

NATIONAL PARK COLLEGE

2015 – 2020 Strategic Plan
Year 4



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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.

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.[™] 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

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.

Key Accomplishments:

Student Services

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%.

Campus Community

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.

Communication

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

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

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

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

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.

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

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.

Key Accomplishments:

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

- Increased business and industry training for existing workers.

- Provided entry-level workforce training for industry.

- Expanded professional development offerings for childcare workers.

- Enhanced adult enrichment course offerings.

- Provided Young Manufacturers Academy for youth.

- Hosted the {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.

- Regional Workforce Grant – 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%. (Actual – 68.8%)
- Objective 2* **Workforce Development:** Generate 32,000 contact hours in workforce development. (Actual – 36,459)
- Objective 3* **Underserved Students*:** Improve the persistence and completion rates of underserved students. (Actual – 19.8% of the AY 2014 cohort persisted to completion within three years)
- Objective 4* **Student Success:** Increase the number of students earning a degree, including an associate's degree, technical certificate, or other certificate, to 675. (Actual – 524 degrees/certificates conferred, 405 graduates)
- Objective 5* **Student Access:** Increase fall headcount enrollment for 2016 to 3100. (Actual – 2,934)
- Objective 6* **Fund Raising:** Raise at least \$1,000,000 through the National Park College Foundation. (Actual - \$727,543.75)
- 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. (Actual – 103)
- Objective 8* **Fiscal Responsibility:** Decrease the amount of state funding expended for administrative expenses to 19%. (Actual 17%)

*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.

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.

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

Key Accomplishments:

National Park University

Developed fifteen new 2 + 2 degrees in fall 2016 through partnerships with UCA, UALR, UAFS, UA, and HSU.

Thirteen of the fifteen new transfer partnerships focused on high demand STEM areas of study such as health science, engineering, and computer information systems.

Quality Matters

Fourteen faculty members completed Applying the Quality Matters Rubric (APPQMR) certification.

Three faculty members completed Peer Reviewer certification.

Two courses received QM recognition.

Streamlined Academic Programs to simplify process for students.

Quality Initiative Taskforce

The Quality Initiative taskforce was created in October. This group is defining the process to redesign curriculum committee so that they can also take on some assessment functions. They are defining the scope and goals of our project, which then has to be submitted to HLC for approval. This quality initiative will provide a template for us to follow when creating new degrees, courses, and programs that will include an assessment tool that measures the projected and actual outcomes.

Additional outcomes

Lakeside Legacy Program was approved by HLC in December.

NPC signed the Southern Arkansas Regional Alliance agreement in early January to promote better coordination with COTO an HSU.

The student evaluation tool was moved from the Course Evaluation program to Blackboard, saving the college \$3000.

Initiative 2: Students

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.

Key Accomplishments:

Student Services

Streamlined Enrollment functions related registration, advising, financial aid, and student accounts to provide professional services and ease of access.

Restructured early alert system for students who are struggling academically or personally. Early Alert previously encompassed all attendance-related issues.

In fall 2016, there were 367 Early Alerts placed.

In spring 2017, an Early Alert team will consisted of mental health/behavioral, advising, academic, veteran, and disability support professionals. This helped to ensure students receive whatever help they need.

Partnered with the Garland County Suicide Prevention Coalition to help raise awareness for suicide related issues. Hosted a community conference, trainings, health screenings, and provided a PSA film screening scheduled in May.

The new Nighthawk Mascot was unveiled October 2016 after a successful campaign that engaged students, the community, college administrators and representatives from the Board of Trustees.

Established new co-curricular activities including the College Block Party, Turkey Bowl, and Constitution Day.

Grants for Student Services

Received renewal award for Education Talent Search Grant.

Received the Great Lakes Grant for student internships.

Launched NPC Mentoring Program

Twenty-seven faculty and staff participated as mentors.

Mentors were matched with a college student to help them with making the most of their college experience.

Mentor/mentee mixer that took place on October 28, 2016.

Mentors followed up with their student to encourage and help them connect to college resources.

New Student Orientation

Completely redesigned orientation to help students better connect with each other, learn the campus layout, engage with the faculty advisor and learn about campus resources.

Completed four sessions with approximately 140 students attended each session.

More than 95% of first-time degree seeking students attended orientation this year.

Ninety (90%) of the students surveyed admitted that they learned about a variety of campus resources that are available to them.

Established and launched employee wellness program - Total registrations in 2016-17 was 208.

Launched comprehensive intramurals program

Offered two Intramural sports for students and partnered with The City of Hot Springs for fall Intramural Sports Campaign.

Fall participation included:

- Men's softball team (approx. 15 students participated)
- Co-ed softball team (approx. 15 students participated)
- Co-ed volleyball teams (approx. 30 students participated)

NPC Website

Launched a new and improved website that streamlined information and provided greater accessibility.

Completed redesign that overhauled the academic degree program pages and placed special emphasis on web writing techniques that increases search engine optimization and allows readers to quickly scan for information.

Simplified web menu and established a fully responsive design that resizes to fit any device screen, is compatible with all modern web browsers, and includes upgraded calendar features and news feeds.

Completed the update of the Board Policy Manual.

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.

Key Accomplishments:

Celebrating Diversity

Smash the Bias included additional activities to increase participation.

Cultural Diversity Awareness Club reformed.

Library celebrated Hispanic Heritage Month and Dia de los Muertos.

NPC hosted the Million Women Mentors event for Hot Springs.

NPC received the 2017 Military Friendly school designation.

Eliminating Barriers

Reviewed data and established metrics that help improve access, persistence, and completion rates of underserved student groups. This effort resulted in a new high priority objective that is focused on identifying and analyzing enrollment, persistence, and completion rates of underserved groups.

Launched the new NPC Leadership Academy for NPC employees.

Initiative 4: Funding

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.

Key Accomplishments:

Promoting scholarships and programs

Student outreach – raising awareness of scholarships and aid

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

National Training for High School Counselors and Mentors was held in conjunction with Appreciation day. Twenty high school counselors attended.

The Office of Financial Aid made presentations to six area high schools.

Area-wide high school recruiting program was held on campus where over 400 area high school students attended.

Fiscal accomplishments

Evaluated RFQs from bond underwriters.

Prepared RFQ for architectural services.

Preliminary master plan has been developed.

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.

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.

Key Accomplishments:

Quality Programming

Established/Maintained partnerships with economic development and regional workforce partners to develop stronger partnerships with industry sectors.

Implemented Pharmacy Apprenticeship grant training statewide.

Conducted a needs assessment in the Hot Springs Village community to determine current and future workforce training needs.

Established additional training courses and programs as identified by needs assessment.

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

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

Implementation of the Innovative Technologies Center of Excellence

Regional Workforce Implementation Grant from ADHE was funded in August 2016 (\$894,000).

Location secured and renovations completed. Majority of the equipment is ordered or has been delivered.

Opened the Innovative Technologies Center of Excellence in March 2017, over 100 attendees at the Open House.

Young Manufacturers Academy was held in August 2016.

Drone Basics class launched in September 2016.

Seven classes included in spring 2017 schedule.

Year Three: 2017-2018

Overview of the 2017-2018 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 2017-2018 are:

- Objective 1* **Student Success:** Increase the percentage of students persisting from fall to spring semester to 74%. (Actual – 70.2%)
- Objective 2* **Workforce Development:** Generate 35,000 non-credit contact hours in workforce development/continuing education. (Actual – 50,448)
- Objective 3* **Underserved Students*:** Improve the persistence and completion rates of underserved students to 20% that complete within three years. (Actual – 19.8%)
- Objective 4* **Student Success:** Increase the number of credentials earned, including associate degrees, technical certificates, and certificates of proficiency, to 575. (Actual – 712)
- Objective 5* **Student Access:** Increase credit student enrollment for fall 2017 to 2,285. (Actual – 2,219)
- Objective 6* **Fund Raising:** Raise at least \$1,500,000 through the National Park College Foundation. (Actual - \$1,552,148.20)
- 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. (Actual – 201)
- Objective 8* **Fiscal Responsibility:** Minimize percentage of Education & General (E&G) budget expended for administrative services to 19%. (Actual – 18%)

*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 completion rate will be based on an entering cohort completing a credential within three years.

Year Three: 2017-2018

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.

Key Accomplishments

Degree Standardization and Faculty Advising

Adopted and implemented the Guided Pathways Model as recommended by the American Association of Community Colleges and the Arkansas Department of Higher Education.

Developed general education goals and created clear, semester-by-semester guidance with degree plans for both part-time and full-time students.

HLC Quality Initiative/Curriculum Committee

Redesigned the curriculum committee to take on the instructional and co-curricular assessment functions of the campus.

Developed and adopted new by-laws for the curriculum committee reflecting the goals of the HLC Quality Initiative's focus on assessment.

HLC Quality Initiative/Assessment Redesign

Aligned all course objectives to program-level outcomes and general education objectives and with program level objectives, where required.

Initiative 2: Students

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

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

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

Key Accomplishments

Improve First Year Experience

Convened a team from student services and faculty to redesign college seminar course.

Team developed new course content, outcomes, and instruction model.

Launched redesigned two credit hour, eight-week course.

Implement Internship Program with Great Lakes Grant

Created marketing and promotional materials and established employer relationships for student placement.

Ninety-five students completed internships with 46 employers.

Increase the number of traditional age college students

Restructured scholarships to incentive enrollment of traditional age college students.

Launched direct mail campaign to Garland County residents to raise awareness of scholarships available. Direct mail piece sent to 30,000 residents.

Increased student life opportunities by adding intramural programs and campus organizations, including soccer, video gaming, kickball, and the Write Hawks.

Transition Competitive Club Sports to National Junior College Athletic Association (NJCAA)

Researched requirements and attended eligibility seminar.

Determined the level of interest among current and future students.

Gained Board of Trustees approval to apply for NJCAA; application accepted and approved.

Launched NJCAA basketball league and recruited 22 students to play 24 games teams.

Explore On-Campus Housing Options for Students

Researched and reviewed financing models for student housing.

Released RFQ for housing vendors.

Identified third party vendor and sought Board approval to enter a pre-development agreement to assess feasibility of campus housing.

Expand WellYes! Program

Offered a wider variety of programs to increase participation.

Increased individual participation over 50% and increased number of participation hours by 137% from fall 2016 to fall 2017.

Forty-nine employees qualified for insurance discounts and 94 qualified for incentives. Thirty-five employees participated on onsite wellness visits.

WellYes! Program featured at the fall 2017 Arkansas Community Colleges Conference.

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.

Key Accomplishments

Give deliberate focus to creating a campus of inclusive academic excellence

Established a Diversity and Inclusion Council.

Collaborate with the Cultural Diversity Awareness Club to raise awareness of and appreciation for diverse populations

Planned and executed ongoing activities to discuss topics related to diversity.

Established a “We Belong” speaker series.

Hosted traveling exhibit from Malvern Middle School.

Hosted a total of five events.

Gauge Campus Climate

Created and deployed a campus climate survey to all currently enrolled students and analyzed the results. Survey was completed by 106 students.

Survey results presented to Board of Trustees.

Initiative 4: Funding

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

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

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

Key Accomplishments

Implement a new ERP system college wide

CORE implementation team established.

Formalized implementation plan.

Prepare and administer budget for special projects

Identified budget for new ERP system and received Board approval of capital funds.

Issued bonds to fund Phase 1 of the Campus Master Plan. Bonds were issued and sold.

Commenced construction of new Student Commons building.

Establish greater security of data integrity with a co-location partner

Identified co-location partner for data storage and backup and successfully completed installation.

Increase total assets and dollars raised by the NPC Foundation

Deployed a feasibility study to approximately 100 community members.

Analyzed results of study and share with the Foundation Board.

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.

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.

Key Accomplishments

Increased total non-credit contact hours by 27% over previous year

Expand course offerings that promote workforce skills and lifelong learning

Established new Heating, Ventilation, and Air Conditioning (HVAC) apprenticeship program and recruited 22 students into the program.

Developed and deployed a daytime fast track option of the CNC Machine Technology program.

Expand summer camps to eight weeks

Offered nine camps in eight weeks, which resulted in 152 registrations, including 59 students who attended more than one camp.

Raised funds that covered expenses and provided a revenue surplus to offset costs of summer 2019 camps.

Write a successful ADHE Regional Workforce Continuation Grant for the Innovative Technologies Center

Created a survey to identify ongoing and innovative needs for the ITC constituents that helped determine continuation grant priorities.

\$890,000 Continuation Grant awarded that will meet the workforce training priorities of the ITC and establish a Makerspace.

Year Four: 2018-2019

Overview of the 2018-2019 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 2018-2019 are:

- Objective 1* **Student Success:** Increase the percentage of students persisting from fall to spring semester to 74%.
- Objective 2* **Workforce Development:** Generate 30,000 non-credit contact hours in workforce development and customized workforce training that meets the ADHE guidelines.
- Objective 3* **Underserved Students*:** Improve the persistence and completion rates of underserved students to 20% that complete within three years.
- Objective 4* **Student Success:** Increase the number of credentials earned, including associate degrees, technical certificates, and certificates of proficiency, to 575.
- Objective 5* **Student Access:** Increase credit student enrollment for fall 2017 to 2,285.
- Objective 6* **Fund Raising:** Raise at least \$1,500,000 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:** Minimize percentage of Education & General (E&G) budget expended for administrative services 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 completion rate will be based on an entering cohort completing a credential within three years.

Year 4 Strategic Goals and Objectives (2018-2019) are provided on the following pages.

Initiatives were renamed in Year 4 to more closely align with the college's needs and priorities. The changes are as follows:

	<i>Former</i>	<i>Current</i>
<i>Initiative 1</i>	<i>Academics</i>	<i>Academics & Student Success</i>
<i>Initiative 2</i>	<i>Students</i>	<i>Campus Community</i>
<i>Initiative 3</i>	<i>Diversity</i>	<i>Diversity, Equity, & Inclusion</i>
<i>Initiative 4</i>	<i>Funding</i>	<i>Funding & Administrative Efficiencies</i>
<i>Initiative 5</i>	<i>Workforce and Community</i>	<i>Workforce & Community Engagement</i>

Additionally, several new strategic goals were written within each initiative that ties more closely with the High Priority Objectives.

Year Four: 2018-2019

Initiative 1: Academics & Student Success

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

Strategic Goal 1B: Provide student-centered services and programs to assist in the recruitment, enrollment, retention, graduation, and employment of students.

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

Objectives

HLC Quality Initiative/Implement Assessment Program

Offer four year completion degrees on the NPC campus

Begin preparations for HLC assurance argument and visit in 2021

Identify opportunities to retain at risk students through expanded initiatives

Identify opportunities to expand reach to non-traditional students

Determine the need for campus housing

Identify opportunities to expand competitive sports

Initiative 2: Campus Community

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

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

Objectives

Review and enhance campus safety

Initiate new communication avenues for potential students and existing students

Review of all employee benefit options

Implement wellness and benefit options for employees

Develop Quality Pay V – Faculty Rank System

Initiative 3: Diversity, Equity, & Inclusion

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

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

Objectives

Build infrastructure that ensures continued viability of diversity, equity, and inclusion priorities

Gauge campus climate through employee campus climate survey

Initiative 4: Funding & Administrative Efficiencies

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

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

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

Objectives

Complete Phase 1 of campus master plan and develop plans for construction of new buildings

Implement new ERP system college-wide

Increase total assets and dollars raised by the NPC Foundation

Strengthen relationships with existing donors and cultivate new donors

Initiative 5: Workforce & Community Engagement

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.

Objectives

Launch Makerspace at the Innovative Technologies Center

Expand Apprenticeship Programs

Develop high school aerospace program

Initiate development of formal pathways between non-credit and credit technical programming