



NORTHWEST[®]
MISSISSIPPI COMMUNITY COLLEGE

2019-2027

STRATEGIC PLAN
ACHIEVING SUCCESS

Prepared by the Office of Institutional
Research and Effectiveness

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LETTER FROM THE PRESIDENT

Dr. Michael Heindl



At Northwest Mississippi Community College, we are committed to helping students achieve their individual goals for education and career success. In everything we do, from academics, arts, and athletics, our aim is to help positively transform student lives, enrich all of the communities we serve in northwest Mississippi, and strive for excellence in every program and service. Our values provide guidance in our work. We ascribe to the values of accountability, integrity, excellence, respect, service, sustainability, accessibility, creativity, and leadership. NWCC provides the advantages of affordability and educational program accessibility that lead to a family-sustainable career. In addition to affordable tuition, our college consistently achieves state, regional, and national rankings for excellence and provides access to a full college experience that blends academic and co-curricular interests in a flexible, convenient, and customized schedule. We are committed to being the preeminent provider of college readiness classes, workforce training programs, and professional and continuing education. Achieving Success, our Strategic Plan 2019 - 2027, provides Northwest Mississippi Community College with the guidance necessary to continue these efforts in achieving instructional success, institutional success, personal success, and community success.

BOARD OF TRUSTEES

Jamie Anderson
Tallahatchie

Dr. Rachell Anderson
Tunica

Jerry Barrett (Vice Chairman)
Tate

Steve Bostick
Benton

Jean Ann Casey
Calhoun

Angie Crawford
Quitman

Steve Cummings
Yalobusha

Bill Dawson
Marshall

Alee' Dixon (Secretary)
Tate

Jay Foster
Lafayette

Diana Grist
Benton

Sylvia Hickey
Tallahatchie

Sammy Higdon
Yalobusha

Brenda Hopson
Quitman

Dr. Lisa Langford
Calhoun

Sturgis Monteith
DeSoto

Mike Moore
Lafayette

Dr. Del Phillips
Panola

Dr. Carrie Skelton
Marshall

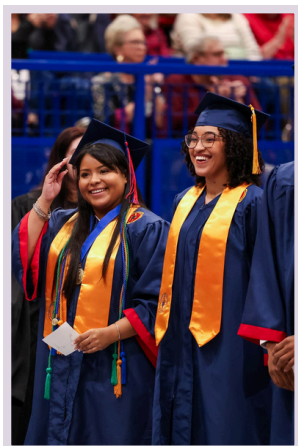
Cory Uselton (Chairman)
DeSoto

Dorothy Kerney-Wilbourn
Panola

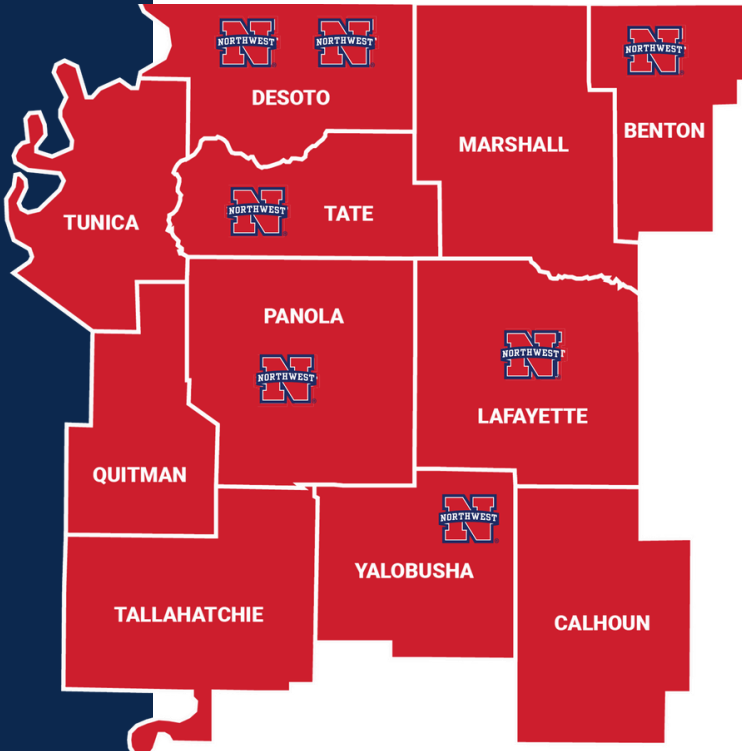
John T. Lamar, Jr. (Board Attorney)
Tate

ACHIEVING SUCCESS

“NWCC is committed to instructional success, supported by institutional success, so that our students can achieve personal success, which brings about community success.”



DISTRICT MAP



Northwest Mississippi Community College is an open-access, public, two-year institution primarily serving Benton, Calhoun, DeSoto, Lafayette, Marshall, Panola, Quitman, Tallahatchie, Tate, Tunica, and Yalobusha counties.”



STRATEGIC PLAN OVERVIEW

The purpose of strategic planning at NWCC is to identify and meet educational needs in our community that are intentionally aligned with the college's mission, vision, and values. NWCC is committed to:

- **Instructional Success**, supported by
- **Institutional Success**, so that our students can achieve
- **Personal Success**, which brings about
- **Community Success**.

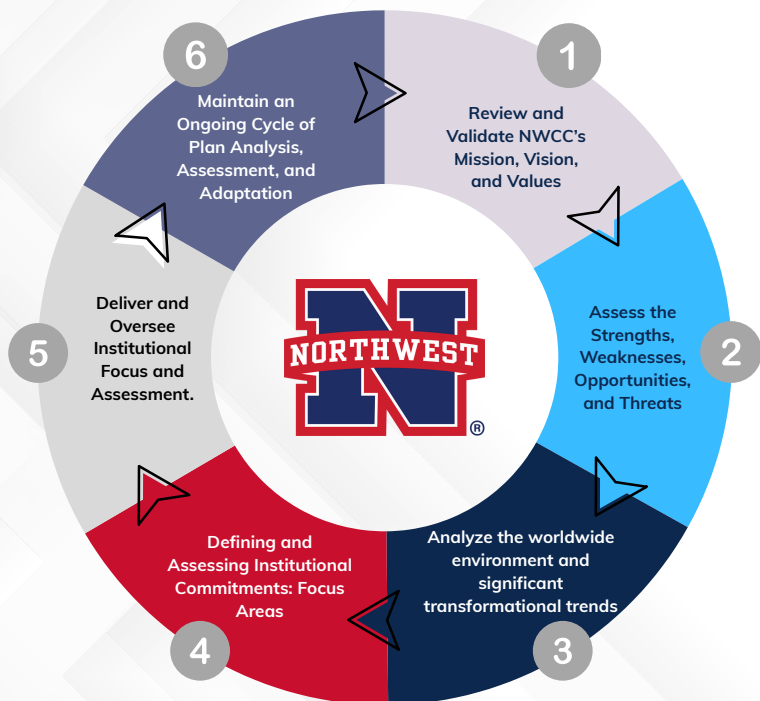
What we do as a college is provide quality instruction and student learning across multiple delivery platforms. Excellence in instruction increases the potential for a student's personal success. The strengths of our institution, in terms of our infrastructure, our people, our financial resources, our culture, and our reputation, provide the optimal environment for the success of our students. Their personal success, from entry to graduation to their next step beyond our college, is the main focus of our institution because, ultimately, it is our students' success that drives growth and enrichment in our community. Therefore, this Strategic Plan clearly defines these four commitments and the particular goals and objectives underlying each commitment.

PLAN CREATION

The Strategic Planning Steering Committee oversees the strategic planning process at the college. The committee is chaired by the President of the college, with the assistance of the Director of Institutional Research and Effectiveness. Additional members of the committee included the entire executive team – Vice President for Student Services and the Chief of Staff, Vice President for Administration and Finance, Vice President for Academic Instruction and College Parallel Programs, Vice President for Workforce Solutions and Career-Technical Education, Dean of the DeSoto Center, Dean of the Lafayette-Yalobusha Technical Center, and Executive Director for Institutional Advancement – as well as the Director of the Physical Plant, the Director of Communications, the Associate Dean of Workforce Solutions and Manufacturing Technology, the Dean of Students, and faculty members. The creation of this plan began with multiple data-gathering sessions involving both internal and external stakeholders. These sessions sought to identify the strengths and weaknesses of the college. The data

from these sessions were presented to the steering committee for review, along with a look back at the past strategic planning cycle and a review of progress on the outcomes defined in that prior plan. The committee used all of these pieces of information to craft the four commitments of the college. Each commitment was then championed by a vice president, who formed working groups to develop the goals and objectives that shape each commitment. Lastly, the Strategic Plan Steering Committee met to review and finalize the overall plan. This Strategic Plan was approved by the NWCC Board of Trustees on June 13, 2019. The second phase in the Strategic Plan is the creation of an Implementation Plan that outlines strategies for achieving each of the goals and objectives identified in the Strategic Plan and a timeline for implementation and completion of the strategies. Further, the Implementation Plan will include outcome measures that will track progress toward achievement of the goals and objectives. To ensure that the college is on track with the Strategic Plan, a review of the Implementation Plan will occur annually.

STRATEGIC PLAN CYCLE



INSTITUTIONAL EFFECTIVENESS MODEL

STRATEGIC PLAN PHASES

AT THE MID-POINT REVIEW

Phase 1

Evaluate Your Current Plan:

- Review & Analyze
 - Identify Gaps and Opportunities
 - Prioritize & Consolidate
-

Phase 2

Craft New Outcomes for the Strategic Plan Objectives:

- Determine if current outcomes are still relevant.
 - Develop S.M.A.R.T. Outcomes
 - Incorporate Strategies & Action Plans
-

Phase 3

Implementing and Monitoring:

- Monthly Check-ins
- Metrics & Tracking
- Transparency & Communication
- Adaptability



NWCC MISSION

Northwest Mississippi Community College is an open-access, public, two-year institution primarily serving Benton, Calhoun, DeSoto, Lafayette, Marshall, Panola, Quitman, Tallahatchie, Tate, Tunica, and Yalobusha counties. NWCC is a learning-centered community providing educational opportunities with quality instruction for students from all walks of life. Our college fosters a culture of innovation, collaboration, and student success. We strive for continuous improvement, with a standard of excellence in every area of the institution. Our college partners with businesses and industries that seek to grow the economy and workforce, as well as partners with alumni, friends, and others. Engagement takes place in all communities that the college serves.

NWCC VALUES

NWCC VISION

Northwest Mississippi Community College transforms our students' lives, enriches our communities, and strives for excellence in our educational programs services

- Accountability
- Excellence
- Service
- Accessibility
- Leadership
- Integrity
- Respect
- Sustainability
- Creativity



COMMITMENT 1

INSTRUCTIONAL SUCCESS

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.
- **Objective 1.1.2:** Ensure that students gain the knowledge needed in gateway/core courses for their program and subsequent coursework.
- **Objective 1.1.3:** Ensure that students are ready to achieve course success at the college level.

Goal 1.2: Instructor Success

NWCC will provide purposeful, strategic instruction.

- **Objective 1.2.1:** Provide exemplary instruction from highly-qualified instructors.
- **Objective 1.2.2:** Ensure that students are satisfied with their instructors and the quality of the instruction they receive.

COMMITMENT 2

INSTITUTIONAL SUCCESS

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 allow for appropriate resource allocation to advance the mission and goals of the college.
- **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.
- **Objective 2.1.3:** Purposefully budget for future years based on needs and plans.

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

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

Goal 2.4: Environment

NWCC will maintain and expand our 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.
- **Objective 2.4.2:** Create and maintain an overall campus environment that is aesthetically pleasing.
- **Objective 2.4.3:** Create and maintain an environment that is safe for students, employees, community members, and visitors.
- **Objective 2.4.4:** Provide a welcoming environment for community members and visitors.

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

COMMITMENT 3

PERSONAL SUCCESS

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 our college's programs and services.
- **Objective 3.1.2:** Provide effective outreach to high school students and prospective adult students.

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.
- **Objective 3.2.2:** Make education affordable through a comprehensive program of financial assistance.
- **Objective 3.2.3:** Orient, advise, and register students for their chosen program or pathway.

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 in their career goal, pathway, or degree.
- **Objective 3.3.2:** Help students develop the skills and qualities necessary for personal success.
- **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.

COMMITMENT 4

COMMUNITY SUCCESS

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 partner 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.
- **Objective 4.1.2:** Create an economic environment that is conducive to increasing the number of family-sustaining employment opportunities.
- **Objective 4.1.3:** 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.
- **Objective 4.2.2:** Create and support college-community partnerships.



NWCC ACCREDITATION

Northwest Mississippi Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the Associate of Arts degree, the Associate of Applied Science degree, and certificates in career education. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, GA, 30033-4097, or call (404) 679-4500 for questions about the accreditation of Northwest Mississippi Community College.

NWCC AFFIRMATIVE ACTION

Northwest Mississippi Community College does not discriminate on the basis of race, color, national origin, sex, disability, religion, gender identity, age, or status as a veteran or disabled veteran in all its programs and activities. Northwest Mississippi Community College prohibits sexual harassment and all forms of sexual violence, regardless of sex, gender identity, or sexual orientation. The following have been designated to handle inquiries regarding non-discrimination policies: Americans with Disabilities Act of 1990/Section 504 of the Rehabilitation Act of 1973: Disability Support Services Coordinator, Tate Hall, P.O. Box 5555, 4975 Highway 51 North, Senatobia, MS 38668, telephone number 662-562-3309, e-mail address mkelsay@northwestms.edu; Title II of the Age Discrimination Act: Vice President for Finance and Administration, James P. McCormick Administration Building, P.O. Box 7017, 4975 Highway 51 North, Senatobia, MS 38668, telephone number 662-562-3386, e-mail address jhorton@northwestms.edu; Title IX of the Educational Amendments of 1972/Title VII of the Civil Rights Act of 1964: Vice President for Student Services, Tate Hall, P.O. Box 7010, 4975 Highway 51 North, Senatobia, MS 38668, telephone number 662-562-3409, e-mail address trush@northwestms.edu.

A background image showing a police officer in a dark uniform with a patch on the sleeve, standing next to a white patrol car. The car has "Mississippi Community College" and "Police" written on it. The scene is outdoors with trees and a building in the background.

NWCC SAFETY STATEMENT

The safety and security of students, faculty, and staff is very important to Northwest Mississippi Community College. A copy of the Annual Security Report, published annually by the Campus Police Department, details Northwest policies and procedures regarding campus safety. A copy of the report, which contains the annual crime statistics report, is available online in the current Northwest Bulletin (www.northwestms.edu/bulletin) or on the Northwest website (http://www.northwestms.edu/index.php/?page_id=989) and in printed form upon request from the Campus Police Office (662-562-3314).



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