,000 |
| 16. Adult Education Unduplicated headcount | 2,373 | 1,708 | 1,796 | | 1,623 | 2,600 |

COLLEGE ENDS STATEMENTS

NorthWest Arkansas Community College will become a premier educational provider in Northwest Arkansas by developing a responsive educational delivery system customized to the needs of learners and receiving organizations.

1. For the learner community we will:

Provide expanded access to educational opportunities for the population in general, but especially for under-served learners in all age groups who are disconnected from education by choice or circumstance and will actively support student retention and completion.

2. For the business community we will:

Enhance partnerships and collaborations with business and industry through innovative approaches to design and deliver training and education.

3. For the owner community (taxpayers) we will:

- a. Enhance NWACC's capacity to achieve its initiatives by diversifying its resource base.
- b. Provide educational and comprehensive programs, services and facilities to the owner community (taxpayers).

4. For the pre-kindergarten through grade 16 community we will:

Forge a systemic linkage with P-16 and University partners to achieve "seamlessness" in curriculum, technology and learner support and service delivery.

5. For the college community we will:

Align the organizational infrastructure of NWACC with College growth.

GOALS AND OBJECTIVES

1. Learner Community:

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

STRATEGIC OBJECTIVE 1:

Lower advisor/student ratio to the NACADA target of 300:1 by 2023

Individuals Responsible:

T. Kitchen, J. White

Relates To:

Goal 1

Measure(s) of Success:

Add 2 new advisors by fall 2020. Increase level of student satisfaction of advising as measured by the Noel-Levitz Student Satisfaction Survey

STRATEGIC OBJECTIVE 2:

Conduct a Fall-Fall Retention Pilot addressing the college's five-year fall to fall retention of less than 50% to develop strategic communications and outreach to keep more students enrolled at NWACC until they've earned a credential - preferably an AA or AS degree.

Individuals Responsible:

T. Kitchen, R. Tompkins, K. Purdy, D. Johnson

Relates To:

Goal 1

Measure(s) of Success:

Increased fall to spring retention and fall to fall retention of students above 50% baseline. Increased number of TCs, CPs, and degrees awarded before transfer or leaving the institution by 5%

STRATEGIC OBJECTIVE 3:

Research national standards and benchmark institutions on adequate support staffing for specialty populations to include veterans, students with disabilities, underserved, students needing personal counseling and develop a plan

Individuals Responsible:

T. Kitchen, D. Montgomery

Relates To:

Goal 1

Measure(s) of Success:

Research conducted and plan is developed and communicated to college leadership

STRATEGIC OBJECTIVE 4:

Collect qualitative and quantitative data on student success to start a college-wide conversation on student success priorities focused on student retention, persistence, and completion

Individuals Responsible:

T. Kitchen, R. Tompkins, Institutional Research

Relates To:

Goal 1

Measure(s) of Success:

Data collected in fall; establish baseline measurements based on data; present in spring or early summer for Student Success Summit for faculty and staff

STRATEGIC OBJECTIVE 5:

Create more OER courses to lower textbook costs to students.

Individuals Responsible:

R. Tompkins, Academic Deans, OER Committee

Relates To:

Goal 1

Measure(s) of Success:

A 10% increase in OER materials

STRATEGIC OBJECTIVE 6:

Expand tutoring and supplemental instruction beyond current subjects and courses

Individuals Responsible:

R. Tompkins, Academic Deans

Relates To:

Goal 1

Measure(s) of Success:

Tutoring offered in two new areas (target business and computing)

STRATEGIC OBJECTIVE 7:

Increase enrollment in CAST participants by strengthening the online and traditional simulation opportunities

Individuals Responsible:

R. Tompkins, D. Slavik

Relates To:

Goals 1 & 3

Measure(s) of Success:

5% enrollment growth in CAST courses

STRATEGIC OBJECTIVE 8:

Prepare Adult Education students for successful transition to post-secondary enrollment by maximizing opportunities available through the college's GED College Ready Plus Credit Initiative.

Individuals Responsible:

T. Cornelius, B. Aldama

Relates To:

Goal 1

Measure(s) of Success:

Our goal is for nine (9) students to achieve the GED College Ready Plus Initiative.

STRATEGIC OBJECTIVE 9:

Provide training sessions on Assessment Best Practices

Individuals Responsible:

R. Tompkins, L. Cates, D. Johnson, Assessment Committee

Relates To:

Goals 1 & 3

Measure(s) of Success:

Hold two assessment trainings in 2020-21

2. Taxpayer Community:

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

STRATEGIC OBJECTIVE 1:

Generate student semester credit hours equal to or greater than 2019-20 budget projection

Individuals Responsible:

J. White

Relates To:

Goals 1 & 2

Measure(s) of Success:

SSCH generated equal or greater to budget projection

STRATEGIC OBJECTIVE 2:

Refinance eligible debt securities in order to replace higher cost bonds with lower cost bonds due to lower interest rates

Individuals Responsible:

A. Massri, G. Baggson, R. Starr

Relates To:

Goal 2

Measure(s) of Success:

Bonds refinanced

STRATEGIC OBJECTIVE 3:

Successfully implement HCM, payroll and finance modules of Workday and begin phase 2 for students and academics

Individuals Responsible:

A. Massri, J. Degn, L. Robinson

Relates To:

Goals 2, 3, 5

Measure(s) of Success:

Workday modules implemented and utilized by college employees

STRATEGIC OBJECTIVE 4:

Design and implement the institutional compliance matrix and archival system

Individual Responsible:

E. Campbell, T. Taylor, G. Baggson, A. Massri

Relates To:

Goals 1 & 2

Measure(s) of Success:

Compliance requirements are met

STRATEGIC OBJECTIVE 5:

Start the Nursing Program at WCC and for the fiscal year have a retention rate of ninety percent (90%) or more and a pass rate on the NCLEX that exceeds the national and state average pass rates

Individual Responsible:

T. Cornelius, M. Wallenmeyer

Relates To:

Goals 1 & 2

Measure(s) of Success:

Retain 36 students out of 40 in Nursing classes at WCC; student pass rate on NCLEX exceed the national and state average

STRATEGIC OBJECTIVE 6:

Increase open enrollment offerings through Workforce and grow each program content area by 10%.

Individuals Responsible:

T. Cornelius, M. Bolinder

Relates To:

Goals 1 & 2

Measure(s) of Success:

10% growth achieved for workforce program content areas

STRATEGIC OBJECTIVE 7:

Work with local government entities to reorganize the zones for the Board of Trustees based on new census data from 2020.

Individuals Responsible:

E. Jorgenson, Director of Government Relations

Relates To:

Goal 2

Measure(s) of Success:

Zones are defined for Board of Trustee elections

STRATEGIC OBJECTIVE 8:

Develop and send out a survey to business and industry to gain insights into area training, and program needs.

Individuals Responsible:

T. Cornelius, M. Bolinder

Relates To:

Goal 5

Measure(s) of Success:

Development of new programs enhancement of existing programs based on survey responses

STRATEGIC OBJECTIVE 9:

Meet with all five area chambers of commerce to discuss how NWACC can assist in their workforce and other efforts.

Individuals Responsible:

T. Cornelius

Relates To:

Goal 5

Measure(s) of Success:

Meet with each chamber no less than three times in FY 21 and compile a quarterly report of the meetings.

3. College Community:

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

STRATEGIC OBJECTIVE 1:

Develop next 3-year strategic marketing and communications plan, continuing support for overall college goals and objectives and evaluating NWACC’s current position and impact on community, continuing programs and projects outlined in the 2016-2019 strategic plan.

Individuals Responsible:

D. Winters-Lewis, A. Rodriguez

Relates To:

Goals 3 & 5

Measure(s) of Success:

Creation of a college-wide plan with targeted goals and objectives, and success in meeting milestones for projects in support of the plan; creation of a

strategic marketing plan for Brightwater.

STRATEGIC OBJECTIVE 2:

Increase marketing efficiency/resources to support the college community and its initiatives.

Individuals Responsible:

D. Winters-Lewis, A. Rodriguez

Relates To:

Goals 3 & 5

Measure(s) of Success:

Implementation of Design Conductor Digital Asset management System (DAM); increase and/or reclassify staff to meet college needs; measure increased college presence on social media

STRATEGIC OBJECTIVE 3:

Establish reportable baseline data that can be used to better evaluate earned publicity for NWACC and determine the effectiveness of different public relations efforts. Some marketing properties (social media) will also be tracked here for multi-departmental benefit.

Individuals Responsible:

D. Winters-Lewis

Relates To:

Goals 3 & 4

Measure(s) of Success:

Utilizing the Mention report will analyze data and find trends in the media outlets that mention NWACC, the types of mentions (positive or negative), which mentions are a result of PR efforts and determine where there may be an opportunity to better relationships with media outlets

STRATEGIC OBJECTIVE 4:

Increase the step raises for full-time faculty to 28 years so that step increases are on par with public schools in order to remain competitive in northwest Arkansas.

Individuals Responsible:

E. Jorgenson, G. Baggson, A. Massri, R. Tompkins

Relates To:

Goal 3

Measure(s) of Success:

Step raise is included in the budget for 20-21 College year and funded

STRATEGIC OBJECTIVE 5:

Increase adjunct pay as the budget allows in order to establish and maintain and adequate adjunct faculty pool.

Individuals Responsible:

E. Jorgenson, G. Baggson, A. Massri, R. Tompkins

Relates To:

Goal 3

Measure(s) of Success:

Salary increase for adjuncts is included in the budget for the 20-21 College year

STRATEGIC OBJECTIVE 6:

Assess and plan for Burns Hall classroom and faculty area improvements

Individuals Responsible:

R. Tompkins, J. Lay, J. Thompson

Relates To:

Goal 3

Measure(s) of Success:

Facilities analysis complete for Burns Hall classroom spaces

STRATEGIC OBJECTIVE 7:

Expand internal capacity for facilities operations to serve the college community.

Individuals Responsible:

J. Thompson, G. Baggson, A. Massri

Relates To:

Goal 3

Measure(s) of Success:

Hire staff to expand internal services to the college community

STRATEGIC OBJECTIVE 8:

Improve Infrastructure, efficiency, and coordination for facilities and construction operations. By evaluating and expanding the internal college services, and coordinate on behalf of the college externally.

Individuals Responsible:

J. Thompson, J. Lay, G. Baggson, Al Massri

Relates To:

Goal 3

Measure(s) of Success:

Land acquisitions and projects completed; expand internal services to the college community by 10%

STRATEGIC OBJECTIVE 9:

Investigate and research for a software platform that is integrated with Workday ERP to modernize the financial planning, budgeting, and forecasting for efficient allocation and use of resources and make better and faster decisions.

Individuals Responsible:

J. Degn, G. Baggson, A. Massri

Relates To:

Goal 3

Measure(s) of Success:

A modern system is selected for bottom-up planning and budgeting to be used college-wide at every level.

STRATEGIC OBJECTIVE 10:

Update the College's Business Continuity Plan

Individuals Responsible:

E. Campbell, T. Taylor, G. Baggson, A. Massri

Relates To:

Goal 3

Measure(s) of Success:

Updated plan

STRATEGIC OBJECTIVE 11:

Update all current Ethics policies, documents, procedures, and training materials

Individuals Responsible:

E. Campbell, T. Taylor, G. Baggson, A. Massri

Relates To:

Goals 2 & 3

Measure(s) of Success:

Updated plan

STRATEGIC OBJECTIVE 12:

Improve the process for document and contract signing by switching to an electronic process.

Individuals Responsible:

A. Massri and J. Degn

Relates To:

Goal 3

Measure(s) of Success:

Research and obtain a suitable program which will aid in the signing and storage of contracts and documents.

STRATEGIC OBJECTIVE 13:

Restructure and modify the operations of the Finance and Budget department to more effectively align with and support the new Workday processes as well as campus wide strategic objectives.

Individuals Responsible:

A. Massri, G. Baggson

Relates To:

Goal 3

Measure(s) of Success:

A more streamlined and efficient organizational chart.

STRATEGIC OBJECTIVE 14:

Negotiate, finalize and acquire Mercy Land and Railroad track. Oversee the initiation of construction on this site of the new Physical Facilities building.

Individuals Responsible:

A. Massri, J. Lay, J. Thompson

Relates To:

Goal 2

Measure(s) of Success:

Complete land acquisition and begin the construction plans and processes.

4. Pre-K through Grade 16 Community:

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

STRATEGIC OBJECTIVE 1:

Launch the Culinary Arts Technical Certificate at Fayetteville High School with 16 students

Individuals Responsible:

T. Cornelius, M. Shafkowitz, J. White

Relates To:

Goal 4

Measure(s) of Success:

16 high school students earn Technical Certificate in Culinary Arts by Spring 2021

STRATEGIC OBJECTIVE 2:

Increase Hispanic student enrollment to level of Hispanic Serving Institution status

Individuals Responsible:

T. Kitchen, J. White, J. Franklin

Relates To:

Goals 1 & 4

Measure(s) of Success:

Hispanic enrollment increase from 22.7% to 25%

STRATEGIC OBJECTIVE 3:

Continue to expand partnerships with local high schools and increase credential completion by ECE students

Individual Responsible:

T. Kitchen, J. White

Relates To:

Goals 1 & 4

Measure(s) of Success:

At least one new partnership or program will be established.

5. Business and the Broader Community:

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.

STRATEGIC OBJECTIVE 1:

Discern the potential needs for new programs to meet the changing needs of business and industry in the northwest Arkansas area.

Individuals Responsible:

E. Jorgenson, College Cabinet

Relates To:

Goal 5

Measure(s) of Success:

The topic is addressed at the Cabinet retreat and at least one new program is started, if indicated as needed by advisory board members and other community input

STRATEGIC OBJECTIVE 2:

Continue to provide a safe college environment for faculty students and staff

Individuals Responsible:

E. Campbell, T. Taylor, G. Baggson, A. Massri, S. Tosh

Relates To:

Goals 3 & 5

Measure(s) of Success:

Purchase Violence Insurance coverage; new radio system for the DPS and training sessions are completed

STRATEGIC OBJECTIVE 3:

Expand Adult Education instruction for ESL students to include Civics and digital literacy in the coming school year.

Individuals Responsible:

T. Cornelius, B. Aldama

Relates To:

Goal 5

Measure(s) of Success:

We will increase our enrollment by 10% in FY 21.

STRATEGIC OBJECTIVE 4:

Work with the Northwest Arkansas Council to develop an Adult Upskilling Project to help meet the business and industry needs for a skilled workforce.

Individuals Responsible:

E. Jorgenson, College Cabinet

Relates To:

Goal 5

Measure(s) of Success:

The development and funding of an Adult Upskilling Project for northwest Arkansas that is similar to the Austin TX Capital IDEA project



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