



**NORTHWEST ARKANSAS
COMMUNITY COLLEGE**



EVELYN E. JORGENSEN
INTEGRATED DESIGN LAB

2024-27

STRATEGIC PLAN

Key Performance Indicators 2022-27

HLC Criteria	Ends	Performance Indicator	Baseline 2021	2022	2023	Target 2027
Learner Community						
4.C.	Learner Taxpayer College	Prior Academic Year Credit SSCH	131,204	123,890	134,865	157,000
4.C.	Learner #16	Fall to Fall Retention Rate	46.1%	46.2%	49.4%	50%
4.C.		Number (%) of Continuing Students	2616 (37.2%)	2,546 (33.5%)	2,638 (33.7%)	3,000
4.C.		3 Year Success Rate (full-time Freshman graduation + transfer)	37.5%	42.1%	47.8%	40%
4.C.	P-K to 16	Underserved students receiving degrees and certs	275	289	278	325
4.C.		Total degrees and certificates awarded - prior AY	1,929	2,052	2,161	2,172
4.C.		% of courses reporting general education assessment target met	93%	80%	85%	80%
4.C.		Licensure/certification exam passage rate in required programs	90%	89%	94%	92%
Taxpayer Community						
5.C.		Instructional expenses as a percentage of total expenses	49%	46%	47%	50%
5.C.		Primary Reserve Ratio	0.4 years	0.45 years	0.57 years	0.4 years
College Community						
3.C.	College	Employee satisfaction (Noel Levitz every 2 years)	4.16/5	3.41/5	3.41/5	4.2/5
3.C.		Retention rate of faculty and staff (FT Employees)	85%(N=394)	83%	82%	90%
3.C.		% Minority FT faculty and staff	10.5%	13.5%	17.9%	15%
4.C.		Student Satisfaction (Noel Levitz every 2 years)	83%	81%		90
Pre-K through Grade 16 Community						
	P-K to 16	Maintain the number of K-12 documented partnerships with individual schools within districts**	24	25	23	24
		Student semester credit hours successfully completed by concurrent and dual enrolled students with grade of "C" or higher	16,769	17,628	21,572	17,607
Business and Broader Community						
1.C..	Business	Meet state Effective and Efficient performance measure set by the state for:				
		Adult Basic Education/Adult Secondary Education	62.0%	61.6%	62.0%	66%
		English Language Learners	61.0%	61.2%	66.0%	66%

*The **primary reserve ratio** helps institution understand the **affordability of its strategic plan**. It provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable reserves without relying on additional net revenue generated by operations.

**Partnership: A formal relationship between NWACC and an external entity as documented by an MOU or other appropriate documentation for the purpose of collaboration in serving students and the community

***IPEDs Retention Rate only includes Full-time, First-time Freshman Students

****Gateway courses are English Composition I, Survey of Technical Math, Quantitative Reasoning, Math for AAS General Education, and College Algebra

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Mission & Vision

Empower Lives, Inspire Learning and Strengthen Community, through Accessible, Affordable, Quality Education.

Values

Facilitate continuous learning for students and stakeholders

Cherish academic, professional and personal integrity

Respect our differences and view them as a strength

Advance knowledge through individual and team challenges

Anticipate and respond to needs by encouraging innovative ideas and technologies

Develop the potential of the individual to achieve excellence

Value human resources over physical resources

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
- Grant Hodges
- 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	

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

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

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 Athletic Offerings	2/29/2024		
Action Item 2	Created	Due	Status
Increase intramural and club sport offerings	2/29/2024		
Action Item 3	Created	Due	Status
Stabilize athletics with funding and brand identification	2/29/2024		
Action Item 4	Created	Due	Status
Provide opportunities for students to attend athletic events	2/29/2024		

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
- Grant Hodges
- Liz Anderson
- Justin White

Action Plan

Budget Source	Amount	Due	Status
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	\$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	

2.2 Objectives

Connect business and industry to the college through athletics

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
Provide opportunities for collaboration between athletics and business and industry leaders.	2/29/2024		
Action Item 2	Created	Due	Status
Provide opportunities for businesses and industry to support student athletes and athletic events.	2/29/2024		

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
- Grant Hodges
- 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
- Grant Hodges
- 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
Continue to maximize Perkins Grant to replace and update academic equipment	2/29/2024		

Action Item 2	Created	Due	Status
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Continue to research and apply for public/private grants to support academic programming at the college 2/29/2024

Action Item 3	Created	Due	Status
	2/29/2024		

4

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	

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	

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

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	

Action Item 5	Created	Due	Status
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	

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	

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	2/29/2024	8/12/2024	

5

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	In Progress

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 full-time staff.	5/4/2024	7/1/2024	In Progress
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	In Progress
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
- Grant Hodges
- 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	4/30/2024	8/19/2024	

areas first, such as the college website, bookstore merchandise, business cards, etc for rebranding

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

Action Item 3	Created	Due	Status
Introduce the athletic/spirit brand with branded uniforms for athletic teams, branded athletic marketing, and the addition of athletic branded spirit wear available for purchase through the NWACC Bookstore.	5/14/2024	8/16/2024	

5.3 Objectives

Sharing data and information with college community

Supported Initiatives (6)

STRATEGIC INITIATIVES

- Dr. Dennis Rittle
- Diana Johnson
- Grant Hodges
- 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	

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	