

NORTHWEST LEADERSHIP FORUM
April 28, 2023

The Northwest Leadership Forum met on Friday, April 28, 2023 at 1:00 p.m. in the Board Dining of the Haraway Center.

Dr. Michael Heindl, President

Mr. Jeff Horton Dr. Andrew Dale
Dr. Tonyalle Rush Dr. Matthew Domas

Dr. Stephanie Mullins Mr. Dwayne Casey
Dr. Keith Reed Ms. Patti Gordon
Angel Nickens ~~Dr. Don Jones~~
Dr. Carolyn Wiley

Mary Ayers	Steven Bennett	Dr. Blake Bostick	Joel Boyles
Katie Broadway	Ed Carroll		Jennifer Casey
Kristen Davis	Chief Free	Troy Day	Angela Dortch
Brie Corlew		Kerry Goff	Jake Gordon
Melissa Greene		Josh Guest	Lee Lee Haraway
Jere Herrington		Jenny Hurt	Dr. Jeremy Isome
Dr. Parker Jones	Katina Johnson	Connie Joseph	Amy Latham
Todd Latham	Brian Lentz	Audrie McCann	Lillian Morris-Hilson
Dr. Laquita Parker	Robin Robison	Lt. Mark Sansom	Erika Stanford
Jeff Triplett	Dr. Emily Davis		Jennifer Williams
Denise Willis	Dr. Melissa Wright	Mark Crockett	Elizabeth Morgan

I. CALL TO ORDER/REVIEW OF AGENDA

Dr. Heindl called the meeting to order.

Dr. Dale made a motion that the agenda of the Northwest Leadership Forum meeting dated April 28, 2023 be approved. The motion was seconded by Steven Bennett and carried unanimously.

II. APPROVAL OF NORTHWEST LEADERSHIP FORUM MINUTES

Dr. Domas made a motion that the minutes of the Northwest Leadership Forum meeting dated February 17, 2023 be approved. The motion was seconded by Dr. Rush and carried unanimously.

III. AGENDA ITEMS –Leadership - Dr. Michael Heindl, President

Dr. Heindl welcomed everyone to the Northwest Leadership Forum.

Dr. Heindl shared that he met with Northwest Outstanding Students on April 21, 2023 and shared with them the Future of work. Dr. Heindl highlighted some of that information he shared that that ceremony with Northwest Leadership Forum. He shared how the college has changed over the last 10 years encouraged everyone to consider how work could continue to shift. He asked

how could our work at the college change? He shared the difference between Hard Skills, Essential Skills, and Soft Skills.

Dr. Heindl shared that on Friday, May 5, 2023 the college would be hosting the first ever Employee Appreciation Day. The day will begin for the employee at the normal scheduled time for reporting to work. At 9:00 am everyone will meet at the football field and register for the day and sign up for a raffle and pick up their t-shirt for the day. At 9:30 am Dr. Heindl will begin the opening ceremony for the day. The kick-off to the day's events will be at 10:00 am with games on the field. Lunch will be available from 10:30 am – 1:00 pm. At 12:30 pm the kickball tournament begins. Dr. Heindl has plans on releasing all employees at 2:00 pm for the day.

IV. AGENDA ITEMS – Dr. Tonyalle Rush, AVP of Student Services and Enrollment Management

Dr. Rush reported on Strategic Enrollment Management Plan and reminded everyone that Enrollment Management & Student Success is Everyone's Responsibility. Below are some highlights from what Dr. Rush presented:

- NWCC must reinforce that enrollment and student success is “everyone's responsibility” and align, integrate, and coordinate student support services to accommodate all needs.
- Enrollment Management and Student Success is “owned” by the entire college, not by one person, department, or unit.
- We are ONE COLLEGE, with one mission of making sure our students ACHIEVE SUCCESS!
- This structure and the SEM Plan detailed in the slides that follow represent a comprehensive model to guide the path forward to enrollment success.
- The Timeline with AACRAO Consulting:
 - Created the first Strategic Enrollment Management Committee in 2020
 - AACRAO Consultants assisted with the SEM Process
 - Initial meeting Sept. 2020
 - Contract signed March 2021
 - Discovery March 2021
 - Kickoff Meeting April 2021
 - Virtual Visit June 2021
 - SEM Report June 2021
 - Writing Workshops June 2021 – July 2022
 - In Person Visit – Jody Gordon August 2022
 - In Person Visit – Maureen Carver November 2022
 - Action Planning November 2022 – February 2023
 - Final Draft Submission - SEM Plan – March 2023
 - Six themes & target audiences:
 - Trust
 - Communication
 - Manual Processing
 - Data Utilization
 - Consistency of Student Experience
 - Training & Professional Development
 - First Time Entering Freshman
 - Dual Enrollment
 - GED students

- Adult Learners
 - Partnerships
 - Amazon
- SEM Planning Framework
 - Enrollment & Student Success
 - Assessment
 - Tactics
 - Strategies
 - DATA
 - Key Performance Indicators
 - Strategic Enrollment Goals
 - Vision, Mission, Strategic Plan
- Recruitment Goals with supporting Strategies
 - Increase the number of direct from high school freshmen who enroll as degree seeking students from 1449 in fall of 2021 to 2025 in fall of 2026.
 - Strategy 1A: Remove financial barriers to enrollment
 - Strategy 1B: Develop a Marketing and Communication plan for existing and emerging markets
 - Strategy 1C: Develop a transition plan to support freshmen
 - Increase the number of dual enrollment students who convert to degree seekers from 498 in fall 2021 to 750 in fall 2026.
 - Strategy 2A: Develop an awareness to convert dual enrolled to degree seeking
 - Strategy 2B: Develop additional services and instructional support to aid in the conversion
 - Increase the number of new adult learners who enroll as degree seekers (age 25 or older) from 143 in fall 2021 to 286 in fall 2026
 - Strategy 3A: Develop a recruitment campaign to convert adult learners who enroll as degree seekers
 - Strategy 3B: Partner with business and industry to increase new market share
 - Strategy 3C: Develop adult centric program scheduling and more flexible program delivery methods
 - Increase the number of students receiving a high school equivalency diploma who enroll as a degree seeking student from 54 in fall 2021 to 108 in fall 2026.
 - Strategy 4A: Develop a Marketing and Communication awareness campaign to convert High School Equivalency students to Degree Seekers
 - Strategy 4B: Develop a one-stop service model
 - Strategy 4C: Develop additional services and instructional support to aid in the conversion
- Retention and Student Experience Goals with Supporting Strategies
 - Decrease the percentage of degree-seeking students on academic probation from 10.2% in Fall 2020 to 8% in Fall 2026.
 - Strategy 1A: Develop an early intervention schedule with analytics and tap into utilizing existing support services
 - Strategy 1B: Develop a robust onboarding program for freshmen
 - Strategy 1C: Develop a policy for mandatory academic support

- Increase the Fall to Fall retention rate of degree-seeking academic students from 57.5% in Fall 2021 (fall 2020 entrants) to 65% in Fall 2026 (fall 2025 entrants).
 - Strategy 2 A: Develop a robust pre-onboarding and onboarding program for freshmen
 - Strategy 2B: Enhance academic and career advising/counseling that is timely, intrusive, and fully utilizes technology
 - Strategy 2C: Develop an advising and retention center
- Equity: Increase the percentage of black, degree-seeking, academic students who successfully earn credit in college-level math in the first year from 66/293 (22.5%) in academic year 2020-2021 to 35% in academic year 2025-2026.
 - Strategy 3A: Develop early intervention strategies for college-level math
 - Strategy 3B: Develop a black student affinity group
- Results & Successes
 - Enrollment has increased for 4 semesters consecutively
 - Spring 2023
 - Summer 2022
 - Fall 2022
 - Spring 2023
 - New Advising & Retention Center
 - Implementation of One Stop Enrollment Center
 - New Strategies & Tactics implemented
 - Increased Marketing and Branding
 - Partnership with Clark Higher Education – Prospective and Current Communications plans
 - Oracle Implementation – CX, Eloqua, & Student Financial Planning
- Communication SEM at NWCC
 - Charge from the President & Executive Council
 - This highlights the importance of enrollment to the College’s health and student success
 - Kick-off event
 - Communication channels:
 - Website
 - Email updates/newsletters
 - Social media
 - Feedback loops:
 - Town Hall meetings
 - Ask for comments and reactions to the plan drafts along the way—and acknowledge them!
 - You can even create an email address (i.e., semplan@xxx.edu) for comments or feedback

V. AGENDA ITEMS- Dr. Matthew Domas, VP for Instruction

Dr. Domas reported on Instruction: Looking Forward in Instruction and shared the following: Many of these items are a wish list of opportunities.

- Athletics:
 - Soccer is receiving upgrades to the field for surface and drainage, lighting for the field will be at the completion of the season.
 - FY24 recruiting year has shown an increase in scholarships for students from 18 scholarships to 24 scholarships.

- Football has shown an increase for FY24 in out-of-state scholarships from 10 scholarships to 15 scholarships.
- Basketball also has shown an increase in out-of-state scholarships from 4 scholarships to 5 scholarships.
- NJCAA:
 - Name, Image & Likeness
 - Eligibility for 2023-2024 season, a player need only pass six hours to remain eligible. Players must still maintain a full load (12 hours) and must complete 24 hours to be eligible in fall 2024.
- Athletic Director:
 - Jake Gordon, AD, is seeking committee assignments at NJCAA. The petition to serve will be in May. This will be a benefit to NWCC because he will be able to vote on rankings, vote on rule changes, etc.
 - Insurance: Claims vs. Coverage; As a secondary insurer, are we paying too much for coverage. What is acceptable risk relative to our average cost per claim?
- New Sports:
 - FY24 Northwest is looking to add Golf. Ten other colleges in the state have golf as a male sport.
 - FL25- Northwest could potentially add eSports.
- Career Technical Education:
 - BMMT is anticipating 10 students the first year. Full capacity with 20 Freshmen and 20 Sophomores.
 - CDL is currently running as Workforce. Northwest is anticipating 5 or 6 credit students with a max at 8 students.
 - Industrial Automation & Controls Engineering is anticipating 8 students and full capacity is 14 Freshman and 14 Sophomores.
 - Welding & Cutting max is 25 students with 1 instructor. This is a 1 full year program. Robotic Welding is an AAS option.
 - General Automotive Technology (EV) will move from Senatobia to allow Chrysler expansion. This course allows for 15 students at the Concourse.
 - Construction Trades will be a certificate program with 15 students in plumbing and 15 students in electrical.
 - Concourse Expansion in Diesel Technology: Currently takes 20 students and would like to expand to 40 students in FL23 with a potential of 80 students for FL24. 40 Freshman and 40 Sophomores.
 - Enrollment Projection for Concourse:
 - FL22 31 Students
 - FL23 86 Students
 - FL24 151 Students
 - FL25 166 Students
 - Senatobia Expansion:
 - FL23 Cosmetology Addition of 20 new students
 - FL23 Ag. Tech Addition of 20 new students
 - Olive Branch Expansion:
 - Aviation Maintenance SP24 Add new instructor 40 students
 - Academic Instruction
 - Prison Education
 - MS Humanities Council Grant through the Andrew Mellon Foundation.

- Will pay Instructors for course and travel, educational materials, and supplies.
- Requirement: Provide a Humanities course.
- College agrees to wave tuition.
- Pell Grants available for incarcerated students in the future.
- Marshall County Correctional Facility.
- There are faculty members that are interested in this program.
- Certipoint provides credentials for academic courses.
 - Certification assessments in:
 - Digital Literacy
 - Information Technology Specialist
 - Microsoft
 - Communication Skills for Business
- General Education Changes:
 - Addition of Quantitative Reasoning and Statistics to fulfill the 3 hr. Math core requirement. Creates options for students and should increase success and graduation rates.
 - Speech (SPT1113) no longer a mandated core requirement but can still fulfill the 3 of the 9 required Humanities core courses. Also changed to COM 1113.
 - Added Interpersonal Communication (COM 2173) as an option so students do not have to take public speaking if they want COM hours. This is a good course for Health Science students who speak to patients.
- School of Health Sciences
 - DeSoto Center Expansion
 - Ground Breaking in May 2023.
 - RN, LPN, and LPN-RN FL24
 - Respiratory Therapy will be able to use the lab in the new building for ventilator simulation.
 - HCA Expansion to vacated LPN space. Increase enrollment from 12 to 25 students.
 - CVT renovation for cardio-catheterization simulation.
 - Former HCA space converted for Radiology program to install lead walls in FL25.
 - Marshall & Tallahatchie Counties
 - Marshall County Hospital opportunity
 - Partnership to utilize hospital space for new programs: EMT/HCA
 - Tallahatchie General Hospital
 - Currently investigating HCA /PN in the Armory Building

VI. ADJOURNMENT

Dr. Heindl adjourned the meeting.