

ACHIEVING SUCCESS

NORTHWEST MISSISSIPPI COMMUNITY COLLEGE



2019-2023 STRATEGIC PLAN MIDPOINT ASSESSMENT REPORT



NORTHWEST
MISSISSIPPI COMMUNITY COLLEGE

Prepared by Office of Institutional Research and Effectiveness

Commitment 1 – Instructional Success

Overseen by: Dr. Matthew Domas, Vice President of Instruction

The business of the college is quality instruction and student learning across multiple delivery platforms. Excellence in instruction increases the potential for student success. As stated in the NWCC mission, “NWCC is a learning-centered community providing educational opportunities with **quality instruction** for students from all walks of life.”

Goal 1.1: Course Success

NWCC will ensure that student performance in all academic and technical coursework will be exemplary.

Objective 1.1.1: Ensure that student performance in all academic and technical coursework is exemplary.

Strategies:

- Ensure that uniform course objectives are used in each section of multi-section courses.
- Provide training to faculty on best practices in andragogy to improve student outcomes.
- Implement First year experience course for all freshman.
- Use of mini-terms to concentrate learning to improve outcomes
- Training from ACUE for faculty on how to improve student course success

Metrics:

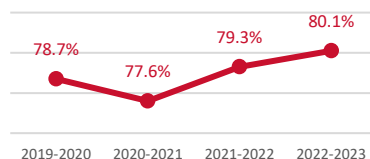
- Student Learning Outcome Results
- Pass Rates
- Attrition

Outcome: There will be an increase in the percentage of students who completed courses successfully with a C or greater.

Calculation Method: AD03 grade distribution of all courses, compare 2019 to 2023.

Results: Students Passing with C or higher

2019-2020	78.7%
2020-2021	77.6%
2021-2022	79.3%
2022-2023	80.1%

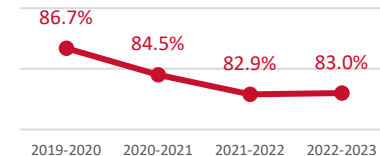


Outcome: Increase the percentage of students who meet course SLOs.

Calculation Method: Compare the results from 2019 to 2023 from student learning outcome data.

Results: Students who met course SLOs

2019-2020	86.7%
2020-2021	84.5%
2021-2022	82.9%
2022-2023	83.0%



Analysis of whether Objective was obtained:

Students who completed courses successfully with a C or greater over the four years show a steady increase from 78.7% in 2019-2020 to 80.1% in 2022-2023. This indicates that the objective was obtained as there was a progressive improvement in the completion rate. Students who met course SLOs, shows a different trend. While there was a slight dip from 86.7% in 2019-2020 to 84.5% in 2020-2021, the percentage remained relatively stable in the subsequent years, with 82.9% in 2021-2022 and a slight increase to 83.0% in 2022-2023. The percentage of students meeting course SLOs has remained relatively stable, with only minor fluctuations. We will comprehensively analyze the factors that influenced the outcomes, the strategies implemented, and the potential challenges faced during the period.

Objective 1.1.2: Ensure that students gain the knowledge needed in gateway/core courses for their program and subsequent course work.

Strategies:

- Develop packaged courses in gateway/core courses.
- Establish an SLO committee to review and evaluate SLOs in each course for rigor and validity.
- Encourage students to complete gateway courses in math and English in the first year through improved advising.

Metrics:

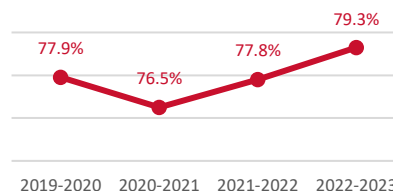
- Pass rates for gateway courses (C or higher)
- Attrition in gateway courses
- SLO attainment

Outcome: Increase the percentage of students in core courses who complete the course successfully with a C or greater.

Calculation Method: Compare the pass rates for 2019 to 2023.

Results: Students Passing Core Courses with a C or higher

2019-2020	77.9%
2020-2021	76.5%
2021-2022	77.8%
2022-2023	79.3%

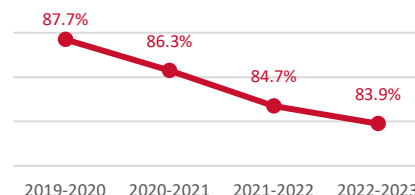


Outcome: Increase the percentage of students in core courses who meet course SLOs.

Calculation Method: Compare 2019 data to 2023 data from Xitracs for the identified core courses.

Results: Students who met core course SLOs

2019-2020	87.7%
2020-2021	86.3%
2021-2022	84.7%
2022-2023	83.9%



Analysis of whether Objective was obtained:

There is an increase in students who passed core courses with a C or higher. From 77.9% in 2019-2020 to 79.3% in 2022-2023, Students in core courses who meet course SLOs show a declining trend. The percentage decreased from 87.7% in 2019-2020 to 83.9% in 2022-2023. We plan to identify the factors that influenced the outcomes, analyze the strategies implemented to address the objectives, and consider the potential challenges faced during the period.

Objective 1.1.3: Ensure that students are ready to achieve course success at the college level.

Strategies:

- Evaluate and revise developmental courses
- Effectively track and support developmental students through the developmental program.
- Corequisite remediation
- Mini-terms for developmental pathways

Metrics:

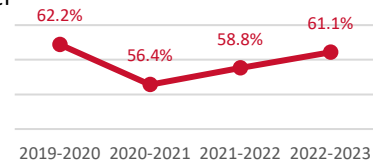
- Pass rates for developmental courses (C or higher)
- Attrition rates for developmental courses
- SLO attainment for developmental courses

Outcome: Increase the percentage of students in developmental courses who complete the course successfully with a C or greater.

Calculation Method: Compare 2019 to 2023 results

Results: Students Passing Developmental Courses with a C or higher

2019-2020	62.2%
2020-2021	56.4%
2021-2022	58.8%
2022-2023	61.1%

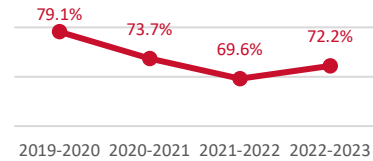


Outcome: Increase the percentage of students in developmental courses who meet course SLOs.

Calculation Method: Compare 2019 data to 2023 data from Xitracs for the identified core courses.

Results: Compare 2019 to 2023 results.

2019-2020	79.1%
2020-2021	73.7%
2021-2022	69.6%
2022-2023	72.2%



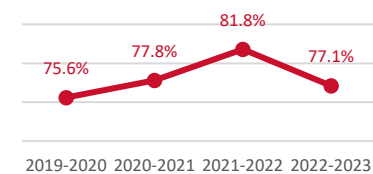
Outcome: Increase the percentage of students will successfully complete the next course in the sequence for Math and English.

Calculation Method: Compare the results from 2019 to 2023 for intermediate English to Comp I and Intermediate Algebra to College Algebra.

Results: Students who participated in the next level course passing with C or higher

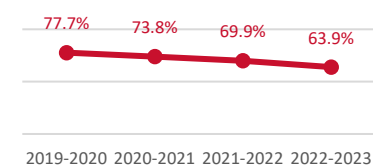
Intermediate English to English Comp I

2019-2020	75.6%
2020-2021	77.8%
2021-2022	81.8%
2022-2023	77.1%



Intermediate Algebra to College Algebra

2019-2020	77.7%
2020-2021	73.8%
2021-2022	69.9%
2022-2023	63.9%



Analysis of whether Objective was obtained:

The data shows a decrease in the completion rate of developmental courses. Further investigation is necessary to identify the root cause of this decline and develop more effective strategies to improve student success in these courses

Goal 1.2: Instructor Success

NWCC will provide purposeful, strategic instruction.

Objective 1.2.1: Provide exemplary instruction from highly qualified instructors.

Strategies:

- Develop a faculty training/development program that addresses effective teaching techniques. (ACUE, LinkedIn Learning, Quality Matters)
- Develop onboarding for adjunct faculty with continuing support.
- Provide mentorship for new faculty.
- Develop onboarding for new full-time faculty.
- Weekly canvas trainings from eLearning.

Metrics:

- Number of faculty who have received training from ACUE or other professional training.
- Number of new practices implemented in the classroom.

Outcome: 25% of our full-time instructors have received training in ACUE or Quality Matters.

Calculation Method: Count the number of instructors who have received training compared to the total full-time faculty count.

Results: 35.7% (70/196) of full-time faculty have received ACUE or Quality Matters training.

Analysis of whether Objective was obtained:

We have successfully met and surpassed the objective, with a notable percentage of full-time instructors engaging in ACUE or Quality Matters training. This bodes well for the continued improvement of teaching quality and the overall educational experience provided to students.

Objective 1.2.2: Ensure that students are satisfied with their instructors and the quality of the instruction they receive.

Strategies:

- Maintain a two-week minimum for graded work
- Define levers that prompt instructor/student engagement (i.e., C or lower on the first test, missing class within the first two weeks, etc.)
- Review course syllabi for alignment and course outcomes for warm language
- Promote a student-centered culture

Metrics:

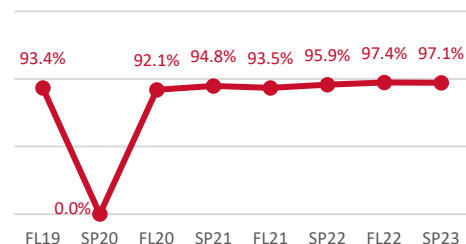
- Ratings on course evaluations
- Ratings on student satisfaction survey

Outcome: Increase the percentage of students who will report that they were satisfied with the instruction they received on the student satisfaction survey.

Calculation Method: Percent of students overall satisfied with the quality of education they have received at Northwest based on the Student Satisfaction Survey results.

Results:

FL19	93.4%
SP20	-
FL20	92.1%
SP21	94.8%
FL21	93.5%
SP22	95.9%
FL22	97.4%
SP23	97.1%



Analysis of whether Objective was obtained:

We have successfully met and exceeded this objective. NWCC is strongly committed to professional development and the enhancement of teaching quality. We will continue offering ACUE training to our instructors.

Commitment 2 – Institutional Success

Overseen by: Mr. Jeff Horton, Vice President of Administration and Finance

Rationale: A strong institution, in terms of its infrastructure, its people, its financial resources, its culture, and its reputation, provides the optimal environment for the success of our students. As stated in the NWCC mission, “We strive for continuous improvement, with a standard of **excellence in every area of the institution.**”

Goal 2.1: Fiscal Strength

NWCC will be an example of fiscal strength through a combination of judicious spending and maximized resource generation while simultaneously keeping educational opportunities affordable and accessible to the community.

Objective 2.1.1: Monitor institutional expenditures and implement cost-saving opportunities that would allow for appropriate resource allocation to advance the mission and goals of the college.

Strategies:

- Review salary changes with each new or replacement position.
- Consider the necessity to fill vacant positions or reallocate.
- Implementation of Oracle workflow system for hiring requisitions.
- Review contractual service expenditures.

Metrics:

- Number of positions reviewed for rehire.
- Number of contractual services reviewed.

Outcome: Implement Oracle workflow system to evaluate the need to fill all future vacant positions.

Calculation Method: Determine that workflow system is implemented and running as expected.

Results: The workflow system is implemented, running as expected, all vacancies are considered through this process.

Outcome: Process for review of all contracts, negotiated, and signed by the Vice President for Administration and Finance office.

Calculation Method: Determine the process is running appropriately and all contracts are moving through the approval process.

Results: The process is working as intended and contracts are flowing through the appropriate office.

Analysis of whether Objective was obtained:

The hiring approval automated system is working as expected. The contractual approval process is currently manual. The goal is to move the manual contractual process to an automated system in the next strategic plan cycle.

Objective 2.1.2: Identify opportunities to increase revenue from external partnerships and non-traditional sources to assist in providing a high-quality educational experience at a minimal cost to the student.

Strategies:

- Hire a grant writer.
- Negotiate a federal indirect cost rate.
- Grant writer to research for grant opportunities.
- Train other employees to research grant opportunities and to work with the grant writer for applications.
- Apply for qualifying grants.
- Creation of a capital campaign to bring in large amounts from external donors.
- Utilize HEERF funding to improve the educational experience.

Metrics:

- Amount of grant dollars received

- Compliance with grantor requirements.
- Reporting as required
- Audit of grant dollars as required.
- Breakdown of the amount of federal dollars received from HEERF funding.
- Amount raised through the capital campaign.

Outcome: Raise 4.6M through the capital campaign by the end of the strategic plan time period.

Calculation Method: Amount of dollars raised provided by the foundation office.

Results: As of May 2023 the capital campaign has raised \$4,464,446, which is 97% of the goal.

Outcome: Increase grant revenue to the college to \$4 million by the end of the strategic plan time period.

Calculation Method: Amount of dollars received in grant revenue.

Results: The college has received approximately \$40 million in grant revenue or 1000% of the goal.

Analysis of whether Objective was obtained:

A grant writer was hired in 2019. She has identified numerous grant revenue streams since 2020. An indirect cost rate was negotiated at 40%. The amount of grant revenue surpassed expectations. With HEERF funds, the college is currently in compliance with reporting and audit requirements. Capital campaign is on schedule to meet its goal by the end of FY23.

Objective 2.1.3: Purposefully budget for future years based on needs and plans.

Strategies:

- Review enrollment trends to budget based on anticipated enrollment changes and periodic review of budget to actual expenditures.
- Revised budget request process to prioritize requests upward through the departments' organizational structure.
- Tied budget requests to the strategic plan

Metrics:

- Increases to operational fund balance.
- Amount reinvested into the college through the budget request process and pay increases.
- Budget requests from college departments must include reference to the strategic plan.

Outcome: Each annual budget will cover expenditures for that fiscal year.

Calculation Method: Compare budget to actual expenditures.

Results: College expenditures will stay within the budgeted plan.

Outcome: Fund balance will increase annually.

Calculation Method: Compare fund balance from fiscal year to fiscal year.

Results: Fund balance with grow by at least 2.5% annually

Analysis of whether Objective was obtained:

Pay increases have occurred in 4 of the last 5 fiscal years. Fund balance has increased over 2.5% each year in the last 5 years. Additionally, budget requests have been awarded at a minimum of \$1,000,000 three fiscal years in a row. Budgeting process requires a reference to the strategic plan for any new funds requested.

Goal 2.2: Human Capital

NWCC will attract and retain a high-quality workforce with the technical and professional skills needed to operate the college and be a leader among our peers for our working environment and campus culture.

Objective 2.2.1: Attract a diverse and highly qualified group of applicants with the technical and professional skills needed for each job opening.

Strategies:

- Offer competitive salaries that attract diverse and highly qualified applicants.
- Promote job openings on multiple platforms
- Offer professional development opportunities such as LinkedIn Learning, ACUE
- Offer improved benefits and make employees aware of benefits (mental health counseling, legal counseling)
- Improvements to application process

Metrics:

- Number of applicants per job posting
- Diversity metrics for job postings
- Number of employees using professional development opportunities
- Percentage of raises given to employees

Outcome: Successful applicant searches resulting in job fulfillment

Calculation Method: The total number of jobs successfully filled divided by the total number of jobs posted over the strategic planning period

Results: Out of 233 jobs posted over the strategic plan period, 220 jobs were successfully filled by qualified applicants

Outcome: Increase the number of ways in which jobs are advertised

Calculation Method: The job posting platforms that were used for job posting are nationally, regionally, and locally to reach a wider range of diverse applicants. description of the change in platforms used to advertise job postings.

Results: Human Resources posted jobs on national platforms such as LinkedIn, Indeed, Higher Ed Jobs, Community College Business Officers (CCBO), National Junior College Athletic Association (NJCAA), Association of Performing Arts, Desoto Times-Tribune, Handshake (other community colleges and universities), The Chronicle, and NWCC website. Listing the job posting platforms currently used, including industries specific job posting platforms

Analysis of whether Objective was obtained:

Yes, we met this objective because we received more qualified applicants.

Objective 2.2.2: Develop and retain a diverse and highly qualified group of employees with the technical and professional skills needed to operate the college.

Strategies:

- Maintain salaries at levels that are in keeping with peer institutions.
- Continue to increase salaries and offer raises
- Offer professional development opportunities such as LinkedIn Learning, ACUE
- Offer improved benefits and make employees aware of benefits (mental health counseling, legal counseling)
- Increase the ability for self-service regarding HR support
- Supplying state of the art facilities, equipment, and technology that allow employees to stay current in their field

Metrics:

- Turnover rate (split by job level)

- Number of employees using professional development opportunities
- Percentage of raises given to employees

Outcome: Increase employee salaries through regular raises

Calculation Method: The percentage raises given during the strategic planning period which is FY19 - FY24.

Results: During the five years of the strategic plan, annual raises were given in the amounts of July 2019 =2%, July 2020 =0%, July 2021 = 4%, July 2022 = 4%, July 2023 =7% Total = 17%.

Analysis of whether Objective was obtained:

Current employees were developed and retained through increases of professional development, annual raises, and this is evident based on results from internal and external satisfaction surveys

Objective 2.2.3: Create a working environment and campus culture that is a leader among peers.

Strategies:

- Employee Appreciation Day
- An employee of the Month program
- Leadership Forum
- Leadership Retreat
- Staff Convocation
- Increase access to professional conferences
- Investing in instructional equipment and technology
- Investing in new state of the art facilities

Metrics:

- Ratings on the Great Colleges to Work For Survey™
- Employee participation in professional conferences
- Expenditures in instructional equipment and technology
- Leadership development offerings

Outcome: Ratings on the Great Colleges to Work For Survey™ will be above that of peer institutions.

Calculation Method: Compare survey 2019 to Compare survey 2022

Results: In 2019, outcome 73% and all 2 year public institutions were 71%, 2022 overall results were 66% and our benchmark was 71%.

Outcome: Increase in the amount spent in expenditures in instructional equipment and technology

Calculation Method: Amount spent in FY16 to FY19 compared to amount spent during the strategic plan period FY20 to FY23

Results: The college spent \$5,068,031.19 in FY16 to FY19 on instruction equipment and technology compared to FY20 to FY23 \$12,928,901.11 spent for instructional equipment and technology. Resulting in a difference of \$7,860,869.92 of more expenditures spent in strategic plan period FY20 to FY23 from strategic plan period FY16 to FY19.

Analysis of whether Objective was obtained:

We have created a working environment that includes state of the art facilities and state of the art technology increasing leadership development offerings and encouraging participation in professional development opportunities.

Goal 2.3: Technological Infrastructure

NWCC will create and maintain a technological infrastructure with sufficient capacity for institutional needs and future goals.

Objective 2.3.1: Implement new technologies to provide users with more efficient and data-driven processing college-wide.

Strategies:

- New ERP
- Data network upgrades at our Oxford Campus
- Network switches upgrades to support the increased demand from remote learning and operations
- Increased wireless access points for increased internet speeds
- HVAC and backup generator updates at the main data center
- Server upgrades to better support students, faculty, and staff with online learning and virtual work
- Honorlock, online exam proctoring browser
- Macbook Pros for our Fine Arts and Graphic Design faculty
- 50 High Definition Live Stream Cameras for Classrooms
- Zoom Licenses for virtual meetings
- Computers in our libraries to check-out to students
- Implementation of Transact product which will provide point of sale payment system, access control, and online store front option
- Implementation of new virtual system Licenses for Faculty to login to their desktop computers from remote locations
- Faculty Laptops

Metrics:

- RFP issued and selection made for New Student Cloud System, Transact System, and New Virtual System application.
- Implementation partners selected for implementation of the new Student Cloud system.
- Implementation partners selected for implementation of the new Transact system.
- Equipment purchased and installed and/or distributed for multiple strategies identified.
- Proctoring software purchased.

Outcome: Oracle Fusion will be implemented for HR, Business Services, and SFP.

Calculation Method: Contracts with implementation partners will be negotiated and put in place. The software will be configured to provide additional functionality to our staff and better visibility of financial aid processes to our students.

Results: Oracle Fusion Cloud was implemented as the college ERP, HCM, and SFP solution. HCM was implemented in January 2020, ERP was implemented July 2020, and SFP went live in June 2022 for FY2023.

Outcome: All faculty have access to a laptop with the technology needed to teach.

Calculation Method: Laptops and/or other devices will be purchased to distribute to all full-time faculty. Each faculty member will be provided with a virtual machine instance on these laptops for remote and on campus use. Zoom licenses will be assigned to faculty with the need to use that service for longer than the standard time limit.

Results: Over 200 laptops and/or other devices were purchased and distributed during the fall 2020 term to all full-time faculty. VM clients were installed on each device purchased and Zoom licenses were assigned to designated faculty.

Outcome: Increase bandwidth on each campus.

Calculation Method: Data Center upgrades will be made increasing capabilities for remote access for faculty and staff, and remote learning for our students. Network equipment on each campus will be upgraded.

Results: Data Center upgrades were made increasing capabilities for remote access for faculty and staff and remote learning for our students. This included new servers and switches on all campuses.

Outcome: Increase internet access on each campus.

Calculation Method: New HVAC and generators will be installed as part of the Data Center upgrade to decrease any downtime due to overheating or power outages. Network upgrades will be made on all campuses to increase connectivity.

Results: New HVAC and generators were installed as part of the Data Center upgrade. Network upgrades were made on all campuses to increase connectivity which included additional wireless access points.

Analysis of whether Objective was obtained:

Though the results of our outcomes were achieved, with technology there are always upgrades and enhancements to be made. There are additional pieces of the Oracle Fusion project to be implemented over the next few years, and continued upgrades to equipment can be expected. Changes in technology can also cause reasonably expected changes in third party software procurement as well.

Objective 2.3.2: Provide students with the technology needed to be successful in achieving their goals.

Strategies:

- Increase wireless access points for increased wifi availability
- Computers and hotspots in our libraries to check-out to students
- Streaming cameras for specific programs to enhance remote learning
- Server upgrades to better support students, faculty, and staff with online learning and virtual work
- CircleIn Software to increase student retention
- Class for Zoom to better serve the students in online synchronous classes
- Implementation of New Student System, Transact System, and New Virtual System

Metrics:

- Results of technology on Student Satisfaction Survey

Outcome: Increase student satisfaction with technology services

Calculation Method: Provided laptops and hotspots for student availability in libraries on all campuses. Purchased additional access points and other network equipment to provide additional access and enhanced services. Software purchases were made to better serve our students.

Results: Based on the survey, student satisfaction with computer resources and available software provided increased from 93% in fall 2019 to 96% in fall of 2021.

Analysis of whether Objective was obtained:

The results of our outcomes were achieved; however, upgrades and enhancements will continue as we strive to better serve our students and provide a learning environment for all.

Goal 2.4: Environment

NWCC will maintain and expand the facilities to provide a safe, clean, functional and welcoming environment for students, employees, community members and visitors.

Objective 2.4.1: Create and maintain state-of-the-art, world-class, facilities that are built with the future in mind.

Strategies:

- Develop and utilize a College Facilities Master Plan that addresses existing and future needs to enhance campus life.

Metrics:

- Projects started or completed
- Student and staff survey of facilities
- Listing of auxiliary services

Outcome: Implementation of Facilities Master Plan

Calculation Method: Projects started or completed compared to plan

Results:

- Softball/Soccer Complex
- Heindl Center
- Tennis Courts
- Football Field upgrades
- Multipurpose building
- Calhoun Hall
- Employee workout facility
- Ranger Nutrition
- Chick-fil-A
- Ranger Roast
- Desoto Center Workforce and Health Sciences Center
- Yalobusha Renovation
- McClendon Gym Renovation
- Adult Education and Testing Center
- Concourse Phase 1

Analysis of whether Objective was obtained:

The college is on track with implementing the facility master plan.

Objective 2.4.2: Create and maintain an overall campus environment that is aesthetically pleasing.

Strategies:

- Maintain and train facilities team that includes custodial services, landscaping, maintenance staff, and police department.

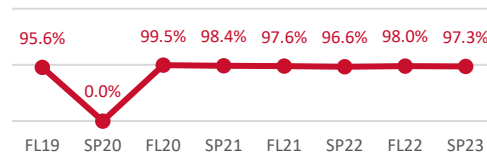
Metrics:

- Student and staff satisfaction surveys about the environment
- Great College Survey Results

Outcome: Student satisfaction with the campus facilities is above 90%.

Calculation Method: Percent of students satisfied with overall maintenance and condition of campus facilities on the Student Satisfaction Survey

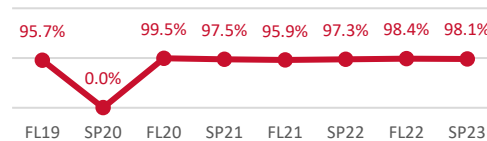
Results:	FL19	95.6%
	SP20	-
	FL20	99.5%
	SP21	98.4%
	FL21	97.6%
	SP22	96.6%
	FL22	98.0%
	SP23	97.3%



Outcome: Student satisfaction with the health, safety, and security campus environment is above 90%.

Calculation Method: Percent of students that felt that the environment at NWCC was healthy, safe, and secure on the Student Satisfaction Survey

Results:	FL19	95.7%
	SP20	-
	FL20	99.5%
	SP21	97.5%
	FL21	95.9%
	SP22	97.3%
	FL22	98.4%
	SP23	98.1%



Analysis of whether Objective was obtained:

The college maintains a safe and clean environment.

Objective 2.4.3: Create and maintain an environment that is safe for students, employees, community members, and visitors.

Strategies:

- Mitigation of COVID-19 risks
- Well trained and equipped police department
- Operational medical clinic

Metrics:

- Clery statistics
- Covid-19 student and employee statistics
- Great College's survey
- Student Satisfaction Survey

Outcome: The number of Clery reportable incidents is below five during the plan period.

Calculation Method: Number of incidences

Results:

2019-2020	2020-2021	2021-2022	2022-2023
Senatobia - 0	Senatobia - 1	Senatobia - 1	Senatobia - 0
Desoto - 0	Desoto - 0	Desoto - 0	Desoto - 0
Olive Branch - 0	Olive Branch - 0	Olive Branch - 0	Olive Branch - 0
Oxford - 0	Oxford - 0	Oxford - 0	Oxford - 0
Concourse - N/A	Concourse - N/A	Concourse - 0	Concourse - 0

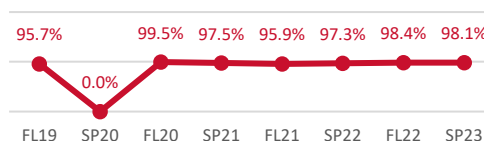
Ashland - 0	Ashland - 0	Ashland - 0	Ashland - 0
Everest - N/A	Everest - N/A	Everest - 0	Everest - 0

Outcome: Student satisfaction with the health, safety, and security campus environment is above 90%.

Calculation Method: Percent of students that felt that the environment at NWCC was healthy, safe, and secure on the Student Satisfaction Survey

Results:

FL19	95.7%
SP20	-
FL20	99.5%
SP21	97.5%
FL21	95.9%
SP22	97.3%
FL22	98.4%
SP23	98.1%



Analysis of whether Objective was obtained:

- COVID-19 Signage
- Payroll for employee time dedicated to mitigating COVID-19
- Health and safety training videos
- PPE
- Sanitization Supplies
- Establishment of the NWCC Medical Clinic
- CampusPass Software
- CampusPolice programming for students to teach safety
- New CampusPolice equipment
- Active Shooter Training
- Online Training library provided to police department

Objective 2.4.4: Provide a welcoming environment for community members and visitors.

Strategies:

- Develop and offer auxiliary services to support student and community experience

Metrics:

- The completion of projects

Outcome: One-Stop enrollment center, Heindl Center for the Performing Arts, additional food service offerings, a medical clinic

Calculation Method: Number of new services offered

Results: Improved student enrollment and community experience

Analysis of whether Objective was obtained:

Objective was obtained due to completion of the one-stop enrollment center, Heindl Center for the Performing Arts, additional food service renovations, and medical clinic.

Goal 2.5: Governance

NWCC will create and maintain a culture of shared governance that provides appropriate decision-making.

Objective 2.5.1: Collaborate appropriately and effectively with all stakeholders in the governance of the college.

Strategies:

- Create a councils and committees structure includes cross departmental groups and cross location groups
- Remind all employees that it is expected that communication will flow both ways and give specifics on how to accomplish this (asking that leaders share the minutes from the leadership forum, having leaders share in the forum on activities in their areas, etc.)
- Updated organizational charts
- Involve students (student representation) in governance councils/committees
- The policy manual has begun to be updated to include differentiation between policies that must go to the board of trustees and procedures on how to implement those policies that must be approved by the council and committee structure

Metrics:

- Rating on shared governance from Great College survey
- Number of Councils and committees
- Number of meetings held by councils and committees
- Number of Policy changes proposed and number policy changes adopted

Outcome: Improve the ratings on shared governance on the great college survey

Calculation Method: Comparison of the initial rating on the survey compared to the more recent rating

Results: The college surveyed Administration, Exempt Professional Staff, Non-exempt Professional Staff, Faculty, and Adjunct Faculty in 2019 with an overall average of 60% in communication efforts across the college. The most recent Great College survey ranked communication at 56% in 2022.

Outcome: The duplicated count of employees included in the council and committee structure demonstrates the broad based participation in governance of the college

Calculation Method: Break out of employees by job title and campus location

Results:

Job Title	Number of Participants	Campus
Executive Staff	67	3 Campuses (District-54, Oxford-7, DeSoto-6)
Faculty	94	4 Campuses (District-22, Senatobia-47, Oxford-8, DeSoto-14, Batesville-3)
Staff	237	4 Campuses (District-137, Senatobia-76, Oxford-10, DeSoto-17)
Student Representatives	14	1 Campus (Senatobia-14)

Analysis of whether Objective was obtained:

NWCC leadership created councils and committees to gain impactful governance. Councils and committees were designed to broaden the development and implementation landscape for policy changes. Stakeholders from every area and campus of Northwest participated in the governance of the college.

Objective 2.5.2: Communicate with all stakeholders in a timely and transparent manner about decisions and issues that affect the college.

Strategies:

- Increase stakeholder participation in the governance of the college by ensuring a rotation on the committees and councils annually
- Increase student participation in the governance of the college by including them on the councils and committees
- The creation of a council and committees publication that describes each council and committee and lists the members. This publication is posted on the Northwest website
- Create a college-wide newsletter that goes out every Friday
- Update the shared college calendar by requiring all events to go through the activities committee
- Post the minutes from all council meetings on the website
- Staff Convocation

Metrics:

- Increase stakeholder participation in the governance of the college by ensuring a rotation on the committees and councils annually
- Increase student participation in the governance of the college by including them on the councils and committees
- The creation of a council and committees publication that describes each council and committee and lists the members. This publication is posted on the Northwest website
- Create a college-wide newsletter that goes out every Friday
- Update the shared college calendar by requiring all events to go through the activities committee
- Post the minutes from all council meetings on the website
- Staff Convocation

Outcome: Increase ratings on communications in the Great College survey

Calculation Method: Comparison of the initial rating on the survey compared to the more recent rating

Results: The initial rating in 2019, ranked collaboration at 67% based on participation from every employment sector at the college. Our 2022 survey data found collaboration ranked at 55% across the college ecosystem.

Outcome: Documentation from the Leadership Forum demonstrates that communication is flowing regarding decisions, issues, and events that affects the college.

Calculation Method: Verification that the documentation of minutes is posted and taking place. Verification that the activities committee is being utilized by the employees.

Results: NWCC posts Leadership Forum minutes on the college internal website for administration, faculty, and staff to review and discuss. Further, Leadership Forum members are tasked with discussing the information shared at the meetings with direct reports and other employees of the college. Collectively, Leadership Forum has shared eighteen (18) minutes through the intranet system. *Leadership Forum meetings were paused during a period of time due to the Coronavirus pandemic.

Analysis of whether Objective was obtained:

Communication is taking place in several modalities that ultimately support the communication model desired when stakeholders developed the strategic plan.

Commitment 3 – Personal Success

Overseen by: Dr. Tonyalle Rush, Associate Vice President of Student Services and Enrollment Management

The main focus of the institution is students’ personal success, from entry to graduation to their next step beyond college. As stated in the NWCC mission, “Our college fosters a culture of innovation, collaboration, and **student success.**”

Goal 3.1: Awareness

NWCC will promote awareness and understanding of the college’s programs and services and their role in community and personal success.

Objective 3.1.1: Develop targeted marketing and communications to increase awareness of College programs and services.

Strategies:

- Alignment of communications to students through the consultant.
- Ranger Hour on the radio
- Wednesday with NWCC on Bluff City Life
- Review of all marketing and social media campaigns by the Communications department
- Increase social media awareness of specific programs in CTE and SHS.
- Use of Monday.com to track requests for marketing and materials
- Using radius to contact students regarding upcoming events
- Participation in community events, such as parades, Tanger Outlet events, chambers of commerce, job fairs
- Implemented a new Principal/Counselor workshop to keep high schools up-to-date with new programs and services
- Implemented advising/registration communication plans with current and prospective students (email and text messages)
- Initiated Canvas shells for students and advisors to communicate
- Promoted the presence and services of the new advising center on social media
- Developed The Advising and Retention Center webpage
- Ad hoc committee focused on enrollment at the branch campuses

Metrics:

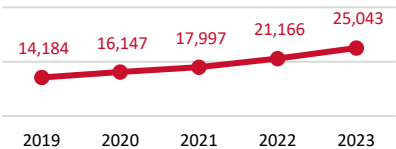
- Social media traffic
- Report on the use of Monday.com workflow
- Number of appearances on Ranger Hour and Bluff City Life
- Report from consultant on changes needed to the student communications plan.

Outcome: Increase in social media followers in aggregate for all platforms.

Calculation Method: Compare the number of followers from 2019 to 2023 on the social media platforms for Northwest

Results: Facebook followers:

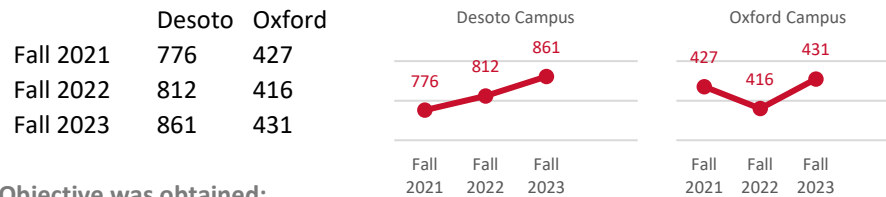
End of 2019 - 14,184
End of 2020 - 16,147
End of 2021 - 17,997
End of 2022 - 21,166
End of 2023 - 25,043



Outcome: Review enrollment at Desoto and Oxford to compare enrollment after ad hoc committees were created in Fall 2021 to focus on enrollment at the branch campuses

Calculation Method: Compare enrollment of standard students at DeSoto and Oxford campuses in Fall 2021, Fall 2022 and Fall 2023.

Results: Standard student enrollment for the DeSoto and Oxford Campuses



Analysis of whether Objective was obtained:

Over the course of five years, Northwest has seen substantial growth in its social media following, particularly on Facebook. Starting with 14,184 followers in 2019, the count climbed steadily each year, reaching 25,043 by the end of 2023. This upward trend reflects the institution's commitment to engaging its community and building a strong online presence. Moving forward, Northwest aims to continue expanding its reach and impact across social media platforms.

Over the course of three years, we can observe the enrollment trends of standard students at both the DeSoto and Oxford campuses:

- In Fall 2021, DeSoto had 776 standard students enrolled, while Oxford had 427.
- Moving to Fall 2022, there was a slight increase in enrollment at both campuses, with DeSoto hosting 812 standard students and Oxford with 416.
- By Fall 2023, both campuses experienced further growth in enrollment. DeSoto saw an increase to 861 standard students, while Oxford's enrollment rose to 431.

Overall, both the DeSoto and Oxford campuses have demonstrated steady growth in standard student enrollment over the three-year period, indicating positive momentum and improvements in attracting students to these institutions. These improvements reflect the dedication and efforts of both campuses in increasing awareness, providing quality education, and fostering an environment conducive to student success.

Objective 3.1.2: Provide effective outreach to high school students and prospective adult students.

Strategies:

- College in High School Days at branch campuses
- Counselor luncheon
- Enrollment Specialists on each branch campus
- Visiting high schools that were more remote
- Requesting dual enrolled students to take RST1313 College and Career Readiness
- Enrollment Management Specialist specifically for adult learners
- Reaching out to businesses and promoting at the business
- Amazon partnership
- Included Complete 2 Compete prospects and recent high school equivalency graduates in registration communications
- Added two back-up Complete 2 Compete Coaches

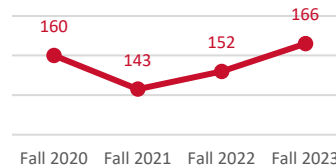
Metrics:

- Number of adult learners requesting information
- Number of adult learners applying
- Number of dual enrollment students remaining enrolled as standard student
- Number of attendees to various outreach programs
- Number of high school students enrolling from high school
- Number of students taking RST 1313

Outcome: Increase the number of adult learners who enroll as degree-seekers, age 25 or older. (Aligned with SEM Goal 3)

Calculation Method: Compare the number of adult learners from 2019 to 2023.

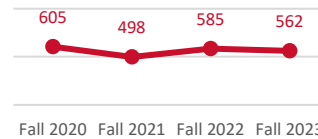
Results: Fall 2020 = 160
 Fall 2021 = 143
 Fall 2022 = 152
 Fall 2023 = 166



Outcome: Increase the number of dual-enrolled students who convert to degree-seekers.

Calculation Method: Compare the number of dual enrolled to degree-seeking students from 2019 to 2023.

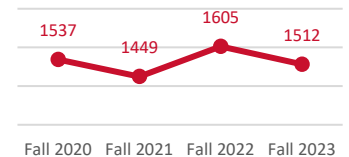
Results: 2019-2020 and enrolled fall 2020 = 605
 2020-2021 and enrolled fall 2021 = 498
 2021-2022 and enrolled fall 2022 = 585
 2022-2023 and enrolled fall 2023 = 562



Outcome: Increase the number of direct from high school freshmen who enroll as degree-seeking students.

Calculation Method: Compare the number from 2019 to 2023 for the direct from high school students.

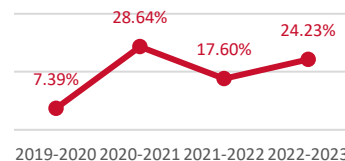
Results: 2019-2020 and enrolled for fall 2020 as degree-seeking students = 1537
 2020-2021 and enrolled for fall 2021 as degree-seeking students = 1449
 2021-2022 and enrolled for fall 2022 as degree-seeking students = 1605
 2022-2023 and enrolled for fall 2023 as degree-seeking students = 1512



Outcome: Increase the percentage of students receiving a high school equivalency diploma who enroll as degree-seeking students.

Calculation Method: Compare the number of HSE students from 2019 to 2023

Results: 2019-2020 7.39%
 2020-2021 28.64%
 2021-2022 17.60%
 2022-2023 24.23%



Analysis of whether Objective was obtained:

NWCC has seen a notable increase in the percentage of students receiving a high school equivalency diploma who enroll as degree-seeking students. Beginning at 7.39% in 2019-2020, the rate surged to 28.64% in 2020-2021, indicating the success of our efforts in facilitating access to higher education. While there was a slight decline in 2021-2022 to 17.60%, we rebounded to 24.23% in 2022-2023. These results highlight our commitment to supporting HSE graduates in their educational journey, ensuring they can pursue further studies and achieve their academic goals.

Goal 3.2: Access

NWCC will provide seamless and easy access to the student experience.

Objective 3.2.1: Provide an efficient enrollment process for students.

Strategies:

- Completely online admissions application
- Review of communications to students from application to registration
- Advisors were available in the eLearning testing area and cafeteria, at the end of the semester, to register students for classes
- All students (degree seeking and non-degree seeking) assigned an advisor to assist with registration
- Implementation of Eloqua and CX
- Hiring AACRAO to consult on how to create a strategic enrollment management plan
- Creation of a one-stop enrollment services center
- Create streamlined communications plan through the Clark Higher Ed partnership

Metrics:

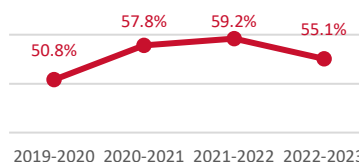
- Number of applicants and how many of those enrolled
- Report from communications review

Outcome: Increase the number of applicants who register

Calculation Method: Compare conversion numbers from 2019 to 2023.

Results:

2019-2020	50.8%
2020-2021	57.8%
2021-2022	59.2%
2022-2023	55.1%



Analysis of whether Objective was obtained:

From 2019 to 2023, our institution focused on enhancing applicant registration, aiming for steady growth. While we aim to increase this conversion rate, we are pleased with the conversion rate climbing from 50.8% to 55.1%. This accomplishment reflects our commitment to streamlining processes and providing support. Moving forward, we remain dedicated to optimizing the registration experience, by which we have implemented a new One Stop Enrollment Center, ensuring every prospective student can easily access education.

Objective 3.2.2: Make education affordable through a comprehensive program of financial assistance.

Strategies:

- Implement Transact, which allows payment plans
- Implement SFP from Oracle
- Auto package loans to speed up that process
- Increase in Pell Grants to students
- Submitted a revision to the cost of attendance calculations
- Creation of a scholarship committee to review types of awards and recommend any changes needed
- We have been able to continue supporting their success with over \$8.5 million dollars in aid
- Emergency grants
- Room and board reimbursements
- Technology grants
- Short-term education training vouchers.
- Improved communication strategies with students possibly eligible for the Complete 2 Compete grant
- Financial Aid Workshops

Metrics:

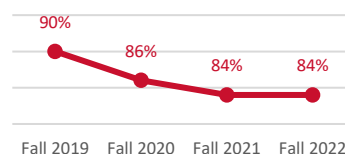
- Number of students who take out loans

- Loan default rate
- Number of students using a payment plan
- Number of scholarships awarded
- Numbers of Pell Grants
- Changes in fees
- Changes in tuition

Outcome: Increase the number of full-time, first-time degree-seeking students receiving any form of aid.

Calculation Method: Compare the number of full-time, first-time degree-seeking students receiving any aid from 2019 to 2023 based on IPEDS.

Results: Fall 2019 = 90%
 Fall 2020 = 86%
 Fall 2021 = 84%
 Fall 2022 = 84%



Analysis of whether Objective was obtained:

In response to declining trends in aid receipt among full-time, first-time degree-seeking students from 2019 to 2022, our institution launched a strategic initiative to enhance aid accessibility. Please note that our enrollment also dropped during this time because of the Covid-10 pandemic. Through streamlined processes, expanded offerings, and targeted outreach efforts, we stabilized aid retention at 84% by fall 2022. Our commitment to equitable access remains unwavering as we continue to innovate and adapt to meet the evolving needs of our student community.

Objective 3.2.3: Orient, advise, and register students for their chosen program or pathway.

Strategies:

- Creation of an advising and retention center.
- Creation of a one-stop shop for all admissions/advising and financial aid processes.
- Created an online orientation platform that could be used by all students
- Revised the way we do orientation and advising in the summer
- Implemented advising/registration communication plans with current and prospective students (email and text messages)
- Initiated Canvas shells for students and advisors to communicate
- Conducted advisor trainings with departments across the college and with transfer institutions to equip advisors to adequately advise students
- ARC staff attended meeting with department representatives at The University of Mississippi concerning curriculum requirements

Metrics:

- Number of students reporting advising errors
- Number of students participating in summer orientation

Outcome: Increase student participation in new student orientation

Calculation Method: Compare the number of students participating in student orientation from 2019 to 2023.

Results: 987 students attended orientation in 2019. There was a drop in 2020 since orientation was only offered virtually, but the number increased in 2021 and has continued to increase each year. The current year's numbers totaled 1794.

Analysis of whether Objective was obtained:

The objective was obtained with an increase of 807 students.

Goal 3.3: Achievement

NWCC will assist and encourage students to successfully navigate and complete their educational goals

Objective 3.3.1: Provide students with effective assessment, goal-setting, mentoring, and ongoing advisement so that they persist to their career goal, pathway or degree

Strategies:

- Creation of the ARC
- Review and revise all academic pathways
- Changing the requirement for CSC to Computer Applications
- Removing Speech as a mandated course and now is one of the humanities core choices. Adding Interpersonal Communication as an additional humanities core choice
- Revamping of the Math core by adding additional math courses that can be used in place of College Algebra
- Revising the math developmental pathway
- Revising the English Comp pathway
- Increasing the use of mini-term and shorten semester courses
- 30-45-60 exit points for CTE programs
- Created the school of health sciences
- Added new programs in Cybersecurity, Diesel Technology, Utility Lineworker, Coding, Physical Therapy Assistant
- Offering transfer workshops and opportunities for current students to meet with transfer advisors and recruiters
- ARC staff and faculty utilizing Dropout Detective to advise and retain students

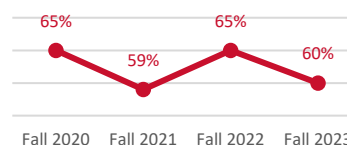
Metrics:

- Number of students who graduate
- Number of students who are job placed
- Semester to semester retention
- Fall to Fall retention for Associates degree programs

Outcome: Increase the fall to fall retention for full-time, first-time degree-seeking students in degree programs

Calculation Method: Compare retention number from 2019 to 2023 based on IPEDS

Results: IPEDS 2020-2021 - Fall 2020 = 65%
IPEDS 2021-2022 - Fall 2021 = 59%
IPEDS 2022-2023 - Fall 2022 = 65%
IPEDS 2023-2024 - Fall 2023 = 60%



Analysis of whether Objective was obtained:

Over the past five years, our institution has closely monitored fall-to-fall retention rates for full-time, first-time degree-seeking students using data from IPEDS. Despite fluctuations, from 65% in 2020 to a low of 59% in 2021, followed by a modest rise and then another dip to 60% in 2023, we recognized the urgency of improving this crucial metric.

In response, we initiated a strategic overhaul aimed at bolstering student retention by creating a new department called the Advising and Retention Center. This new department is utilizing software, Dropout Detective, more efficiently to better serve our students. Leveraging technology and fostering a culture of belonging, we intervene early, provide personalized support, and continuously refine our strategies.

As a result of these concerted efforts, we are pleased to report a noticeable improvement in fall-to-fall retention rates. While challenges persist, our commitment to student success remains strong as we continue to innovate, adapt, and strive toward our goal of empowering every student to achieve their academic aspirations.

Objective 3.3.2: Help students develop the skills and qualities necessary for personal success.

Strategies:

- Creation of the ARC

- Creation of a First Year Experience Course
- Revising the curriculum for all LLS classes
- Use of CircleIn to create peer-learning communities
- Workshops on resume writing, interview skills, and headshots

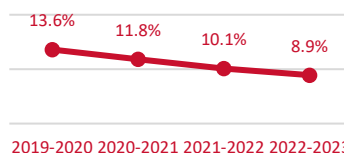
Metrics:

- Pass rate on licensure
- Pass rates on skills test (from Perkins)
- Number of students taking LLS 1311
- Number of students participating in workshops
- Number of course withdrawals
- Number of complete withdrawals
- Number of disciplinary probations/suspensions

Outcome: Decrease the percent of course withdrawal rate.

Calculation Method: Compare the number of course withdrawals from 2019 to 2023

Results: 2019-2020 = 13.6%
 2020-2021 = 11.8%
 2021-2022 = 10.1%
 2022-2023 = 8.9%



Outcome: Increase the number of students utilizing student services

Calculation Method: Compare the number of students utilizing the different services offered from 2019 to 2023

Results: Over the past four years, our college has undergone a remarkable transformation in student engagement and support services, resulting in a significant uptick in student participation. Key to this success has been our revamped approach to student recruitment, now known as the Northwest Pathfinders program, aimed at guiding students through their educational journey.

In tandem, we've focused on enhancing student services to foster a greater sense of belonging and community on campus. Our efforts extended to revamping student life, campus recreation, and intramurals programs, offering a wide array of opportunities for involvement and enrichment.

A pivotal moment in our strategy was the introduction of these revamped services on day one of classes, known as Ranger Roundup. This event serves as a vibrant kickoff to the academic year, welcoming new students and igniting their college experience with excitement and inclusivity. By showcasing our expanded offerings at Ranger Roundup, we captured the attention and enthusiasm of our student body from the outset, laying a strong foundation for ongoing engagement and participation

Analysis of whether Objective was obtained:

As a result of these efforts, student utilization of our services has soared, reflecting the success of our commitment to creating a dynamic and supportive campus community. Moving forward, we remain dedicated to continually enhancing and expanding our offerings, ensuring that every student feels empowered to thrive academically, personally, and socially throughout their college journey.

Objective 3.3.3: Assist students to succeed and complete their personal goals of transfer to a four-year institution, graduation, or placement in a job in their chosen field.

Strategies:

- Creation of the ARC
- Transfer fairs on campus each semester
- Industry partnerships

- Review all AA pathways
- Redshirt Engineering program with Ole Miss
- SI cohorts
- Workshops on resume writing, interview skills, and headshots
- Transfer workshops on campus and transfer recruiters available in the ARC to meet with students
- Developed relationships with transfer institutions and encouraged the sharing of curricula requirements and changes

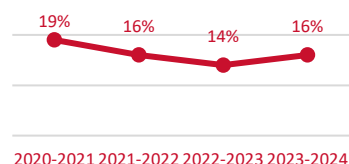
Metrics:

- Number of students graduating
- Number of students job placed
- Number of students transferring to 4-year

Outcome: Increase the number of students transferring to a four-year college.

Calculation Method: Compare the number of full-time, first-time degree-seeking students transferred to a four-year college within 150% time.

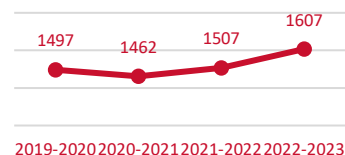
Results: IPEDS 2020-2021 - Cohort 2017 = 364 (19%)
 IPEDS 2021-2022 - Cohort 2018 = 288 (16%)
 IPEDS 2022-2023 - Cohort 2019 = 249 (14%)
 IPEDS 2023-2024 - Cohort 2020 = 247 (16%)



Outcome: Increase the number of students graduating each academic year.

Calculation Method: Compare total graduating counts from 2019 to 2023.

Results: 2019-2020 = 1497
 2020-2021 = 1462
 2021-2022 = 1507
 2022-2023 = 1607



Outcome: Increase the number of students placed in field-trained or field-related jobs.

Calculation Method: Compare job placement numbers from 2019 to 2023.

Results: 2019-2020 = 91%
 2020-2021 = 95%
 2021-2022 = 91%



Analysis of whether Objective was obtained:

Over the course of four years, our institution has consistently tracked the number of students placed in field-trained or field-related jobs, using data from 2019 to 2023 as a benchmark. Beginning with a strong placement rate of 91% in the 2019-2020 academic year, we saw a notable increase to 95% in 2020-2021, reflecting our commitment to preparing students for success in their chosen fields.

While the placement rate dipped slightly to 91% in 2021-2022, our dedication to facilitating career readiness remained unwavering. Through experiential learning opportunities, industry partnerships, and career development initiatives, we continued to equip students with the skills and experiences needed to excel in the workforce.

These efforts have yielded positive outcomes, with the majority of our graduates securing employment in field-trained or field-related positions. As we move forward, we remain committed to further enhancing our programs and support services to ensure that every student has the opportunity to thrive professionally and contribute meaningfully to their chosen field.

Commitment 4 – Community Success

Overseen by: Dr. Andrew Dale, Associate Vice President for Community Relations

The college will be perceived as relevant when we work passionately as a team to produce quality outcomes that enrich our communities. Relevance yields respect and opens the door to strong, enduring relationships with the community. Relationships are the catalyst for informing the college of educational content and skills needed within the region. Furthermore, political and social engagement is key to accessing needed resources for growth from the community, region, and state. As stated in the NWCC mission, “Our college partners with businesses and industries that seek to **grow the economy and the workforce**, as well as partners with alumni, friends, and others. Engagement takes place in all communities that the college serves.”

Goal 4.1: Economic Development

NWCC will be the driving force of *economic development* in our eleven counties.

Objective 4.1.1: Ensure the skills of our workforce meet the needs of our employers.

Strategies:

- Provide programs relevant to the needs of our employers.
- The college has provided millions of dollars in on-the-job training to twenty-seven companies with over 14,000 participants in the last five years.
- Strengthen and build industry advisory groups.
- Amazon Partnership
- Teach soft skills through the Career Center

Metrics:

- Job placement rates
- Skills assessment on Perkins Report

Outcome: EDA leaders will be satisfied with the job skills of new graduates.

Calculation Method: Focus group with EDA leaders.

Results: Local EDA leaders are satisfied with the job skills of new graduates and suggest that the college is helping contribute to the recruitment of new local industries because of the programs that exist at Northwest and their success rates.

Outcome: The college will have 95% or higher job placement rates.

Calculation Method: Data from Perkins reports

Results: The most recent Data submitted in the Annual Perkins Report suggest that through the college’s 30 Career-Technical Programs and with over 1680 students involved; the college has achieved a 95% job placement rate upon program completion for students.

Analysis of whether Objective was obtained:

The college has a consistent investment in the community and in student success through workforce development initiatives with local companies and with Accelerate Mississippi. Consistent dialogue has occurred with local and regional EDA partners on how the college can add programs to benefit or attract local industry. The State of Mississippi has approached Northwest to start new programs that benefit the auto-industry and would potentially attract those companies to locate here.

The college has become an Amazon Career Choice partner with the largest business or industry employer in DeSoto County - Amazon Fulfillment Warehouses. Amazon Career Choice is a program developed by Amazon to help their employees advance their careers by paying tuition to local partner institutions, by partnering with Amazon, Northwest is ensuring the workforce needs of the community are being met.

The college has established and encouraged the growth of program advisory boards for each program which are staffed by local business and industry leaders for the express purpose of advising the college on best practices toward meeting the staffing needs of the local industries.

The college has successfully endeavored and continues to ensure the skills of our workforce meet the needs of our employers.

Objective 4.1.2: Create an economic environment that is conducive to increasing the number of family-sustaining employment opportunities.

Strategies:

- Work with state and local officials to bring employment opportunities into the district - Everest Bootcamp, Utility Line Worker Program, The Concourse, Marshall County Workforce Training Center
- Increase enrollment in programs that lead to a job with a family-sustaining wage.
- Review program admission requirements to ensure equitable access.
- Partnership with Accelerate MS
- Partnership with MDA and local EDAs
- Increase the number of WIN job centers

Metrics:

- Racial and gender breakdown of students by program
- Enrollment increases

Outcome: EDA leaders will be satisfied with the growth of the economy in their district on the Economic Developers' Satisfaction Focus groups.

Calculation Method: Positive responses on survey

Results:

1. Has Northwest Ensured the skills of our workforce meet the needs of our employers? If so, how?
Yes, NWCC is a huge part of our economic development efforts and proactively adapts workforce training programs to fit the needs of our existing industry and employers. Our manufacturing employers in particular are very happy with the skill levels of their employee's and the availability of new programs to help those employee's access programs that enhance skills to industry and technological changes.
2. Are you satisfied with the Job Skills of New graduates?
Yes, the level of job skills of NWCC graduates exceeds the expectations of most people in business and industry.
3. Are college programs helping to recruit business and industry to the area with the programs we have and plan to add?
A major part of our economic development program is working closely with NWCC for prospect visits. One of the most impressive parts of our community tours are meeting on campus at NWCC and touring the various technical programs. Our prospects have been very impressed with the technology and the quality of equipment used by students, and often NWCC is using the same equipment as the industry is using.
4. Has Northwest helped to create an economic environment that is conducive to increasing the number of family-sustaining employment opportunities in your counties?
NWCC is a major partner in our economic development efforts and provides a unique magnet for high quality industry to want to locate in Tate County because of the presence of NWCC.
5. Are you satisfied with the Growth of the economy in your county? Explain.

I am satisfied with the growth as is the leadership of our county. I am amazed at the level of prospect activity we have at the moment and the quality that NWCC offers as a partner to Business and Industry.

6. In what ways has Northwest best partnered with your community to create sustainable growth for future generations?

NWCC is a proactive partner in our economic development activities, and is open to hosting prospects and other economic influencers on campus in various ways. We normally have prospect visits meetings held on campus and always make available tours of the training facilities and other parts of the campus such as food, meeting spaces, Performing Arts Facility as not only training and workforce development tools, but amenities for a quality community that will attract quality workers.

Analysis of whether Objective was obtained:

Northwest continues to meet with local industry and business partners. In the last few months, a 1.8 Billion dollar manufacturing plant was announced in Marshall County, expansion plans for the GE Aviation plant were announced in Batesville, both due, in part, to Northwest's commitment to the local community and industries to train future employees of companies moving this direction. These and many other growth points in our communities affirm that Northwest is and continues to be a dedicated partner for continued workforce growth.

Objective 4.1.3: Promote a labor force participation rate that is comparable to state and national levels.

Strategies:

- Provide and market services to help dislocated or under-employed individuals gain and/or improve employment opportunities
- Ensure that students can seamlessly enter the workforce
- Increase the number of WIN job centers in our district

Metrics:

- Job placement rates
- Unemployment rate in each of the 11 counties
- Number of participants and companies served in workforce training

Outcome: Increase the job placement rate

Calculation Method: Data from Perkins data

Results: Job placement rates for the programs at the college continue to remain high. Over the past five years, placement rates have fluctuated due to the covid pandemic and staffing issues within the college. College averages are down due to placement rates in 4 programs decreasing. 26 of the college's 30 programs have above 90% placement rate.

Outcome: Decrease the unemployment rate in our 11 counties.

Calculation Method: MDES Employment Rate

Results: The Unemployment rate in our 11-county district can be described generally as historically low. For Example in DeSoto county unemployment rates are the lowest they have been in 20 years. In Panola County the unemployment rates are the lowest they have been since MDES has kept the data (1990).

<https://mdes.ms.gov/media/8735/urate.pdf>

Outcome: Increase the number of participants served in workforce training

Calculation Method: Annual College data

Results: The growth of participants served in workforce training has been on an increase historically for the college for a long time, however, the covid pandemic greatly affected the way that companies did business or trained their employees. Since the unemployment rate is historically low - there are less individuals in the job market looking to re-tool for a new position, thus interacting less with the college on workforce needs.

Analysis of whether Objective was obtained:

Northwest Mississippi Community College continues to lead the state in Adult Education Success with High School Equivalency Exams and GED certificates. The Job placement rates in most of our 30 career-technical programs remain above 90%. The Unemployment rate across all of our 11 counties remains historically low. Northwest has become the managing entity for most of the 11-county districts' Win Job Centers, meaning that Northwest is uniquely positioned to help individuals looking for a job quickly tool up for available positions or gain access to programs and support to open more job opportunities for individuals. Northwest continues to promote a labor force participation rate that is comparable to state and national levels.

Goal 4.2: Community Development

NWCC will be an engaged partner for community development in our eleven counties.

Objective 4.2.1: Raise the level of educational attainment

Strategies:

- Make citizens more aware of available educational opportunities (adult education and college programs) through targeted marketing and outreach
- Amazon Partnership
- Increased visibility of the college in the communities (parades, festivals, Tanger Outlet)
- Redshirt Engineering program
- University of Memphis Partnership
- ICS-Headstart partnership
- Continue to work with Ole Miss to demonstrate the need for AAS transfer program

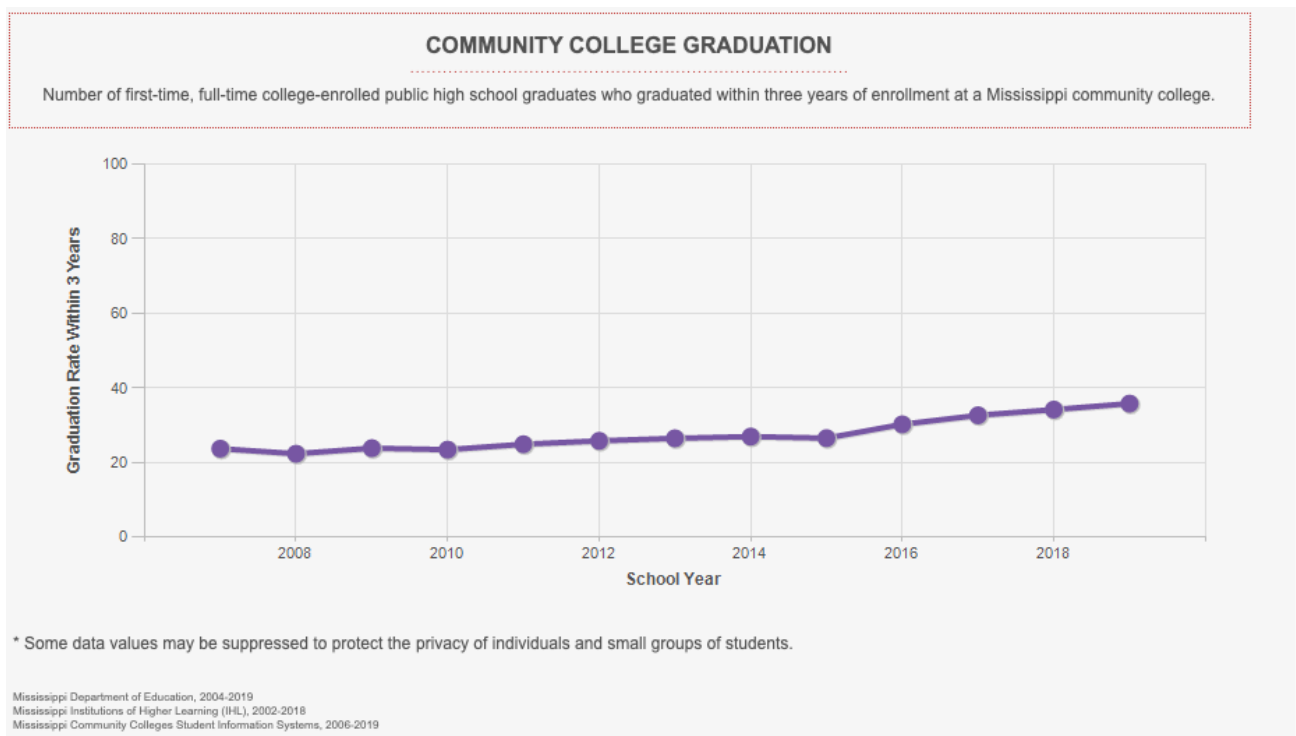
Metrics:

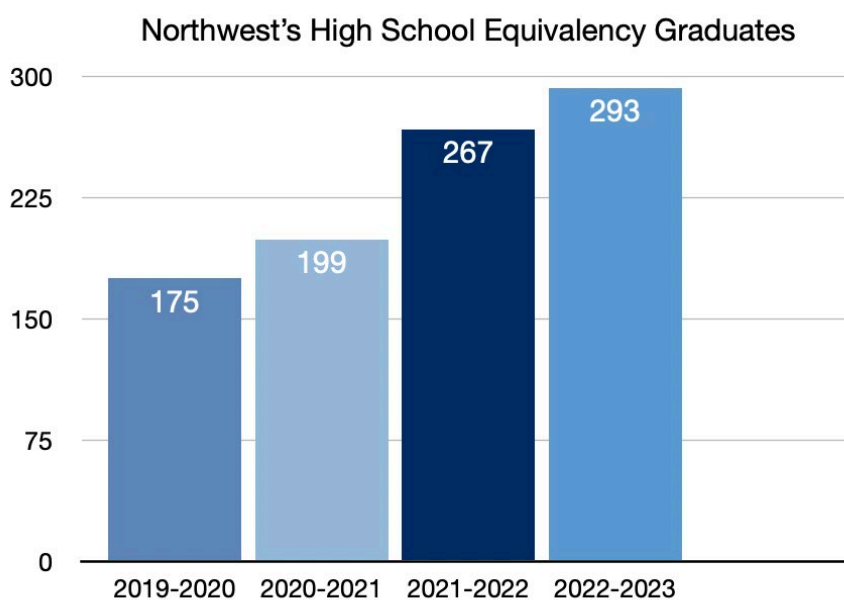
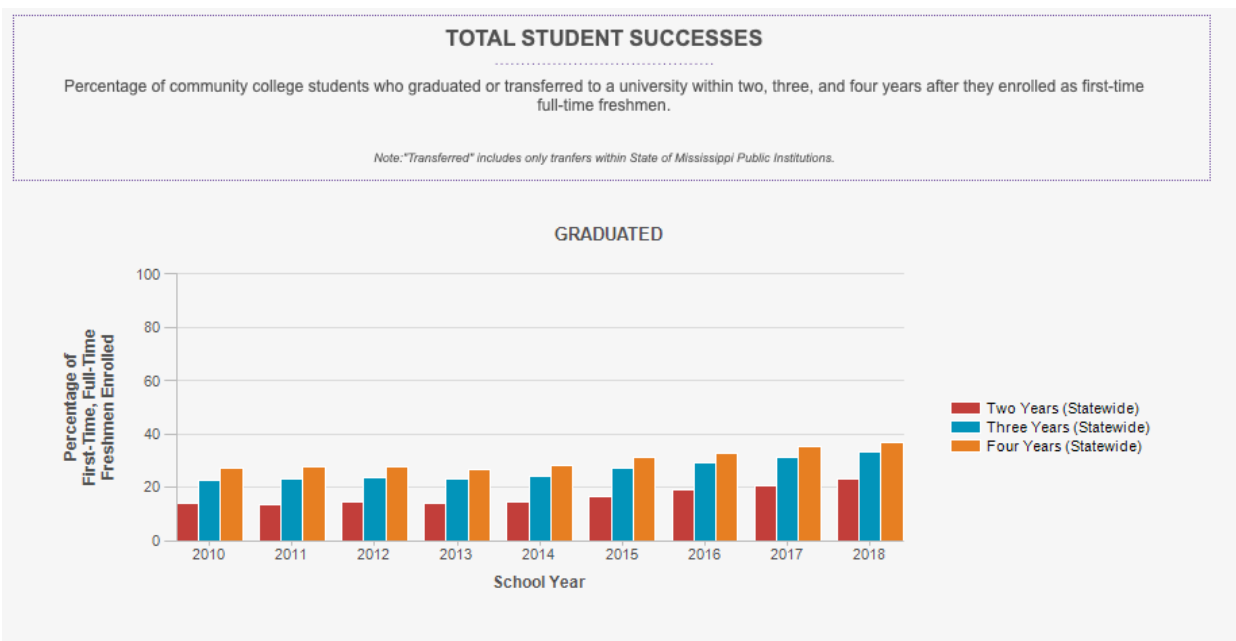
- Educational attainment in our 11-county district.

Outcome: Increase the number of individuals who possess credentials awarded by the college (high school equivalency, career and technical certificates, associate degrees, workforce credentials/certifications)

Calculation Method: Data from internal sources and Data from external organizations. (NSPARC)

Results: In 2015 the statewide community college graduation rate was 26.1 %, in 2019 that number rose to 35%.





Outcome: Increase the educational attainment in our 11-county district

Calculation Method: Census Data

Results: Current Data sets from 2019-2021 Indicate growth after the 'Covid Pandemic' enrollment dip. However, a full analysis of the data indicates that the institution is on track to make a full recovery from the Covid enrollment losses but has yet to return to pre-enrollment numbers. Data sets not yet reported are inclusive of a 7-semester run of enrollment growth across all locations at Northwest - with those enrollment growth, also comes degree attainment growth.

Analysis of whether Objective was obtained:

While the objective was not obtained in this category, the college has been moving with the greatest effort to reclaim lost covid enrollment and obtain growth in every area by adding new college programs (Diesel Tech, IACET, Redshirt Engineering), new campuses (Batesville, Water Valley), expanding programs to other campuses (Surgical Tech, Commercial

Truck Driving), new athletic teams (golf, Tennis), new partnerships (Amazon Career Choice) new university transfer agreements (William Carey, UofMemphis, UofMiss) and new facilities (Calhoun Hall, Heindl Center). Growth is an outcome that the college is planning for and moving toward with every effort. New data should reflect growth that the college has been seeing in recent years.

Objective 4.2.2: Create and support college-community partnerships.

Strategies:

- Develop and foster effective relationships with community partners.
- Provide opportunities for college organizations to serve in communities
- Use college events to engage the community
- Amazon Partnership
- New signage throughout the district
- Hire a videographer to increase marketing products
- Social media presence increase

Metrics:

- Number of college-community partnerships
- Number of college student service projects

Outcome: Increase the number of community partnerships and participation

Calculation Method: List the number of new partnerships

Results:

New Partnerships with Educational Institutions include the following:

- ‘One Step Closer’ agreement with the University of Memphis which allows students easier access to university resources before enrollment including
 - a waived application fee to the University of Memphis
 - Pre-enrollment counseling by our transfer admissions team
 - Priority scholarship consideration
 - Access to University of Memphis facilities and services
 - A UofM tiger ID card
- ‘Redshirt Engineering Program” Partnership with the University of Mississippi which successful students earn an associate degree from NWCC and an engineering degree from Ole Miss. During their first three years at NWCC, students also take relevant courses at Ole Miss.
- Base Camp Coding Academy

New Partnerships with Companies include:

- Amazon Career Choice Partnership (largest business/industry employer in 11-county district) funds 100% tuition for employees who are seeking a GED, HSE, Associate’s, Bachelor’s, or Master’s Degree.

Outcome: Increase the amount of support secured for the college through partnerships

Calculation Method: List amounts and new events (non-monetary support)

Results:

New Support for the College Includes the Following:

- Northwest Capital Campaign, \$4.5 Million dollar campaign directed at support for new programs, equipment and facilities at Northwest including:
 - The Heindl Center for the Performing Arts
 - Aviation Program
 - Ranger Center - workforce training center
 - The Concourse at Panola County
 - Program expansions in Oxford
 - Soccer/Softball Complex

Analysis of whether Objective was obtained:

The Community has increased its support of the college through monetary support by local counties, square footage support by providing a new campus, event attendance support at new venues, and enrollment support of new programs.

The general consensus of the community support is stronger now compared to 5 years ago. There are more engaged groups advocating on behalf of the college, its programs, events, athletic teams, campuses, partnerships than ever before. The benefit of a community college that trains students who fill valuable roles in the community helps the institution self-fulfill its future partnership and support goals.



NORTHWEST[®]
MISSISSIPPI COMMUNITY COLLEGE

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