

# NATIONAL PARK COLLEGE

## 2015 – 2020 Strategic Plan Year 2



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### **National Park College Mission**

Our mission statement “Learning is our focus; student success is our goal” shows that NPC is a student-centered institution. This simple statement guides our college’s decisions and actions. We work to help our students realize a college education as a transformative experience in their professional and personal lives. To those ends, the aim of our strategic plan is to reinforce NPC’s mission by enhancing the learning environment and by strengthening existing programs so that our college can better support and serve our students, our community, and our state.

### **Our Vision and Values**

We aspire to be the premier comprehensive community college in the state by providing learning-for-life opportunities while offering exemplary service to our community. As a campus, we value:

- Access – We assist students in achieving their individual educational goals by creating a learning community that is accessible, convenient, caring, affordable, and secure.
- Excellence – We strive for exemplary performance in all we do. Assessment of student learning is a means of measuring our success.
- Accountability - We are all accountable to ourselves and to one another in a learning community. We expect all members to act responsibly, behave ethically, and grow professionally.
- Collaboration – We facilitate partnerships that enhance learning, solve problems, promote economic development, and improve quality of life.
- Mutual Respect and Support – We recognize the dignity and inherent worth of all individuals. We create opportunities to explore diversity of ideas, individuals, and cultures through open communication.

### **Our Purpose**

As a comprehensive community college, NPC offers:

- A broad general education curriculum and support services for all students as a basis for transfer, further study, professional specialization, and personal enrichment.
- Pre-college coursework to prepare students for academic success.
- A variety of technical and professional programs to prepare students for career experiences.
- Continuing education and workforce training opportunities to meet community needs and personal interests.

**Background**

Development of the 2015-2020 Strategic Plan began during the Fall 2014 semester. The Strategic Planning Committee composed of faculty, staff, and student representatives, began meeting in August 2014 to establish a timeline to gather input from faculty, staff, students, and external constituents. The Spring 2015 Workshop offered the opportunity to gather faculty and staff so that they could review the initiatives and offer suggested objectives. The committee emailed a preliminary draft of the plan to all faculty and staff for input later in the spring. The Student Government Association deployed an online survey to gather student responses. The committee conducted focus group meetings and used an online survey to gather suggestions from external constituents.

**Strategic Planning Committee Members**

Chris Coble	Division Chair, Learning Acceleration Division
Dr. Wade Derden	Division Chair, Social Sciences
Tracy Edmondson	Student Representative/SGA President
Hank Felton	Student Representative/Phi Theta Kappa Vice President
Wanda Holden	Human Resources Specialist
Janetta Ritter	Business Division Faculty
Sara Seaman	Library Director
Melinda Thornton	Continuing Education Specialist
Darla Thurber	Director of Administrative Support to the President
Dr. Gordon Watts	Vice President for Academic Affairs

## Overview of the 2015-2020 Strategic Plan

This strategic plan is a living document. The President and Board of Trustees have identified seven high priority objectives (HPOs) by which the college's general performance will be measured. Every action in the strategic plan is focused on supporting advancement in those seven areas in the next five years. The HPOs represent key indicators in specific areas of institutional performance: fundraising, diversity, workforce development, student access, and student success. Each year the President and the Board will review the HPOs. Failure to meet an HPO will result in refocused attention to the objectives and methods within that strategic area. Achievement of an HPO will indicate success of the college, and the goals will be adjusted higher to promote continued progress in that area.

The HPOs for 2015-2016 are:

- Objective 1*      **Student Success:** Increase the percentage of students persisting from Fall to Spring semester to 72% (Actual 71%).
- Objective 2*      **Workforce Development:** Generate 28,000 contact hours in workforce development (Actual 29,704).
- Objective 3*      **Diversity:** Improve the percentage of minority students enrolled to 20% (Actual 20%).
- Objective 4*      **Student Success:** Increase the number of students earning a degree, including an associate's degree, technical certificate, or other certificate, to 650 (Actual 568).
- Objective 5*      **Student Access:** Increase fall headcount enrollment for 2015 to 3500 (Actual 3,015).
- Objective 6*      **Fund Raising:** Raise at least \$750,000 in cash and in-kind gifts in 2015-16 (Actual \$742,000).
- Objective 7*      **Student Success:** Increase number of students transferring to a bachelor's program at a four-year college or university to 115 students (Actual 117).

This strategic plan contains five broad initiatives with corresponding strategic goals that define and coordinate the college's efforts to achieve the HPOs.

As part of the annual review of the strategic plan, the strategic goals corresponding to each initiative will be reviewed, revised, and/or replaced in an effort to continue achieving the increasing targets set by the HPOs. The design of this strategic plan holds every member of the campus responsible for the success of our college and our students.

## Year One 2015-2016

### **Initiative 1: Academics**

**Strategic Goal 1A:** Provide exceptional and innovative programming and seek partnerships to promote student achievement of their educational and professional goals.

**Strategic Goal 1B:** Encourage an academic environment that is conducive to student learning and retention.

### **Initiative 2: Institutional and Student Support Services**

**Strategic Goal 2A:** Provide student-centered services and programs to assist in the recruitment, enrollment, retention, graduation, and employment of students.

**Strategic Goal 2B:** Recruit highly qualified professionals, promote equitable compensation, and provide professional development opportunities.

**Strategic Goal 2C:** Encourage a campus environment that promotes the well-being of every member of the campus community.

**Strategic Goal 2D:** Facilitate effective communication among students, staff, faculty, and patrons.

### **Initiative 3: Diversity**

**Strategic Goal 3A:** Celebrate diversity among students, staff, faculty, and supporting constituents.

**Strategic Goal 3B:** Identify and eliminate institutional barriers to cultural diversity.

### **Initiative 4: Fundraising**

**Strategic Goal 4A:** Identify internal and external sources of financial support for providing quality learning experiences

**Strategic Goal 4B:** Promote scholarship opportunities and programs that encourage the success of current and future students.

### **Initiative 5: Workforce Development**

**Strategic Goal 5A:** Foster internal and external partnerships to increase visibility and maintain role as a partner in economic and community development.

**Strategic Goal 5B:** Engage community and corporate partners to develop educational programs and services that correlate to regional workforce and industry specific needs.

**Strategic Goal 5C:** Ensure student success through delivery of quality programming that generates essential work skills while promoting a culture of life-long learning and entrepreneurship.

## Year One Highlights

### **Initiative 1: Academics**

#### **Key Accomplishments:**

Technical Division – Fostered greater engagement with business and community partners to enhance opportunities for internships, vendor specific training and credentials, and online learning.

Evidence: Marine Technology program established five new partnerships with company partners, providing access to product discounts, donations, free access to training materials, and possible internships.

Adult Education – Expanded adult education programming in the community to increase the number of students completing the GED, earning W.A.G.E.<sup>™</sup> workplace readiness certificates, and/or improving English language skills.

Evidence: 45% increase in overall number of students served  
20% increase in the number of GED credentials awarded  
Over 170 individual WAGE certificates awarded (40 in previous year)  
15% increase in English language learner population

National Park University – Created NPU to streamline transfer agreements and create new transfer agreements with four-year colleges and universities.

Evidence: Created 15 new transfer agreements which enable students to enter universities with full junior classification in their program area.

High School Tech Center – Decreased attrition rate in high school technical programs by incorporating student incentives for completion.

Evidence: Student attrition decreased from 15% to 8%.

Learning Accelerated Division – Redesigned developmental math courses to increase retention and course completion of students and increase student success in gateway courses.

Evidence: Students completing College Algebra increased from 59% to 83%.

## **Initiative 2: Institutional and Student Support Services**

### **Key Accomplishments:**

One Stop Shop Model – Instituted a one stop shop model by combining financial aid and advising into one student services desk and streamlined processes.

Enrollment Management Program – Started the process of developing a comprehensive enrollment management program including the formation of the Enrollment Task Force.

Academic Success Center – Streamlined service delivery and increased student utilization by 50%.

Quality Pay - Established Quality Pay Taskforce to implement an equitable pay system based upon both individual performance and the college's overall success.

Developed a four phase program designed to reward high performing employees with equitable, competitive pay in order to recruit and retain while reducing the total number of employees.

Phases one, two, and three are complete.

Professional Development – Implemented more comprehensive professional development offerings.

### Wellness

Sponsored on-site wellness visits partnering with CHI-St. Vincent

Budgeted funds for a full-scale wellness program for 2016-2017

### Intramurals

Provided opportunities for faculty, staff, and student sports

Establishing an intramural program for 2016-17

### Black Board

Increased usage by enhancing program specific communications with students and creating greater awareness of on-campus student life activities

Established online student loan seminar

### **Initiative 3: Diversity**

Garland County's percentage of minorities is 17.1%. The college minority rate for enrolled students is 20%.

#### **Key Accomplishments:**

##### Inclusion

Encouraged minority employees to become more active in various campus and community organizations including Student Government, Phi Theta Kappa Honor Society, and the Cultural Diversity Club

Included diverse subjects in marketing materials and targeted specific populations in digital media

Developed print material and placed ads in Spanish for adult education

##### Awareness

Hosted Student Government Association hosted Smash the Bias carnival

Delivered two Safe Zone training events

### **Initiative 4: Fundraising**

#### **Key Accomplishments:**

##### Donor Contacts

Increased donor contact list from 900 to 1,964

Received additional 9,000 contacts through list swaps

##### Fund Raising

Raised over \$50,000 from donations, pledges, and in-kind donations during The Gift of Education campaign

Cultivated donor relationships through the Arkansas Gives initiative and the Single Parent Scholarship Fund of Garland County board

##### Academic Works Scholarships management system

Implemented online system where students to can discover, apply, and accept scholarships

##### Scholarships

Established new scholarship funding in the amount of \$10,000 to students in the TRIO program

Expanded awarding criteria for two new endowments

## **Initiative 5: Workforce Development**

### **Key Accomplishments:**

Training Delivery - Delivered over 29,000 non-credit training hours of non-credit training that included:

- Business and industry training for existing workers
- Entry-level workforce training
- Professional development for childcare workers
- Adult enrichment courses
- Young Manufacturers Academy for youth
- {Code.Connect.Innovate} Conference for higher education staff and faculty in Information Technology and Computer Information Systems fields

### Partnerships

Enhanced partnerships with Greater Hot Springs Chamber and Metro Partnership, West Central Arkansas Planning and Development District, and Arkansas Career Training Institute

Partnered with Technical Division to transition non-credit industrial and aerospace programs into credit-bearing Technical Certificates in Aerospace Fabrication and Repair and Industrial Technology

### Grants

Arkansas Apprenticeship Grant – Awarded \$420,000 in grant funding to establish non-credit Pharmacy Training program

Innovative Technologies Center of Excellence – Awarded \$95,000 planning grant to build partnerships with business and industry to establish innovative technologies center that will provide students additional opportunities to interact with industry in a center that encourages collaboration and innovation

## Year Two: 2016-2017

### **Overview of the 2016-2017 HPO's and Strategic Plan**

The President and Board of Trustees have identified eight high priority objectives (HPOs) by which the college's general performance will be measured.

The HPOs for 2016-2017 are:

- Objective 1*      **Student Success:** Increase the percentage of students persisting from Fall to Spring semester to 74%.
- Objective 2*      **Workforce Development:** Generate 32,000 contact hours in workforce development.
- Objective 3*      **Underserved Students\*:** Improve the persistence and completion rates of underserved students.
- Objective 4*      **Student Success:** Increase the number of students earning a degree, including an associate's degree, technical certificate, or other certificate, to 675.
- Objective 5*      **Student Access:** Increase fall headcount enrollment for 2016 to 3100.
- Objective 6*      **Fund Raising:** Raise at least \$1,000,000 through the National Park College Foundation.
- Objective 7*      **Student Success:** Increase number of students transferring to a four-year college or university after completing an associate's degree to 150 students.
- Objective 8*      **Fiscal Responsibility:** Decrease the amount of state funding expended for administrative expenses to 19%.

\*Underserved students must meet three requirements which include:

- 1) Minority (Black or Hispanic)
- 2) Pell eligible
- 3) Taking at least one LAD class

The criteria listed above are based on ADHE description underserved students in the new proposed funding formula.

The persistence will be measure year over year (not semester). The completion rate will be based on an entering cohort completing a credential within three years.

This metric will be based on a three-year rolling average. Data is being pulled from AY 2011, 2012, and 2013 to determine an average baseline. Data from AY 2014, 2015, and 2016 will also be pulled and cohorts will be tracked through the three year cycle.

Year Two Strategic Goals and Example Activities (2016-2017) are provided on the following pages. The example activities are a representative sample of initiatives and possible activities and are not meant to serve as a comprehensive listing of all activities that will be completed in the academic year.

Two Initiatives have changed names from Year One to Year Two. A summary of those changes are provided below:

Initiative 2 has been renamed *Students* to reflect the enhanced focus on activities and initiatives that create an atmosphere conducive to student learning, success, and overall college experience.

Initiative 4 has been renamed *Funding* and now includes a strategic goal that focuses on fiscal responsibility and transparency.

## Year Two 2016-2017

### **Initiative 1: Academics**

**Strategic Goal 1A:** Provide exceptional and innovative programming and seek partnerships to promote student achievement of their educational and professional goals.

#### Example Activities

Develop new transfer degree partnerships in areas such as Arts, Music, Electrical Engineering, and Computer Information Systems

Establish professional development in the Quality Matters system to strengthen online instruction

Activate Quality Initiative to give the Curriculum Committee instructional assessment oversight

**Strategic Goal 1B:** Encourage an academic environment that is conducive to student learning and retention.

#### Example Activities:

Evaluate and update student evaluation tool

Update the course catalog to reflect changes in policies, procedures, and programming

Update academic procedures

## **Initiative 2: Students**

**Strategic Goal 2A:** Provide student-centered services and programs to assist in the recruitment, enrollment, retention, graduation, and employment of students.

### Example Activities

Develop a coordinated enrollment management plan

Launch a campaign to name an NPC Mascot

Establish and promote new Student Life events

Enhance mentoring programs

Redesign student orientation

**Strategic Goal 2C:** Encourage the well-being of every member of the campus community.

### Example Activities

Establish and launch employee wellness program

Launch comprehensive Intramurals program

Revamp early alert system for students who are struggling academically or personally

**Strategic Goal 2D:** Facilitate effective communication among students, staff, faculty, and patrons.

### Example Activities

Launch new and improved website that streamlines information and provides greater accessibility

Improve the faculty evaluation tool

### **Initiative 3: Diversity**

**Strategic Goal 3A:** Celebrate diversity among students, staff, faculty, and supporting constituents.

#### Example Activities

Work with the Student Government Association to develop additional culture awareness programs

Provide leadership development opportunities for students and employees

**Strategic Goal 3B:** Identify and eliminate institutional barriers to cultural diversity.

#### Example Activities

Eliminate barriers and create greater access for underserved student groups

Review data and establish metrics that help improve access, persistence, and completion rates of underserved student groups

Consider programs and services that will help underserved students and increase their attainment success

#### **Initiative 4: Funding**

**Strategic Goal 4A: Establish greater fiscal transparency and stability while planning for future needs of the college.**

##### Example Activities

Evaluate bond refinancing, giving consideration to potential building projects and other major capital improvements

Streamline financial reports for NPC Trustees

Implement annual program review as part of the budget prioritization process

Update facility master plan and establish timeline

Launch a capital campaign to fund future campus development

**Strategic Goal 4B: Identify internal and external sources of financial support for providing quality learning experiences.**

Create innovative fundraising efforts

**Strategic Goal 4C: Promote scholarship opportunities and programs that encourage the success of current and future students.**

##### Example Activities

Identify additional opportunities to promote NPC in area high schools

Increase marketing efforts to ensure current and future students are aware of scholarship opportunities at NPC including transfer scholarships

## **Initiative 5: Workforce and Community**

**Strategic Goal 5A:** Foster internal and external partnerships to increase visibility and maintain role as a partner in economic and community development.

### Example Activities

Implementation of the Innovative Technologies Center of Excellence

Establish/Maintain partnerships with economic development and regional workforce partners to develop stronger partnerships with industry sectors

Identify additional opportunities to partner with regional educational institutions to deliver needed training and minimize duplication of efforts

**Strategic Goal 5B:** Engage community and corporate partners to develop educational programs and services that correlate to regional workforce and industry specific needs.

### Example Activities

Implement Pharmacy Apprenticeship grant training statewide

Conduct a needs assessment in the community to determine current and future workforce training needs

Establish additional training courses and programs as identifies in needs assessment

**Strategic Goal 5C:** Ensure student success through delivery of quality programming that generates essential work skills while promoting a culture of life-long learning and entrepreneurship.

### Example Activities

Conduct feasibility study to determine the desire/need for a lifelong learning program for community members age 55+

Establish an Excellence in Leadership series of courses that provides essential skills to emerging leaders in business and industry