INTRODUCTION

The NorthWest Arkansas Community College Strategic Plan supports the institution’s mission and strategic goals. The 2016-17 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 2)
- The College’s End Statements (page 3)
- The Higher Learning Commission’s Academic Quality Improvement Program (AQIP) Categories (www.hlcommission.org)
- Arkansas Governor Asa Hutchinson’s “Closing the Gap 2020” plan for improvement of Higher Education in the state (www.adhe.edu)
- Institutional Budget constraints
- Qualitative Feedback from numerous strategic planning input sessions held with various internal and external constituencies whom the College serves (copies available by contacting Lisa Anderson at landerson7@nwacc.edu)

NorthWest Arkansas Community College Mission Statement

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

NorthWest Arkansas Community College Strategic Goals

1. Increase Student Success
2. Provide Quality Programming and Assessment
3. Support Financial Stability
4. Increase Community Outreach, Support and Relations
5. Support and Enhance Institutional Operations
6. Improve Land and Facilities
7. Increase Diversity and Inclusion
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Baseline</th>
<th>Proposed Target: 2020</th>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Goal 4</th>
<th>Goal 5</th>
<th>Goal 6</th>
<th>Goal 7</th>
<th>Related AQIP Category or Closing the Gap 2020</th>
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<tbody>
<tr>
<td><strong>Student</strong></td>
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<tr>
<td>Enrollment</td>
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<tr>
<td>1. Fall credit student headcount</td>
<td>7,744</td>
<td>8,000</td>
<td>X</td>
<td></td>
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<td></td>
<td></td>
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<td>4 and 5</td>
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<tr>
<td>2. Enrollment age 25–54</td>
<td>2,395</td>
<td>3,200</td>
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<td>Closing Gap</td>
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<tr>
<td>3. Annual Student Semester Credit Hours</td>
<td>153,998</td>
<td>159,000</td>
<td>X</td>
<td></td>
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<td></td>
<td></td>
<td>1.5</td>
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<tr>
<td>4. Non-Credit Unuplicated headcount-prior Academic Year</td>
<td>2,539</td>
<td>3,000</td>
<td>X</td>
<td></td>
<td>X</td>
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<td></td>
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<td>2</td>
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<tr>
<td>5. Adult Education Unduplicated headcount</td>
<td>2,373</td>
<td>2,600</td>
<td>X</td>
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<td>1.2</td>
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<tr>
<td><strong>Retention/Graduation</strong></td>
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<tr>
<td>6. Fall to fall retention rate</td>
<td>45.7%</td>
<td>48%</td>
<td>X</td>
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<td>1 and 2</td>
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<tr>
<td>7. Total Degrees and Certificates Awarded-prior AY</td>
<td>1,050</td>
<td>1,200</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>1.2</td>
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<tr>
<td>8. Degrees and Certificates Awarded to underserved students</td>
<td>202</td>
<td>225</td>
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<td>X</td>
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<td>Closing Gap</td>
<td></td>
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<tr>
<td>9. Three year success rate (full-time students - graduation plus transfer)</td>
<td>33.20%</td>
<td>35%</td>
<td>X</td>
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<td></td>
<td></td>
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<td></td>
<td>1 and 2</td>
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<tr>
<td><strong>Student Performance</strong></td>
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</tr>
<tr>
<td>10. ENGL/MATH Development Student Success</td>
<td>75%/69%</td>
<td>77%/71%</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>11. Licensure/Certification Exam Passage Rate</td>
<td>93%</td>
<td>95%</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>1 and 2</td>
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<td>12. Student satisfaction</td>
<td>5.85/7</td>
<td>6/7</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
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<td>3</td>
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<td><strong>Student Other</strong></td>
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<tr>
<td>13. Student-to-advisor ratio</td>
<td>690 to 1</td>
<td>500 to 1</td>
<td>X</td>
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<td>1</td>
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<tr>
<td><strong>Employee</strong></td>
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<tr>
<td>14. Employee Satisfaction</td>
<td>3.84/5</td>
<td>4.0/5</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>3</td>
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<tr>
<td>15. % Minority FT faculty and staff</td>
<td>7%</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
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<td>3</td>
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<tr>
<td><strong>College Business</strong></td>
<td></td>
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<tr>
<td>16. Utilities Consumption Decrease per sq. ft. of space from 2008 (college owned instructional facilities)</td>
<td>0%</td>
<td>30%</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,5</td>
<td></td>
</tr>
<tr>
<td>17. Instructional Expenses as a Percentage of Total Expenditures</td>
<td>48%</td>
<td>50%</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,5</td>
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</table>
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. Increase Student Success

STRATEGIC OBJECTIVE 1:
Develop a comprehensive enrollment dashboard, which will be updated daily during registration periods and will include: Number of prospects to date; number of applications to date and number of registrations to date. Included will be the ability to drill down by student types. Once the dashboard is operational, yield efficiency increase targets will be set annually.

Individuals Responsible:

Relates To:
AQIP Category 4 and 5, Closing the Gap 2020, and KPI’s #1–5

STRATEGIC OBJECTIVE 2:
Establish an Enrollment Support Center that will proactively provide “wrap around” services to new students. The Center will include 10 professional staff who will work to guide incoming students through the enrollment process, offer a hands-on transition to academic advising and will provide a holistic support structure for all students.

Individuals Responsible:
T. Kitchen, M. Cordell, B. Holt, T. Carter, B. Boatman, and B. Grau

Relates To:
Focus Group Comments, KPI #6, and KPI #13

STRATEGIC OBJECTIVE 3:
Establish firm procedures to register all...
NWACC adult basic education students into Banner SIS as prospects and to fully implement pathways for NWACC adult basic education students into credit and noncredit programs.

**Individuals Responsible:**
T. Cornelius and B. Aldama

**Relates To:**
Closing the Gap 2020 and Strategic Goals #3 and #4

**STRATEGIC OBJECTIVE 4:**
Increase the success levels of students in developmental level courses and subsequent success of these students in college level courses.

**Individuals Responsible:**
R. Tompkins, M. Bolinder, J. Burns, M. Galloway, L. Lord, and G. Mallow

**Relates To:**
KPI #10, Focus Group Comments, Strategic Goal #2, and AQIP Category 1 and 2

**STRATEGIC OBJECTIVE 5:**
Increase the success rates of students in college level math courses.

**Individuals Responsible:**
R. Tompkins, M. Galloway, L. Lord, and J. Timpe

**Relates To:**
AQIP Category 1 and 2, Strategic Goal #2, and KPI’s #7–10

**STRATEGIC OBJECTIVE 6:**
Continue the redesign of all institutional web pages, keeping in mind the need to align the pages with the Guided Pathways Initiative.

**Individuals Responsible:**
S. Hinds and D. Winters-Lewis

**Relates To:**
AQIP Cat. 4 and 5, Closing the Gap 2020, and KPI’s #1–5

2. **Provide Quality Programming**

**STRATEGIC OBJECTIVE 1:**
Fully implement the Iron Workers’ apprenticeship program on the main campus.

**Individuals Responsible:**
T. Cornelius and K. Peterson

**Relates To:**
Strategic Goal #3

**STRATEGIC OBJECTIVE 2:**
Fully implement the EKG and Phlebotomy technical programs with anticipated start dates of Summer or Fall 2017.

**Individuals Responsible:**
T. Cornelius and M. Ross

**Relates To:**
Closing the Gap 2020 and Strategic Goals #1, 3, and 5

**STRATEGIC OBJECTIVE 3:**
Establish at least 2 online continuing education courses in the Certified Retail Analyst program.

**Individuals Responsible:**
T. Cornelius, K. Peterson, and T. Warren

**Relates To:**
Strategic Goal #3

**STRATEGIC OBJECTIVE 4:**
Conduct an institutional assessment of Program Review practices and make recommendations for more efficient
processes for institutional program review.

**Individual Responsible:**
R. Tompkins

**Relates To:**
Focus Group Comments and AQIP Category 6

**STRATEGIC OBJECTIVE 5:**
Launch Brightwater: A Center for the Study of Food, ensuring proper stewardship of deliverables.

**Individuals Responsible:**
M. Brunen and G. Mack

**Relates To:**
Strategic Goal #3, College Ends Statements, and Closing the Gap 2020

### 3. Support Financial Stability

**STRATEGIC OBJECTIVE 1:**
Develop a timeline for submitting a Department of Education Title III: Strengthening Institutions grant. Form a committee to determine best activity for proposal.

**Individuals Responsible:**
L. Anderson and M. Williams

**Relates To:**
Closing the Gap 2020

**STRATEGIC OBJECTIVE 2:**
Develop Ad Astra dashboard that addresses facilities utilization primarily for classrooms and teaching laboratories. Develop comparison studies and graphs based on appropriate time periods.

**Individuals Responsible:**
D. Buckley, J. Degn, J. Thompson, and D. Boss

**Relates To:**
College Ends Statements and AQIP Categories 5 and 6

**STRATEGIC OBJECTIVE 3:**
Continue to develop Enrollment and Faculty Cost (direct instruction) reports to include information on total sections, course enrollment, and faculty pay. These reports will assist academic administrators in projecting current and future budget needs.

**Individuals Responsible:**
D. Buckley, G. Baggson, M. Sharfenberg, W. Cadle, and H. Worley

**Relates To:**
College Ends Statements, KPI #17, and AQIP Categories 5 and 6

**STRATEGIC OBJECTIVE 4:**
Develop an investment policy for available unrestricted funds that is consistent with the projected operational needs of NWACC, complies with state laws and regulations, and is consistent with all GASB reporting standards.

**Individuals Responsible:**
D. Buckley, G. Baggson, R. Starr, and J. Hixson

**Relates To:**
College Ends Statements and AQIP Categories 5 and 6

**STRATEGIC OBJECTIVE 5:**
Research and explore available investment opportunities, financial firms and advisors to determine best choices for the College.

**Individuals Responsible:**
D. Buckley, G. Baggson, R. Starr, and J. Hixson

**Relates To:**
College Ends Statements and AQIP Categories 5 and 6
STRATEGIC OBJECTIVE 6:
Enhance collection procedures by providing collection compliance training for Treasury Office personnel and developing a new, comprehensive plan for collecting delinquent accounts.

Individuals Responsible:
D. Buckley, G. Baggson, and L. Robinson

Relates To:
College Ends Statements and AQIP Categories 5 and 6

STRATEGIC OBJECTIVE 7:
Implement SponsorPoint, online account payments in TouchNet for outside companies and 3rd party contracts.

Individuals Responsible:
D. Buckley, G. Baggson, and L. Robinson

Relates To:
College Ends Statements and AQIP Categories 5 and 6

4. Increase Community Outreach, Support and Relations

STRATEGIC OBJECTIVE 1:
Conduct at least 8 strategic planning input sessions with college stakeholders, both internal and external.

Individuals Responsible:
L. Anderson and the Strategic Planning Team

Relates To:
College Ends Statements

STRATEGIC OBJECTIVE 2:
Develop a plan that spells out and differentiates the mission of community colleges from other types of higher education institutions in the state of Arkansas.

Individuals Responsible:
J. Hall and Arkansas Community Colleges

Relates To:
Closing the Gap 2020 and Performance Funding

STRATEGIC OBJECTIVE 3:
Develop a list of talking points that outlines the positives and negatives regarding the proposed potential realignment of higher education structures in Arkansas that can be used by leadership, NWACC Board of Trustees members, and community leaders in conversations with legislators and other interested parties.

Individual Responsible:
J. Hall

Relates To:
Closing the Gap 2020 and Performance Funding

STRATEGIC OBJECTIVE 4:
In anticipation of the 2016 fall election, work to educate and inform existing Board of Trustees members and potential candidates to the NWACC BOT about college needs and priorities.

Individuals Responsible:
J. Hall and E. Jorgenson

Relates To:
AQIP Categories 2, 4, 5, and 6

STRATEGIC OBJECTIVE 5:
Develop a comprehensive marketing plan for NWACC.

Individuals Responsible:
S. Hinds and D. Winters-Lewis

Relates To:
College Ends Statements, Strategic Planning Feedback, and Closing the Gap 2020

**STRATEGIC OBJECTIVE 6:** Facilitate relationship building with surrounding cities regarding safety and security and manage mid- and high-level leadership trainings for the campus community.

**Individuals Responsible:**
D. Buckley, E. Beckcom, S. Tosh, and T. Taylor

**Relates To:**
College Ends Statements and AQIP Categories 2 and 6

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**5. Support and Enhance Institutional Operations**

**STRATEGIC OBJECTIVE 1:** Complete first draft of AQIP Systems Portfolio in preparation for 2018 submission to the Higher Learning Commission.

**Individuals Responsible:**
L. Anderson and L. Cates

**Relates To:**
AQIP Categories 1–6

**STRATEGIC OBJECTIVE 2:** Align Institutional Data Dashboard with Key Performance Indicators and post to NWACC website.

**Individuals Responsible:**
L. Anderson and K. Purdy

**Relates To:**
Key Performance Indicators

**STRATEGIC OBJECTIVE 3:**

**Update the Office of Grants Policies and Procedures manual to align both with institutional finance and IT policies and with the Federal Government’s Uniform Grant Guidance.**

**Individuals Responsible:**
L. Anderson and M. Williams

**Relates To:**
AQIP Categories 1–6

**STRATEGIC OBJECTIVE 4:** Develop a comprehensive plan for the upcoming Banner XE implementation and begin the actual implementation process for Banner XE.

**Individuals Responsible:**
D. Buckley and J. Degn

**Relates To:**
AQIP Category 5

**STRATEGIC OBJECTIVE 5:** Complete Phase 1 of online purchasing so that all college units are required to go online to make purchases.

**Individuals Responsible:**
D. Buckley, J. Thompson, J. Sage, R. Brenneman, and M. Hyatt

**Relates To:**
AQIP Category 6 and KPI #14

**STRATEGIC OBJECTIVE 6:** Implement 100% of ACH payments for travel reimbursements to employees and convert 25% of our vendors to ACH payment.

**Individuals Responsible:**
D. Buckley, R. Starr, and D. Gower

**Relates To:**
KPI #14 and AQIP Categories 5 and 6
STRATEGIC OBJECTIVE 7:
Continue development of Virtual Desktop Infrastructure (VDI) to reduce capital and operating expenses. To date, 254 VDI terminals have been deployed with a goal of an additional 200 in FY17.

Individuals Responsible:
D. Buckley and J. Degn

Relates To:
Strategic Goal #3 and AQIP Category 5

STRATEGIC OBJECTIVE 8:
Evaluate employee satisfaction rates and recommend strategies for improvements. Create reports comparing fall 2016 results to 2014 results.

Individuals Responsible:
D. Buckley, W. Cadle, L. Anderson, L. Cates, and K. Purdy

Relates To:
KPI #14 and AQIP Categories 3 and 6

6. Improve Land and Facilities

STRATEGIC OBJECTIVE 1:
Make significant progress toward the $15 million capital campaign fundraising goal for Washington County.

Individuals Responsible:
S. Hinds and M. Brunen

Relates To:
Strategic Goal 3, College Ends Statements, and AQIP Category 5

STRATEGIC OBJECTIVE 2:
Complete Burns Hall remodeling projects, including Library, restrooms, faculty offices, and art rooms.

Individuals Responsible:
D. Buckley, J. Thompson, and J. Lay

RELATES TO:
KPI’s #12, #14, and AQIP Category 5

STRATEGIC OBJECTIVE 3:
Work with representatives from the city of Bentonville, the Arkansas Natural Heritage Commission and the state of Arkansas in planning for the development and implementation of the 8th St. interchange project.

Individuals Responsible:
D. Buckley, J. Thompson, J. Lay, and M. Galloway

Relates To:
AQIP Categories 2 and 5

STRATEGIC OBJECTIVE 4:
Work with the city of Springdale in developing plans for the infrastructure of the new proposed Washington County Center.

Individuals Responsible: D. Buckley and J. Lay

Relates To:
College Ends Statements and AQIP Categories 2 and 5

STRATEGIC OBJECTIVE 5:
Oversee roof replacement on the Shewmaker Center for Workforce Technologies.

Individuals Responsible:
D. Buckley, J. Lay, and J. Thompson

Relates To:
AQIP Category 5 and KPI’s #12 and #14

STRATEGIC OBJECTIVE 6:
Continue to implement sustainability measures to decrease operational and utility costs by 3%.

Individuals Responsible:
7. Increase Diversity and Inclusion

STRATEGIC OBJECTIVE 1:
Increase enrollment of underserved students - expand the LIFE program by increasing the number of high schools participating. Add 2 new high schools per year to the program for the next three years.

Individuals Responsible:
T. Kitchen, C. Ryan, B. Grau, and J. Franklin

Relates To:
Closing Gap 2020 and Strategic Goals 1, 3, and 4

STRATEGIC OBJECTIVE 2:
Address the needs of a diverse population in regard to facilities accommodations such as restrooms.

Individuals Responsible:
D. Buckley, J. Lay, J. Thompson, and T. Taylor

Relates To:
Focus Group Comments, KPI #12, and AQIP Category 2