

# STRATEGIC PLAN

2014 - 2019



**NORTHWEST**  
MISSISSIPPI COMMUNITY COLLEGE

# Table of Contents

- Mission Statement ..... 2
- Strategic Plan Overview ..... 2
  - Planning Process ..... 3
  - Review of Organizational Units..... 4
  - Institutional Strategic Planning Cycle ..... 6
- Internal and External Assessment of Status Prior to Current Plan ..... 7
- Strategic Goals, Objectives, and Outcomes ..... 8
  - Goal 1 – Instruction:..... 8
    - Objective 1.1 – Graduation: ..... 8
    - Objective 1.2 – Transfer: ..... 9
    - Objective 1.3 – Workforce: ..... 10
  - Goal 2 – Student Support:..... 17
    - Objective 2.1 – Access:..... 17
    - Objective 2.2 – Developmental Success: ..... 18
    - Objective 2.3 – Learning Resources: ..... 19
    - Objective 2.4 – Retention: ..... 20
    - Objective 2.5 – Personal Development: ..... 22
  - Goal 3 – Institutional Support:..... 23
    - Objective 3.1 – Efficiency: ..... 23
    - Objective 3.2 – Environment: ..... 25

# Mission Statement

The mission of Northwest Mississippi Community College is to provide the students of its eleven-county district and beyond with opportunities for obtaining affordable quality education to meet their diverse needs. The comprehensive community and technical college offers students educational experiences through traditional campus-based and distance learning opportunities. Northwest is committed to achieving the following goals: to promote excellence in educational programs; to maintain quality educational support services; to continue responsive administrative processes; to ensure efficient use of financial and physical resources; and to assure institutional effectiveness.

Northwest Mississippi Community College meets the educational, employment, career, cultural, and special needs of its students and the community through the offering of:

1. Academic and career technical curricula leading to certificates, diplomas, and associate degrees;
2. University-parallel courses and programs meeting requirements of the first two years of a baccalaureate degree;
3. Workforce Development Training designed to meet current and future workforce needs in business and industry;
4. A comprehensive program of remedial and developmental education;
5. Continuing education and service programs for the community;
6. Student support through tutoring, guidance, counseling, career information and placement; and,
7. Services including library services, cultural and enrichment opportunities, information technology services, and extracurricular activities for students and the community.

# Strategic Plan Overview

The purpose of strategic planning at NWCC is identify and meet educational needs by:

- ▶ Enabling student success
- ▶ Ensuring institutional effectiveness
- ▶ Ensuring program quality.

To the end, NWCC's strategic plan focuses on three functions of the college: instruction, student support, and institutional support, as shown in Figure 1 - Functions of the College. Institutional support is the foundation of the college, the facilities and services needed for all other areas of the college to operate. This includes the Physical Plant, our financial and personnel support operations, information technology, and other related programs. The student support function encompasses those activities that provide access to education and personal development. These services include admissions, registration, and financial aid; educational support including developmental courses and library services and study support labs; and recreation, fitness, and wellness counseling activities. Instruction includes educational activities that lead to graduation, transfer, employment, and workforce skills. The strategic plan implemented by NWCC focuses on ways to improve these three functional areas.

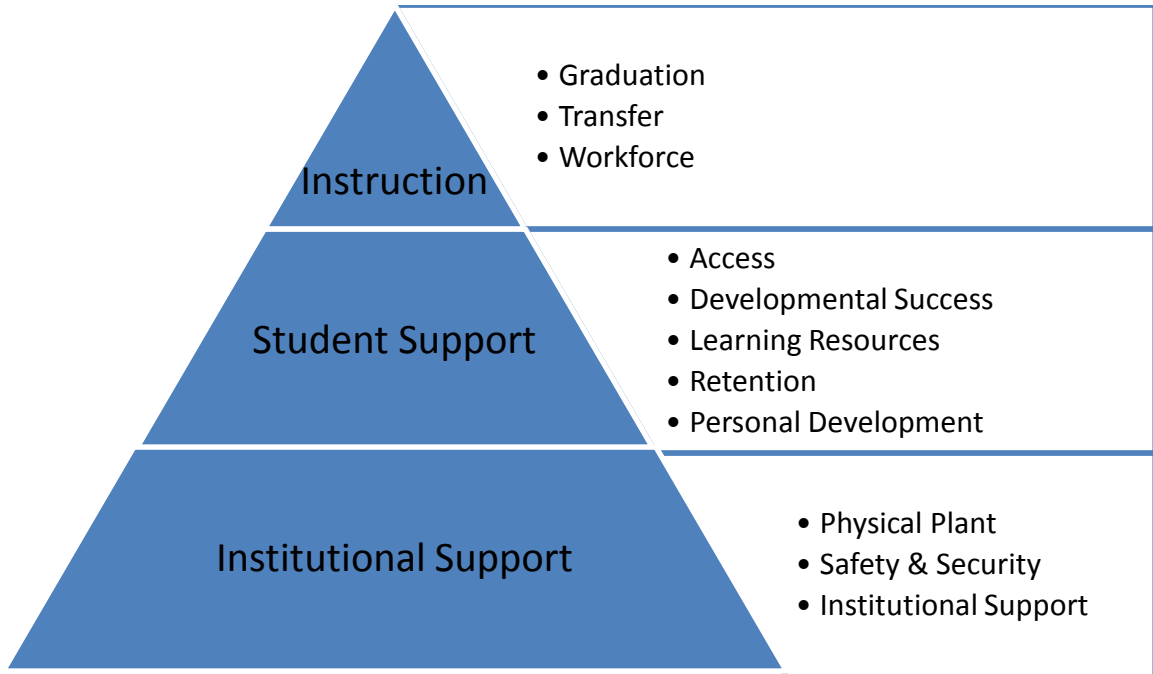


Figure 1 - Functions of the College

## Planning Process

The Strategic Planning Committee oversees the strategic planning process at the College. The committee includes the Director of Institutional Research and Effectiveness, the Chief of Staff, the SACS-COC Liaison, four (4) faculty members, to include one from each campus, one or more of whom is also a division director/discipline coordinator, two from academic programs, and two from career technical programs, and three (3) staff members from various service units, to include one from the physical plant, one from student services, and one from administrative services.

The committee works with faculty and staff members of NWCC to set strategic objectives and outcomes for the institution as well as individual programs and organizational units, gather measurement data on the outcomes, develop Plans of Action to improve outcomes, and report specific actions taken for improvement and the results of those actions. This committee reports directly to the Executive Council for final approval on all strategic plan initiatives. The committee is responsible for reporting on the Strategic Plan annually to the President's Cabinet, the Board of Trustees, the Mississippi State Legislative Budget Office, and providing information on the Strategic Plan Budget Priorities to the Executive Council prior to their annual budget meeting.

Meetings were held in the Fall of 2014 for each of the functional areas to establish long-range goals, objectives, and outcomes necessary for the College to continue accomplishing its mission. In addition to the institutional planning, individual organizational units within each functional area work as a unit to establish outcomes for the unit, which must be tied to the overall institutional goals, objectives, and outcomes.

# Review of Organizational Units

The ultimate goal of all areas of the college is student success as defined by the NWCC mission. In addition to instructional units of the college which offer degree programs, the college includes organizational units such as educational departments, administrative support units, and academic and student support units, as defined in Section 5.32.4 of the *Policy Manual*. Each organizational unit establishes unit outcomes, collects data annually on the outcome measures, develops annual Plans of Action for improvement of the outcome measures, and provides follow-up information for the previous year's Plans of Action. The information provided by each unit for the strategic plan is approved by the Vice President who supervises the unit. The organizational units' outcomes are tied to the institutional goals and objectives of the NWCC Strategic Plan and outcome measures are reported in the Annual Report of the Strategic Plan.

## Educational Departments

NWCC classifies the following organizational units as educational departments:

- Academic Divisions
  - ▶ Business Division
  - ▶ Education Division
  - ▶ Fine Arts Division
  - ▶ Language and Communications Division
  - ▶ Learning Resources
  - ▶ Mathematics Division
  - ▶ Natural Science Division
  - ▶ Nursing Division
  - ▶ Social Science Division
- Career Technical and Workforce Development
  - ▶ Adult Basic Education
  - ▶ Career Center
  - ▶ Continuing Education
  - ▶ WIA
  - ▶ Workforce Development

## Administrative Support Units

Administrative support is the foundation of the college, as reflected in the NWCC organizational charts. It includes the facilities and services needed for all other areas of the college to operate. NWCC classifies the following organizational units as administrative support units:

- Business Office
- Communications
- Foundation
- Human Resources
- Institutional Research and Effectiveness
- MIS

- Physical Plant
- Registrar
- Recruiting

### **Academic and Student Support Units**

The student support function encompasses those activities that provide access to education and personal development for our students. These services include financial aid; educational support including developmental courses, library services, and study support labs; as well as recreation, fitness, and wellness counseling activities. NWCC classifies the following organizational units as academic and student support units:

- Athletics
- Bookstore/Union Services
- Campus Police
- Financial Aid
- Food Services
- Housing
- Math Lab
- Student Activities and Intramurals
- Student Support Services TRIO Project
- Student Development

# Institutional Strategic Planning Cycle

The annual strategic planning cycle begins in November with each unit, and the institution as a whole through the Office of Institutional Research, gathering data on the prior year's plan and outcomes. Program leaders then evaluate the previous year's plan based on the data they obtained. Next, the program leaders develop plans for the upcoming academic year and submit budget requests, called Status Reports, to the Vice President for Finance. The final budget for the upcoming fiscal year is established by the Executive Council and approved by the Board of Trustees. Based on the whether the budget requests were approved, programs then have an opportunity to make adjustments to the coming year's plan of action. Plans are implemented in August, to be evaluated the following year. The annual Institutional strategic planning cycle is shown in Figure 2- Institutional Strategic Planning Cycle.



Figure 2- Institutional Strategic Planning Cycle

# Internal and External Assessment of Status Prior to Current Plan

Internally, the purchase of a new computer information system will provide additional functionality and data integrity. However, there is now a steep learning curve for faculty, staff, and students as the NWCC community adjusts to the new software. A lack of system-wide student support activities hinders us in meeting the needs of our students for educational and personal development. Funds and resources are needed to implement this type of program. The extensive nature of at least one of the expected recommended upgrades includes complete replacement of an elevator and perhaps enlarging the elevator shaft or relocation of the shaft to another location outside the structure. Significant funds will have to be made available to complete this renovation. Not being able to make needed renovations hinders full compliance with ADA regulations.

Externally, data on employment and wage gains is obtained from nSPARC, which only provides data based on employment within the state of Mississippi. As a college located close to a major metropolitan city in another state, NWCC's employment and wage gain data are affected by this constraint more than any other MS Community College. We are in essence penalized for students who are positively placed in high-paying jobs in the Memphis area. There is also significant new competition in our area, particularly DeSoto County, with proprietary schools offering career programs. NWCC will have to continue to increase marketing funds to compete. Though we are close to a major metropolitan area, many of our students are from rural areas where access to technology is still not commonplace. Thus, the college will provide training in computer literacy as needed for these students. New regulations for administration of the High School equivalency exam do not allow for comparison of ABE measures with years past. Dual Enrollment/Dual Credit opportunities are limited by the number of instructors available at the high school level who are also qualified to teach college courses, as the qualifications for these two levels of education are different. The increased complexity of the loan application process, due to new federal regulations, has placed a heavy burden on the financial aid office. Current staff and technology are no longer adequate to process all financial aid requests in a timely fashion. Spikes in enrollment can cause decreases in cost per FTE if increases in appropriations do not match increases in enrollment. Increasing costs of benefits for employees is raising the cost to do business. The cost of energy resources is continuing to increase, resulting in higher costs per square foot without significant changes in energy usage. Weather can play a significant factor on a monthly basis due to consumption demand charges.



# Strategic Goals, Objectives, and Outcomes

## Goal 1 - Instruction:

To provide degree and certificate programs delivered through traditional and distance education courses that prepare students for continued studies and/or employment.

### **Objective 1.1 – Graduation:**

To award the associate degree, career certificate, or technical certificate to those students who successfully complete the required courses of study.

#### *Strategies for Objective 1.1:*

To insure programs have relevant standards that prepare students for their future, reduce the number of hours required by NWCC for an associate's degree to 60 hours, in keeping with SACSCOC requirements, new changes to CTE programs, and recent changes in the number of hours accepted by IHL's for transfer. Implement stackable credentials and multiple exit points in CTE programs to increase student flexibility and marketability of learning experiences.

#### *Outcomes for Objective 1.1:*

Outcome 1.1.1 – The number of AA degrees awarded per 100 FTE will meet or exceed the state average.

Outcome 1.1.2 –The number of AAS degrees awarded per 100 FTE will meet or exceed the state average.

Outcome 1.1.3 – The number of career and technical certificates awarded per 100 FTE will meet or exceed the state average.

#### *Educational and Support Unit Program Outcomes Linked to Objective 1.1:*

- **Business Division Outcome 2:** Students in CSC 1113 will complete the course successfully.
- **Education Division Outcome 1:** Students enrolled in HPR 1213 - Personal and Community Health will successfully complete the course with a grade of D or higher.
- **Fine Arts Division Outcome 1:** The Fine Arts Division will continue to find ways to recruit and prepare students who are confident and competent; are able to think critically and creatively, and are well prepared to enter a 4-year college setting.
- **Languages and Communications Division Outcome 2.1:** Students placing in Composition I each Fall will successfully complete the course that semester with a C or better.
- **Languages and Communications Division Outcome 2.2:** Students who pass Composition I with a "C" or higher will subsequently pass Composition II with a C or higher.
- **Mathematics Division Outcome 2:** Students will complete the first math course required for graduation.
- **Natural Sciences Division Outcome 1:** Students in Principles of Biology I, General Biology I, A&P I, General Chemistry I, General Physics I, Physical Science I, and Engineering Physics I will successfully complete the course.

- **Nursing Division Outcome 1:** Students in Freshman I will complete the program in 150% of the time.
- **Social Sciences Division Outcome 1:** Students in Social Science programs of study will graduate within 3 years.
- **Social Sciences Division Outcome 3:** Student Learning Outcomes for Social Science courses in the General Education core will be achieved.
- **Communications Outcome 4:** The Communications office will offer journalism students opportunities to enhance their skills through student publications.
- **Student Support Services TRIO Project Outcome 2:** Participants served by the SSS project will graduate with an associate's degree or certificate within four years.

### **Objective 1.2 – Transfer:**

To prepare students in transfer programs for successful completion of their degree at the transfer institution of their choice.

#### *Strategies for Objective 1.2:*

Introduce a new system-wide computer information system called CampusKey. This new system allows for additional functionality and improved data integrity. CampusKey will show students their degree plan with completed and incomplete courses, which allows for real time tracking of student progress towards graduation. Degree Plans specific to all MS public four-year institutions will be added to CampusKey, based on the Articulation Agreement, so that students are on track for their degree at their transfer institution. Instruction for both advisors and students on the use of the Degree Plan's What-if analysis in CampusKey will help students determine which courses they need for graduation, specific to their transfer institution. Features in the program minimize enrollment of courses outside degree plans and not eligible for financial aid. Additional functionality in CampusKey allows advisors to quickly identify which students will soon be eligible for graduation, so that they can complete the graduation application. Improved data integrity will provide more useful information in tracking overall student and program performance.

#### *Outcomes for Objective 1.2:*

Outcome 1.2.1 – The percentage of first-time, full-time students in transfer programs who transfer to a 4-year institution will meet or exceed the state community college transfer rate.

Outcome 1.2.2 – Students who transfer to a 4-year institution within Mississippi will have a GPA at their transfer institution that meets or exceeds the GPA earned by the native population.

#### *Educational and Support Unit Program Outcomes Linked to Objective 1.2:*

- **Business Division Outcome 1:** Students identified as majors in the business division will successfully transfer to a 4-year institution within three years.
- **DeSoto Center Outcome 1:** DeSoto Center students transferring to the University of Mississippi 2+2 program will maintain a positive connection with their NWCC G.P.A.
- **Education Division Outcome 2:** Students in programs of study in the Education division will successfully transfer to a 4-year institution.

- **Natural Sciences Division Outcome 2:** Students enrolled in a program of study in the Natural Sciences division will successfully transfer to a four-year college program.
- **Social Sciences Division Outcome 2:** Students in Social Science programs of study will transfer to a 4-year institution within 3 years.
- **Student Support Services TRIO Project Outcome 3:** Participants served by the SSS project who are in a transfer program will transfer to a 4-year institution.

### **Objective 1.3 – Workforce:**

To provide specifically designed programs to meet educational and training needs for the workforce to citizens in our 11-county region.

#### *Strategies for Objective 1.3:*

Maintain and grow industry partnerships, thereby improving recruiting and employment opportunities, as well as avenues for ensuring curriculum remains consistent with industry needs. Broaden the membership of the NWCC advanced manufacturing partnership (AMP) created in 2014.

Continue and refine the process of incorporating job skills into current CTE curriculums

Expand course offerings to high schools for dual enrollment/dual credit.

Create more effective staff development opportunities for ABE instructors and staff to help students in ABE. Provide Instruction in computer literacy for ABE students from rural areas who are not familiar with the technology now in place.

Explore and create dual enrollment opportunities with career technical programs for Adult Basic Education students.

Staff development opportunities are being developed and offered for ABE instructors and staff to help students in ABE. Introduce instruction on computer literacy for ABE students from rural areas who are not familiar with the technology now in place.

Work towards creating dual enrollment opportunities with career technical programs for Adult Basic Education students.

#### *Outcomes for Objective 1.3:*

Outcome 1.3.1 – 80% of students in career and technical education programs will be positively placed in jobs in their field within one year of graduation, as measured by the Perkins Report.

Outcome 1.3.2 – The licensure exam pass rate of first-time test takers will meet or exceed the appropriate state or national standard for their field.

Outcome 1.3.3 – 80% of participants enrolled in pre-employment training leading to a regional or national credential will successfully obtain the credential.

Outcome 1.3.4 – Students in workforce training will receive a positive annualized wage change of at least \$4000 within one quarter of completing training.

*Educational and Support Unit Program Outcomes Linked to Objective 1.3:*

- **Nursing Division Outcome 2:** 85% of students will pass the NCLEX on the first write or first re-write.
- **ABE Outcome 2:** ABE students will pass the GED test on the first attempt.
- **ABE Outcome 3:** ABE students who pass the GED will enroll at NWCC.
- **ABE Outcome 4:** ABE students will meet or exceed their employment goals.
- **Accounting Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Accounting Technology program.
- **Accounting Technology Outcome 2:** Accounting Technology program will improve the completion rate of students enrolled in this program.
- **Accounting Technology Outcome 4:** Accounting Technology program will increase the placement rates of students enrolled in this program.
- **Agricultural Business and Management Technology/Animal Husbandry Outcome 1:** Student performance on MS-CPAS2 will improve for the Agricultural Business and Management Technology/Animal Husbandry program.
- **Agricultural Business and Management Technology/Animal Husbandry Outcome 2:** Agricultural Business and Management Technology/Animal Husbandry program will increase the completion rate of students enrolled in this program.
- **Agricultural Business and Management Technology/Animal Husbandry Outcome 4:** Agricultural Business and Management Technology/Animal Husbandry program will increase the placement rates of students enrolled in this program.
- **Agricultural Technology/John Deere Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Agricultural Technology/John Deere Tech program.
- **Agricultural Technology/John Deere Technology Outcome 2:** Agricultural Technology/John Deere Tech program will increase the completion rate of students enrolled in this program.
- **Agricultural Technology/John Deere Technology Outcome 4:** Agricultural Technology/John Deere Tech program will increase the placement rates of students enrolled in this program.
- **Automotive Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Automotive Technology program.
- **Automotive Technology Outcome 2:** Automotive Technology program will increase the completion rate of students enrolled in this program.
- **Automotive Technology Outcome 4:** Automotive Technology program will increase the placement rates of students enrolled in this program.
- **Aviation Maintenance Technology Outcome 1:** Student performance for the Federal Aviation Administration exams will improve for the Aviation Maintenance Technology program.
- **Aviation Maintenance Technology Outcome 2:** Aviation Maintenance Technology program will increase the completion rate of students enrolled in this program by 5%.

- **Aviation Maintenance Technology Outcome 4:** Aviation Maintenance Technology program will increase the placement percentage of students or remain at 100%.
- **Business and Marketing Management Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Business and Marketing Management Technology program.
- **Business and Marketing Management Technology Outcome 2:** Business and Marketing Management Technology program will increase the completion rate of students enrolled in this program.
- **Business and Marketing Management Technology Outcome 4:** Business and Marketing Management Technology program will increase the placement rates of students enrolled in this program.
- **Cardiovascular Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Cardiovascular Technology program.
- **Cardiovascular Technology Outcome 2:** Cardiovascular Technology program will increase the completion rate of students enrolled in this program.
- **Cardiovascular Technology Outcome 4:** Cardiovascular Technology program will increase the placement rates of students enrolled in this program.
- **Career Center Outcome 1:** The Career Center will help students determine their career values, interests, and skills through individual counseling and advising to assist students in choosing a potential career path.
- **Career Center Outcome 2:** The Career Center will assist students with employability skills through letter of application and resume writing workshops. Students will also participate in individual mock interview training.
- **Civil Engineering Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Civil Engineering Technology program.
- **Civil Engineering Technology Outcome 2:** Civil Engineering Technology program will increase the completion rate of students enrolled in this program.
- **Civil Engineering Technology Outcome 4:** Civil Engineering Technology program will increase the placement rates of students enrolled in this program.
- **Collision Repair Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Collision Repair Technology program.
- **Collision Repair Technology Outcome 2:** Collision Repair Technology program will increase the completion rates of students enrolled in this program.
- **Collision Repair Technology Outcome 4:** Collision Repair Technology program will increase the placement rates of students enrolled in this program.
- **Commercial Truck Driving Outcome 1:** Student performance on National Board Results will improve for the Commercial Truck Driving program.
- **Commercial Truck Driving Outcome 2:** Commercial Truck Driving program will increase the completion rate of students enrolled in this program.
- **Commercial Truck Driving Outcome 4:** Commercial Truck Driving program will increase the placement rates of students enrolled in this program.
- **Computer Networking Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Computer Networking Technology program.

- **Computer Networking Technology Outcome 2:** Computer Networking Technology program will increase the completion rate of students enrolled in this program.
- **Computer Networking Technology Outcome 4:** Computer Networking Technology program will increase the placement rates of students enrolled in this program.
- **Computer Programming Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Computer Programming Technology program.
- **Computer Programming Technology Outcome 2:** Computer Programming Technology program will increase the completion rate of students enrolled in this program.
- **Computer Programming Technology Outcome 4:** Computer Programming Technology program will increase the placement rates of students enrolled in this program.
- **Cosmetology Outcome 1:** Student performance on State licensure exam will improve for the Cosmetology program.
- **Cosmetology Outcome 2:** Cosmetology program will increase the completion rate of students enrolled in this program.
- **Cosmetology Outcome 4:** Cosmetology program will increase the placement rates of students enrolled in this program.
- **Early Childhood Education Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Early Childhood Education Technology program.
- **Early Childhood Education Technology Outcome 2:** Early Childhood Education Technology program will increase the completion rate of students enrolled in this program.
- **Early Childhood Education Technology Outcome 4:** Early Childhood Education Technology program will increase the placement rates of students enrolled in this program.
- **Emergency Medical Technology - Basic Outcome 1:** Student performance on National Registry of EMT to improve for the Emergency Medical Technology - Paramedic program.
- **Emergency Medical Technology - Basic Outcome 2:** Emergency Medical Technology - Basic program will increase the completion rate of students enrolled in this program.
- **Emergency Medical Technology - Basic Outcome 4:** Emergency Medical Technology - Basic program will increase the placement rates of students enrolled in this program.
- **Emergency Medical Technology - Paramedic Outcome 1:** Student performance on National Registry of EMT to improve for the Emergency Medical Technology - Paramedic program. Reported on the Perkins Report using code NCR. Measurement Approach for Core Indicator 1P1.
- **Emergency Medical Technology - Paramedic Outcome 2:** Emergency Medical Technology - Paramedic program will increase the completion rate of students enrolled in this program.

- **Emergency Medical Technology - Paramedic Outcome 4:** Emergency Medical Technology - Paramedic program will increase the placement rates of students enrolled in this program.
- **Funeral Service Technology Outcome 1:** Student performance on National Board Results will improve for the Funeral Service Technology program.
- **Funeral Service Technology Outcome 2:** Funeral Service Technology program will increase the completion rate of students enrolled in this program.
- **Funeral Service Technology Outcome 4:** Funeral Service Technology program will increase the placement rates of students enrolled in this program.
- **General Drafting Outcome 1:** Student performance on MS-CPAS2 will improve for the General Drafting program.
- **General Drafting Outcome 2:** General Drafting program will increase the completion rate of students enrolled in this program.
- **General Drafting Outcome 4:** General Drafting program will increase the placement rates of students enrolled in this program.
- **Graphic Design Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Graphic Design Technology program.
- **Graphic Design Technology Outcome 2:** Graphic Design Technology program will increase the completion rate of students enrolled in this program.
- **Graphic Design Technology Outcome 4:** Graphic Design Technology program will increase the placement rates of students enrolled in this program.
- **Health Care Assistant Outcome 1:** Student performance on MS State Certification test will improve for the Health Care Assistant program.
- **Health Care Assistant Outcome 2:** Health Care Assistant program will increase the completion rate of students enrolled in this program.
- **Health Care Assistant Outcome 4:** Health Care Assistant program will increase the placement rates of students enrolled in this program.
- **Health-care Data Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Health-care Data Technology program.
- **Health-care Data Technology Outcome 2:** Health-care Data Technology program will increase the completion rate of students enrolled in this program.
- **Health-care Data Technology Outcome 4:** Health-care Data Technology program will increase the placement rates of students enrolled in this program.
- **Heating, Air Conditioning and Refrigeration Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Heating, Air Conditioning and Refrigeration Technology program.
- **Heating, Air Conditioning and Refrigeration Technology Outcome 2:** Heating, Air Conditioning and Refrigeration Technology program will increase the completion rate of students enrolled in this program.
- **Heating, Air Conditioning and Refrigeration Technology Outcome 4:** Heating, Air Conditioning and Refrigeration Technology program will increase the placement rates of students enrolled in this program.

- **Hotel and Restaurant Management Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Hotel and Restaurant Management Technology Program.
- **Hotel and Restaurant Management Technology Outcome 2:** Hotel and Restaurant Management Technology program will increase the completion rate of students enrolled in this program.
- **Hotel and Restaurant Management Technology Outcome 4:** Hotel and Restaurant Management Technology program will increase the placement rates of students enrolled in this program.
- **Industrial Electronics Engineering Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Industrial Electronics Engineering Technology program.
- **Industrial Electronics Engineering Technology Outcome 2:** Industrial Electronics Engineering Technology program will increase the completion rate of students enrolled in this program.
- **Industrial Electronics Engineering Technology Outcome 4:** Industrial Electronics Engineering Technology program will increase the placement rates of students enrolled in this program.
- **Microcomputer Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Microcomputer Technology program.
- **Microcomputer Technology Outcome 2:** Microcomputer Technology program will increase the completion rate of students enrolled in this program.
- **Microcomputer Technology Outcome 4:** Microcomputer Technology program will increase the placement rates of students enrolled in this program.
- **Nail Technician Outcome 1:** Student performance on the State licensure exam will improve for the Nail Technician program.
- **Nail Technician Outcome 2:** Nail Technician program will increase the completion rate of students enrolled in this program.
- **Nail Technician Outcome 4:** Nail Technician program will increase the placement rates of students enrolled in this program.
- **Office Systems Technology/Office Assistant Outcome 1:** Student performance on MS-CPAS2 will improve for the Office Systems Technology program.
- **Office Systems Technology/Office Assistant Outcome 2:** Office Systems Technology/Office Assistant program will increase the completion rate of students enrolled in this program.
- **Office Systems Technology/Office Assistant Outcome 4:** Office Systems Technology program will increase the placement rates of students enrolled in this program.
- **Paralegal Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Paralegal Technology program.
- **Paralegal Technology Outcome 2:** Paralegal Technology program will increase the completion rate of students enrolled in this program.
- **Paralegal Technology Outcome 4:** Paralegal Technology program will increase the placement rates of students enrolled in this program.



- **Practical Nursing (LPN) Outcome 1:** Student performance on PN NCLEX will improve for the Practical Nursing (LPN) program.
- **Practical Nursing (LPN) Outcome 2:** Practical Nursing (LPN) program will increase the completion rate of students enrolled in this program.
- **Practical Nursing (LPN) Outcome 4:** Practical Nursing (LPN) program will increase the placement rates of students enrolled in this program.
- **Precision Manufacturing & Machining Technology Outcome 1:** Student performance on MS-CPAS2 will improve for the Precision Manufacturing & Machining Technology program.
- **Precision Manufacturing & Machining Technology Outcome 2:** Precision Manufacturing & Machining Technology program will increase the completion rate of students enrolled in this program.
- **Precision Manufacturing & Machining Technology Outcome 4:** Precision Manufacturing & Machining Technology program will increase the placement rates of students enrolled in this program.
- **Respiratory Therapy Outcome 1:** Student performance on National Certification Exam will improve for the Respiratory Therapy program.
- **Respiratory Therapy Outcome 2:** Respiratory Therapy program will increase the completion rate of students enrolled in this program.
- **Respiratory Therapy Outcome 4:** Respiratory Therapy program will increase the placement rates of students enrolled in this program.
- **Surgical Technology Outcome 1:** Student performance on NCCT (National Center for Competency Testing) certification test will remain at 95% or higher.
- **Surgical Technology Outcome 2:** Surgical Technology program will increase the completion rate of students enrolled in this program.
- **Surgical Technology Outcome 4:** Surgical Technology program will increase the placement rates of students enrolled in this program.
- **Welding and Cutting Outcome 1:** Student performance on MS-CPAS2 will improve for the Welding and Cutting program.
- **Welding and Cutting Outcome 2:** Welding and Cutting program will increase the completion rate of students enrolled in this program.
- **Welding and Cutting Outcome 4:** Welding and Cutting program will increase the placement rates of students enrolled in this program.
- **Workforce Development Outcome 1:** Workforce Development will deliver training programs that increase the number of participants who enter employment of those who are unemployed at the beginning of training.
- **Workforce Development Outcome 2:** Workforce Development will deliver training programs that improve employment retention.
- **Workforce Development Outcome 3:** Workforce Development will deliver training programs that improve participant earnings.
- **Recruiting Outcome 3:** The recruiting office will increase the number of adult students in our eleven county district by maintaining contact with Business and Industries.

## Goal 2 – Student Support:

To provide access to learning and support student learning and personal growth outside the context of formal instruction.

### **Objective 2.1 – Access:**

To provide educational access through assistance with admissions, registration, guidance, financial aid, disability, and other services.

#### *Strategies for Objective 2.1:*

Redesign the orientation and registration process. Create in Summer 2015 an on-line orientation program individualized by campus that is available 24-7 for students to complete at a time of their choosing. Pair the orientation with an on-line course registration process to provide wider and timelier access to the registration process. Create an improved process to assist students who are not making satisfactory academic progress. Provide improved financial aid counseling to avoid student loan defaults. As part of the strategy to increase dual enrollment/dual credit courses, match increases in dual enrollment with additional College resources to insure adequate service levels and oversight for quality assurance.

#### *Outcomes for Objective 2.1:*

Outcome 2.1.1 – Maintain an average 5% annual growth, over ten years, in unduplicated student enrollment.

Outcome 2.1.2a – Maintain an average 5% annual growth, over ten years, in unduplicated headcount of students taking at least one online course.

Outcome 2.1.2b – Maintain an average 5% annual growth, over ten years, in unduplicated headcount of students taking mostly online courses.

Outcome 2.1.3a – Maintain an average 10% annual growth, over five years, in the dual enrollment/dual credit unduplicated annual headcount.

Outcome 2.1.3b – By 2020, 50% of high schools in our district will offer Dual Enrollment/Dual Credit opportunities to their students through NWCC.

Outcome 2.1.4 – Increase the percentage of students enrolled in Adult Basic Education who move from one educational functioning level to the next within one fiscal year.

Outcome 2.1.5 – Increase the percentage of students at the Adult Secondary Level of an Adult Basic Education class who pass the High School Equivalency Exam.

#### *Educational and Support Unit Program Outcomes Linked to Objective 2.1:*

- **eLearning Outcome 1:** The overall success rate for eLearning students will be comparable to the success rate for traditional students.
- **eLearning Outcome 3:** The eLearning department will continually improve the quality and integrity of eLearning courses.
- **WIOA Outcome 1:** WIOA will utilize training funds to provide educational opportunities to those who are unemployed or underemployed.
- **WIOA Outcome 2:** WIOA will provide counseling/follow-up services to ensure retention of participants receiving WIOA tuition assistance.

- **Bookstore Outcome 1:** The bookstore will strive to reduce book costs for our students.
- **Bookstore Outcome 2:** Students will express satisfaction with services provided by the bookstore.
- **Business Office Outcome 4:** Students will express satisfaction with the interactions with the Business office.
- **Communications Outcome 1:** The Communications office will promote a positive public image of the College throughout our service area.
- **Communications Outcome 3:** The Communications office will support student recruitment efforts through specialized marketing and promotional services.
- **MIS Outcome 1:** Students will express satisfaction with computer resources, availability, and software availability.
- **Recruiting Outcome 1:** The awareness of financial aid opportunities will be given to potential students in our district through workshops at local high schools.
- **Recruiting Outcome 4:** The overall enrollment of the college will increase at sustainable levels each year.
- **Registrar Outcome 1:** Students will be satisfied with the support provided by the registrar to incoming and current students, including assistance with applications, receiving needed transcripts and ACT/SAT scores, and completing residency information.

### **Objective 2.2 – Developmental Success:**

To prepare students lacking the necessary skills for college level course work.

#### *Strategies for Objective 2.2:*

The focus on developmental success from the last QEP – Moving Mathematical Mountains, will be continued with the next QEP – Rangers Write. This new QEP will focus on improving the development of writing skills in Intermediate English courses as well as students' continued success in English Composition I. As part of the QEP, the following measures are in the planning process: the development of Writing Centers to aid student writing in all courses. Introduction of a modified Accelerated Learning Program, revise placement procedures, lower class size minimums, and expand faculty development among others.

#### *Outcomes for Objective 2.2:*

Outcome 2.2.1 – 50% of students enrolled in developmental courses MAT 0123, MAT 1233, or ENG 0123 will pass the course with a grade of "C" or higher.

Outcome 2.2.2 – 75% of students who pass the highest level developmental course, MAT 1233 or ENG 0123, will successfully pass the subsequent college level course, MAT 1313 or ENG 1313 respectively, with a grade of "C" or higher.

Outcome 2.2.3 – Student to faculty ratios in developmental classes will be maintained at 20 to 1 for ENG courses and 25 to 1 for MAT courses.

#### *Educational and Support Unit Program Outcomes Linked to Objective 2.2:*

- **Education Division Outcome 3.1:** Students enrolled in REA 1213 will complete the course with a grade of C or better.

- **Education Division Outcome 3.2:** Students enrolled in REA 1223 will complete the course with a grade of C or better.
- **Languages and Communications Division Outcome 1.1:** Students will successfully pass Beginning English with a “C” or better.
- **Languages and Communications Division Outcome 1.2:** Students who passed Beginning English with a "C" or better will subsequently succeed in Composition I with a C or better.
- **Mathematics Division Outcome 1:** Students who demonstrate mathematical deficiency will acquire the necessary mathematical skills needed to be successful in College Algebra.
- **Mathematics Division Outcome 1.1:** Students enrolled in MAT 1213 will complete the course with a grade of C or higher.
- **Mathematics Division Outcome 1.2:** Students enrolled in MAT 1233 will complete the course with a grade of C or higher.

### **Objective 2.3 – Learning Resources:**

To provide learning support through library resources and instruction, and educational support labs.

#### *Strategies for Objective 2.3:*

Fully realize the instructional support potential of new learning support labs on the Senatobia campus.

Continue to expand instruction and programs offered by librarians, including the number of courses offered by the learning resource centers, such as black history month programming, author roundup, etc.

Library services will be marketed to students and faculty to increase awareness of the services available.

#### *Outcomes for Objective 2.3:*

Outcome 2.3.1 – Expenditures on learning resources will meet or exceed 5% of total E&G expenditures

Outcome 2.3.2 – Library database usage will increase annually comparable to enrollment growth.

Outcome 2.3.3 – Increase the annual number of students attending library programs and instruction.

Outcome 2.3.4 – Increase the number of students using the educational support labs.

Outcome 2.3.5 – Ratio of qualified librarians and support staff to FTE students will meet or exceed the minimum ratio recommended by the ACRL.

#### *Educational and Support Unit Program Outcomes Linked to Objective 2.3:*

- **LRC Outcome 1:** Maintain a collection that supports students, faculty, staff, and administration.

- **LRC Outcome 2:** Enhance faculty satisfaction with the services provided by the Learning Resource Centers.
- **LRC Outcome 3:** Enhance student satisfaction with the services provided by the Learning Resource Center.
- **Math Lab Outcome 1:** Math lab attendees will be satisfied with the help they receive and return for future math support.
- **Math Lab Outcome 2:** Math lab students' grades will improve as they receive personal one-on-one instruction from the math support lab.

### **Objective 2.4 – Retention:**

To retain students at NWCC and ensure that students are making progress towards graduation.

#### *Strategies for Objective 2.4:*

Improve communication between departments regarding pre- registration and financial aid so that students are timely and accurate information to return each semester.

Study the trends over the past five years to determine the reasons for retention decline.

Review relevant research in the area and determine implementation feasibility.

#### *Outcomes for Objective 2.4:*

Outcome 2.4.1a – The retention rate of first-time, full-time students enrolled in AA programs in the fall semester who return to NWCC the subsequent fall semester will meet or exceed the SREB average.

Outcome 2.4.1b – The retention rate of first-time, full-time students enrolled in AAS programs in the fall semester who return to NWCC the subsequent fall semester will meet or exceed the SREB average.

Outcome 2.4.2 – The number of full-time students in the fall cohort who have obtained 42 credit hours by the end of the second year will meet or exceed the state average for community colleges.

Outcome 2.4.3 – The number of part-time students in the fall cohort who have obtained 24 credit hours by the end of the second year will meet or exceed the state average for community colleges.

#### *Educational and Support Unit Program Outcomes Linked to Objective 2.4:*

- **DeSoto Center Outcome 2:** DeSoto Center students will persist in each of their enrolled classes.
- **eLearning Outcome 2:** Overall eLearning student retention will improve in online courses each semester.
- **Fine Arts Division Outcome 2:** The Fine Arts Division will strive to increase the number of Fine Arts majors, while decreasing the number of students who begin as Fine Arts majors and then change to a major in another division.
- **LYTC Outcome 1:** The Lafayette-Yalobusha Center will improve the retention rate from the Spring to the Fall of each year.
- **ABE Outcome 1:** ABE students enrolled at NWCC will be retained at NWCC for the first two semesters.

- **Accounting Technology Outcome 3:** The retention rate for the Accounting Technology program will increase.
- **Agricultural Business and Management Technology/Animal Husbandry Outcome 3:** The retention rate for the Agricultural Business and Management Technology/Animal Husbandry program will increase.
- **Agricultural Technology/John Deere Technology Outcome 3:** The retention rate for the Agricultural Technology/John Deere Tech program will increase.
- **Automotive Technology Outcome 3:** The retention rate for the Automotive Technology program will increase.
- **Aviation Maintenance Technology Outcome 3:** The retention rate for the Aviation Maintenance Technology program will increase by 5%.
- **Business and Marketing Management Technology Outcome 3:** The retention rate for the Business and Marketing Management Technology program will increase.
- **Cardiovascular Technology Outcome 3:** The retention rate for the Cardiovascular Technology program will increase.
- **Civil Engineering Technology Outcome 3:** The retention rate for the Civil Engineering Technology program will increase.
- **Collision Repair Technology Outcome 3:** The retention rate for the Collision Repair Technology program will increase.
- **Commercial Truck Driving Outcome 3:** The retention rate for the Commercial Truck Driving program will increase.
- **Computer Networking Technology Outcome 3:** The retention rate for the Computer Networking Technology program will increase.
- **Computer Programming Technology Outcome 3:** The retention rate for the Computer Programming Technology program will increase.
- **Cosmetology Outcome 3:** The retention rate for the Cosmetology program will increase.
- **Early Childhood Education Technology Outcome 3:** Retention rates calculated from the Perkins Report using Core Indicators Measurement Approach - Item 3P1
- **Emergency Medical Technology - Basic Outcome 3:** The retention rate for the Emergency Medical Technology - Basic program will increase.
- **Emergency Medical Technology - Paramedic Outcome 3:** The retention rate for the Emergency Medical Technology - Paramedic program will increase.
- **Funeral Service Technology Outcome 3:** The retention rate for the Funeral Service Technology program will increase.
- **General Drafting Outcome 3:** The retention rate for the General Drafting program will increase.
- **Graphic Design Technology Outcome 3:** The retention rate for the Graphic Design Technology program will increase.
- **Health Care Assistant Outcome 3:** The retention rate for the Health Care Assistant program will increase.
- **Health-care Data Technology Outcome 3:** The retention rate for the Health-care Data Technology program will increase.

- **Heating, Air Conditioning and Refrigeration Technology Outcome 3:** The retention rate for the Heating, Air Conditioning and Refrigeration Technology program will increase.
- **Hotel and Restaurant Management Technology Outcome 3:** The retention rate for the Hotel and Restaurant Management Technology program will increase.
- **Industrial Electronics Engineering Technology Outcome 3:** The retention rate for the Industrial Electronics Engineering Technology program will increase.
- **Microcomputer Technology Outcome 3:** The retention rate for the Microcomputer Technology program will increase.
- **Nail Technician Outcome 3:** The retention rate for the Nail Technician program will increase.
- **Office Systems Technology/Office Assistant Outcome 3:** The retention rate for the Office Systems Technology program will increase.
- **Paralegal Technology Outcome 3:** The retention rate for the Paralegal Technology program will increase.
- **Practical Nursing (LPN) Outcome 3:** The retention rate for the Practical Nursing (LPN) program will increase.
- **Precision Manufacturing & Machining Technology Outcome 3:** The retention rate for the Precision Manufacturing & Machining Technology program will increase.
- **Respiratory Therapy Outcome 3:** The retention rate for the Respiratory Therapy program will increase.
- **Surgical Technology Outcome 3:** The retention rate for the Surgical Technology program will increase.
- **Welding and Cutting Outcome 3:** The retention rate for the Welding and Cutting program will increase.
- **Foundation Outcome 1:** Students receiving Foundation scholarships will retain their scholarship.
- **Campus Life and Housing Outcome 1:** The residential population will be retained at a rate equal to or greater than that of the non-residential population.
- **Student Development Center Outcome 1:** Student Development Center will increase the rate of persistence of students with excessive absences.
- **Student Support Services TRIO Project Outcome 1:** Participants served by the SSS project will persist from one academic year to the beginning of the next academic year.

### **Objective 2.5 – Personal Development:**

To support students' personal growth outside the context of formal instruction.

#### *Strategies for Objective 2.5:*

In concert with federal and state goals, expand educational efforts for students in the areas of personal health and safety, avoidance of unplanned pregnancies, and to combat all forms of sexual violence.

Develop soft skills mini-courses for students to improve student skills in teamwork, communication, work place conduct, etc. This course will be implemented through Canvas using

Career and Technical courses as the vehicle to transmit these life skills to students.

*Outcomes for Objective 2.5:*

Outcome 2.5.1 – 80% of students will be satisfied with the support services they receive.

Outcome 2.5.2 – Increase the number of students participating in recreation, fitness, and wellness activities on campus.

Outcome 2.5.3 – Increase students' knowledge of soft skills needed for employment.

*Educational and Support Unit Program Outcomes Linked to Objective 2.5:*

- **Athletics Outcome 1:** The Athletics department will build teams that are competitive in the MACJC conference.
- **Athletics Outcome 2:** The department will preserve and enhance athletic facilities.
- **Continuing Education Outcome 1:** Students enrolled in continuing education classes will express satisfaction with courses taken.
- **Campus Life and Housing Outcome 3:** Students will demonstrate knowledge of the expectations of student conduct at NWCC.
- **Food Services Outcome 2:** Food Services will offer a menu that is satisfactory to students.
- **Intramural/Recreation and Activities:** To promote student learning and development through recreational programs that prepare students for a productive and healthy lifestyle. To promote a better understanding of physical health, wellness and fitness issues through healthy lifestyle programs.

**Goal 3 – Institutional Support:**

**To provide management resources and a campus environment that appropriately serve the needs of the institution's educational programs and support services.**

**Objective 3.1 – Efficiency:**

Provide adequate management resources including personnel, facilities, and equipment for efficient operation of the institution.

*Strategies for Objective 3.1:*

NWCC is involved in the state redundancy project that will reduce the amount of Internet down time that hinders many administration processes. A virtualization project is underway to convert all computer labs to virtual labs, as well as converting computers in faculty and staff offices to virtual machines, where appropriate. Install an up-to date, more cost effective telephone system across all campuses. Fully implement potential efficiencies presented by the new computer information system (CampusKey).

*Outcomes for Objective 3.1:*

Outcome 3.1.1 – Maintain the financial strength of the institution with an average Composite Financial Index of no less than 5 over the previous three audited fiscal years.

Outcome 3.1.2 – Identify and improve at least one area of support operations annually.



*Educational and Support Unit Program Outcomes Linked to Objective 3.1:*

- **LYTC Outcome 2:** The Lafayette-Yalobusha Center will maintain the same cost to FTE ratio each year.
- **Continuing Education Outcome 2:** Continuing Education Department will maintain adequate enrollment to offset expenses.
- **Bookstore Outcome 3:** Faculty will express satisfaction with services provided by the bookstore.
- **Business Office Outcome 1:** The Office of Fiscal Affairs will maintain, at all times, an Unrestricted Net Position in excess of two months payroll expense.
- **Business Office Outcome 2:** The Office of Fiscal Affairs will receive an unqualified opinion on its audited financial statements each fiscal year.
- **Business Office Outcome 3:** Departments at NWCC will express satisfaction with the fiscal affairs support on budgeting and planning.
- **Communications Outcome 2:** The Communications office will provide quality information resources to the campus community so as to facilitate the work of faculty and staff.
- **Financial Aid Outcome 1:** The Financial Aid Office will expedite the Financial Aid process by utilizing document imaging and other automation as needed in hopes of enabling students to charge tuition, room & board, and books instead of withdrawing/not enrolling.
- **Financial Aid Outcome 2:** The Financial Aid office will reduce expenses incurred each fiscal year.
- **Food Services Outcome 1:** The Food Service program will be financially self-sufficient.
- **Food Services Outcome 3:** Food Services program will meet "A" level professional standards and practices.
- **Food Services Outcome 4:** The Haraway Center will provide a program of catering and meeting services that meets customer needs.
- **Foundation Outcome 2:** The Foundation will strive to maintain investments that are within a range of 2.0% of the moderately conservative benchmark as provided to the investment manager by the Investment Policy Committee of the NWCC Foundation Board of Directors.
- **Foundation Outcome 3:** Faculty and staff will express satisfaction with the performance of the Foundation.
- **Human Resources Outcome 2:** Current employees will express satisfaction with the support provided by the personnel office for insurance and tax forms.
- **Institutional Research and Effectiveness Outcome 1:** The IRE office will maintain an institutional effectiveness process that produces trustworthy, reliable data for decision-making at the program, unit, and institution-level by working collaboratively with faculty, staff, and administrators.
- **Institutional Research and Effectiveness Outcome 2:** The IRE office will support the identification, implementation, and evaluation of plans and initiatives to advance the College's mission.

- **MIS Outcome 2:** Faculty and staff will express satisfaction with data input, data gathering, and technology resources.
- **Recruiting Outcome 2:** The use of technology will increase with implementation of new ways of marketing to potential students.
- **Registrar Outcome 2:** Faculty will be satisfied with the support provided by the registrar, including providing high school and college transcripts, ACT/SAT scores, and CLEP scores to assist them in their advising.
- **Registrar Outcome 3:** The registrar will reduce the number of exceptions on the enrollment section of the semester audits.
- **Registrar Outcome 4:** The registrar will have 100% completion of folders during all semester audits.

### **Objective 3.2 – Environment:**

Provide an institutional environment that strives to be safe, accessible, efficient, conducive to the learning process, and appropriately serves the needs of the institution.

#### *Strategies for Objective 3.2:*

All new construction and renovation projects will be ASHRAE 90.1 compliant. NWCC will implement a comprehensive energy management plan with goals to reduce energy consumption as required by the Mississippi Energy Sustainability and Development Act. Implementation of this plan will begin in January 2015. Energy conservation measures already include lighting and HVAC renovations in four residence halls (the last to be completed in summer 2016), and a 7-year lighting replacement project (T-12 replaced with LED, 100 fixtures per year).

As part of NWCC's effort to comply with all current building codes, life safety codes, energy codes, and ADA regulations, NWCC has conducted internal audits, outlining and completing all recommended maintenance upgrades as recommended by a qualified elevator service contractor. Two elevator systems will be upgraded in 2016. Any additional upgrades required by the MS Conveyance Safety Act will be prioritized. Any required capital improvements will be prioritized and implemented as funds become available. An MCCB audit of campus compliance with ADA and other codes will be conducted in spring 2017.

NWCC will strive to provide a safe campus environment through proactive policing of all campuses. Marketing and participation in the Ranger Alert system will be increased, higher quality drills and training will be provided, and expand educational efforts such as placards placed in all residence hall rooms and safety information posted in each classroom.

#### *Outcomes for Objective 3.2:*

Outcome 3.2.1 – All new construction or renovation projects will be in compliance with current building codes, life safety codes, energy codes, and ADA regulations.

Outcome 3.2.2 – Fulfill the requirements of House Bill 1296 Mississippi Energy Sustainability and Development Act Section 57-39-1 Mississippi Code of 1972.

Outcome 3.2.3 – Ratio of students to Clery reportable incidents on campus will be no less than 100 to 1, through pro-active policing.

*Educational and Support Unit Program Outcomes Linked to Objective 3.2:*

- **Campus Life and Housing Outcome 2:** Campus Life and Housing will provide a residential environment that is affordable and well-maintained.
- **Campus Life and Housing Outcome 4:** Campus Life and Housing will provide a residential environment that is conducive to learning.
- **Campus Police Outcome 1:** Campus Police will insure that all members of the College community have access to appropriate personal safety information that promotes personal well-being.
- **Campus Police Outcome 2:** Campus Police will insure that employees have the skills necessary to fulfill their role in emergency response.
- **Campus Police Outcome 3:** Campus Police will maintain an orderly campus environment conducive to learning by vigorous enforcement of appropriate College policies and procedures and state, federal, and local laws.
- **Human Resources Outcome 1:** There will be a reduction in the workers compensation claims.
- **Physical Plant Outcome 1:** Student will express satisfaction with the cleanliness of facilities on NWCC campuses.
- **Physical Plant Outcome 2:** Physical Plant will increase the efficiency of energy usage per overall facility square footage on main campus.
- **Physical Plant Outcome 3:** Staff and faculty will express satisfaction with the cleanliness of facilities on NWCC campuses.
- **Physical Plant Outcome 4:** Staff and faculty will express satisfaction with overall facility maintenance performance.
- **Student Development Center Outcome 2:** Student Development Center will increase satisfaction of ADA students with the provided accommodations.