Northark Arkansas College

Strategic Plan: Vision 2025

A three-year plan (2022-2025)

MISSION: North Arkansas College changes lives by providing high-quality, affordable, accessible education.

VISION: North Arkansas College will be a pioneer in providing engaging educational, economic, and cultural opportunities.

VALUES:
- Community
- Holistic Education
- Accountability
- Innovation
- Respect

GOALS	OBJECTIVES	METRICS	TARGETS
1 **Student Success** Provide services and resources that empower students to succeed	1.1 Increase student completion.	1) Graduation: IPEDS 150% graduation rate	1) Graduation: Increase from baseline 28% (Fall 2018 cohort) to 35% (Fall 2022 cohort)
		2) Industry credentials (Perkins 2 file)	2) Increase from 89% industry credential test pass rate (2020-2021) to 93% (2024-2025)
	1.2 Increase student retention.	IPEDS fall-to-fall retention of first-time, full-time students	Increase from 56% (Fall 2020 cohort) to 60% (Fall 2023 cohort)
	1.3 Increase student transfers.	Overall transfers of students in AA and AS programs to four-year institutions and specialized institutions/programs, based on Clearinghouse data.	Increase from 33% (Fall 2018 cohort) to 43% (Fall 2022 cohort)

2 **Engagement** Foster a culture of collaboration and partnerships to grow and sustain the college community.	2.1 Increase student engagement.	1) CCSSE: How would you evaluate your entire educational experience at this college? 2) Annual in-house student engagement survey	1) Score of 94% on 2024 CCSSE (from 2018 baseline 91.2%) 2) Establish baseline with first survey (May 2023), then increase 2% each year
	2.2 Increase employee engagement.	PACE questions: 1) I would recommend this institution to a friend or family member as a great place to work. 2) Professional development and training opportunities are available. 3) Overall PACE score	Score at or above the college's PACE cohort average on all three metrics.
	2.3 Increase community and partnership engagement	1) Donations 2) Fulfillment of divisional objectives	1) New donations: $400,000 annually 2) Divisional objectives successfully achieved
	2.4 Provide diverse extracurricular cultural and educational opportunities.	Fulfillment of divisional objectives	Divisional objectives successfully achieved

3 **Access & Innovation** Enhance access to high quality innovative educational opportunities	3.1 Increase credit educational offerings.	Fulfillment of divisional objectives	Divisional objectives successfully achieved
	3.2 Enhance credit educational offerings.	1) Record of Curriculum Committee business 2) Record of program reviews 3) Record of program accreditations 4) Fulfillment of divisional objectives	1) Full Curriculum Committee data for AY2022/2023 through 2024/2025 2) All program reviews completed on schedule 3) Record of positive accreditor reports for all accredited Northark programs 4) Divisional objectives successfully achieved
	3.3 Expand workforce education/training.	Fulfillment of divisional objectives	Divisional objectives successfully achieved
	3.4 Increase student enrollment.	IPEDS 12-month enrollment report	Increase 5% from IPEDS baseline 2020-2021 (unduplicated 2,070, FTE 1,149)
	3.5 Optimize deployment and use of technology.	1) Student perceptions on in-house student survey 2) PACE: The college's technology tools allow me to meet my job responsibilities efficiently.	1) Establish baseline with first year, then increase 2% each year. 2) Score at or above the college's PACE cohort average

4 **Institutional** **Effectiveness** Create an environment of excellence by strengthening facilities, upgrading technologies, and advancing operations	4.1 Maximize productivity funding performance.	Productivity funding report: • gateway course completion • credentials awarded • progression • transfer success • affordability, including time to degree and credits at completion	Appropriate gains on productivity funding measures
	4.2 Support financial stability	1) Finance Board Monitoring Report 2) Fulfillment of divisional objectives	1) Report shows overall improvement, good management, and high quality. 2) Divisional objectives successfully achieved.
	4.3 Enhance physical and technological facilities and infrastructure.	1) Facilities Board Monitoring Report 2) IT Board Monitoring Report 3) Fulfillment of divisional objectives	1) Report shows overall successful improvement, management, expansion, and high quality. 2) IT Board Report shows overall successful, improvement, expansion, management, and high quality. 3) Divisional objectives successfully achieved.