



NORTHWEST[®]
MISSISSIPPI COMMUNITY COLLEGE

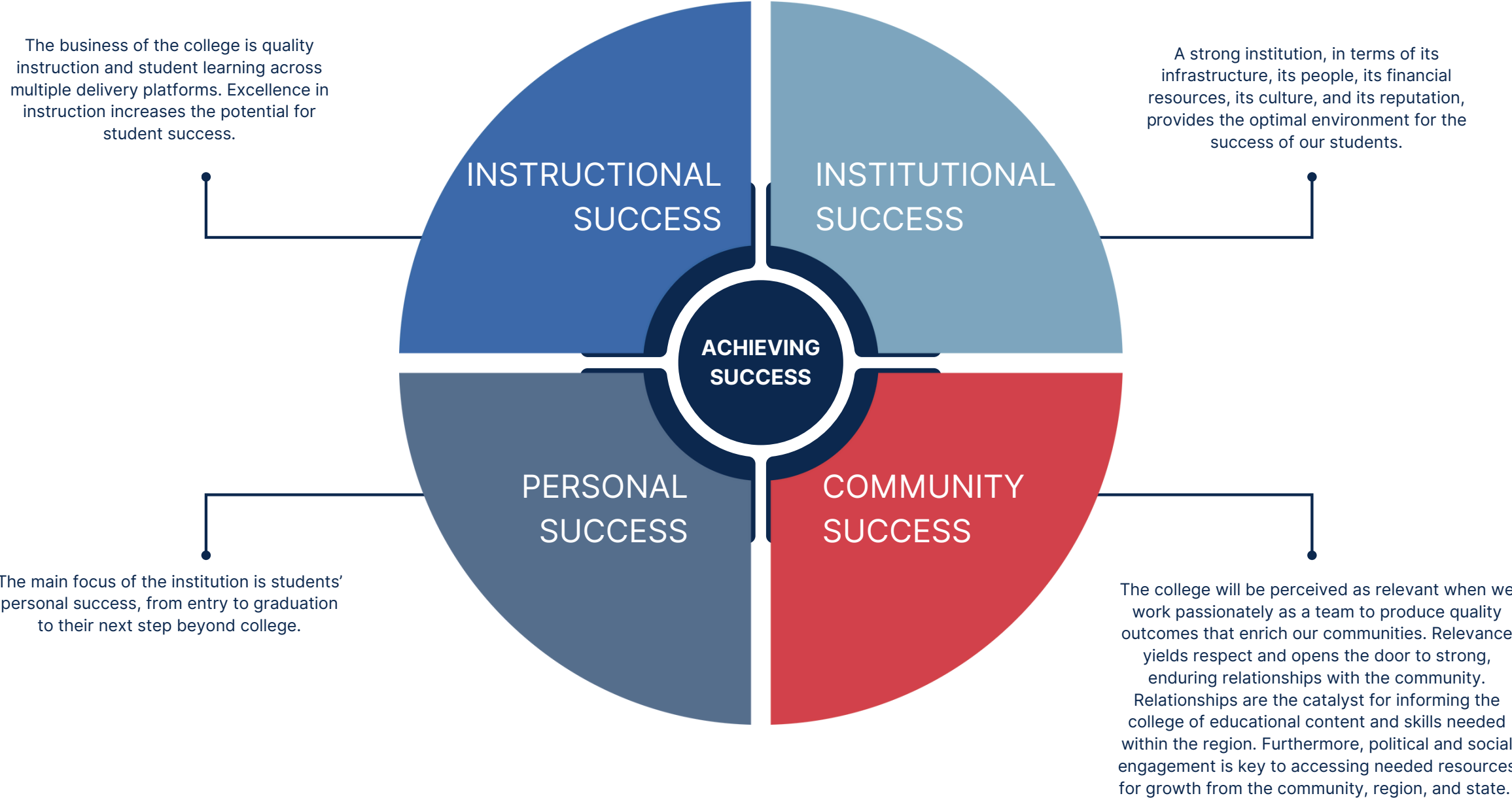
2024-2025

STRATEGIC PLAN ANNUAL ASSESSMENT REPORT

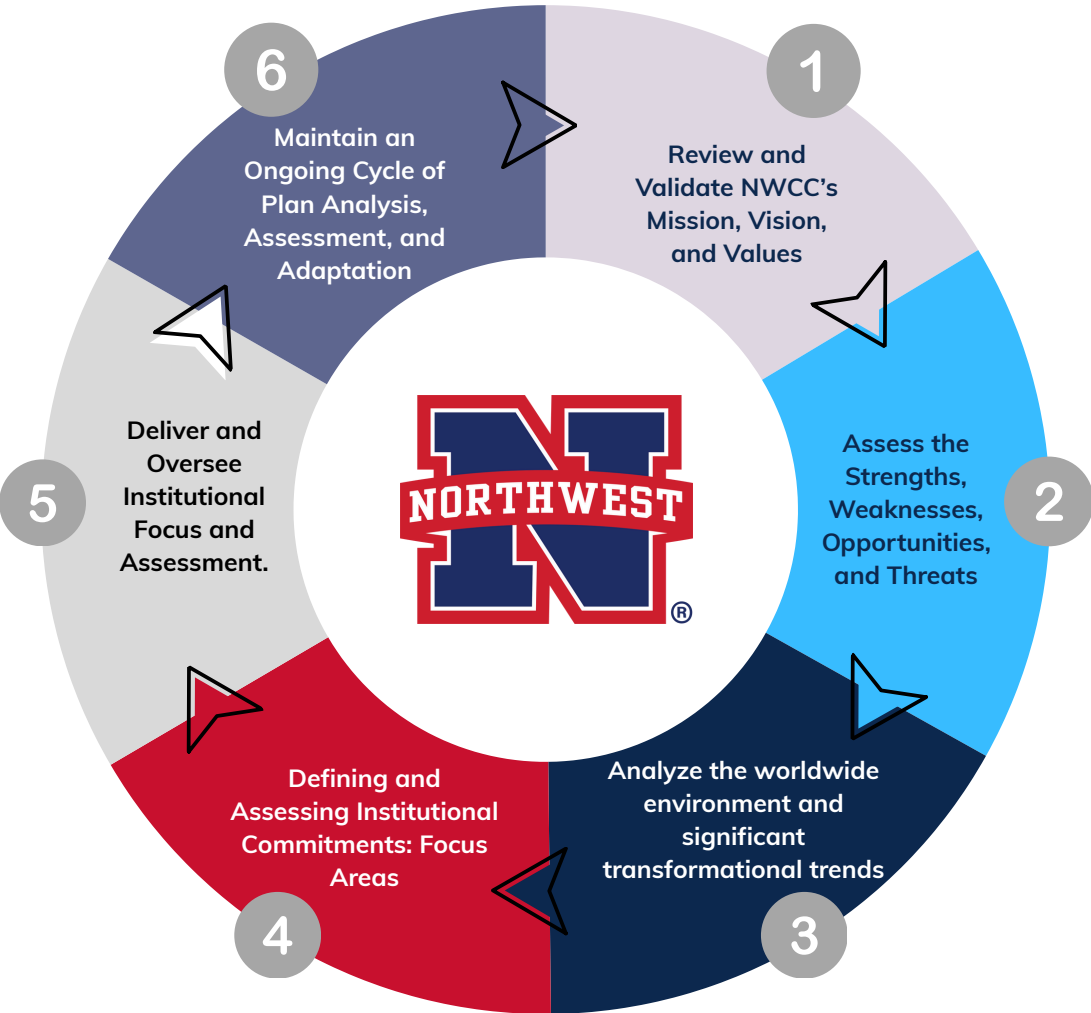
Prepared by the Office of
Institutional Research and Effectiveness

NORTHWEST MISSION

Northwest Mississippi Community College is an open-access, public, two-year institution primarily serving Benton, 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 the workforce, as well as partners with alumni, friends, and others. Engagement takes place in all communities that the college serves.



STRATEGIC PLAN CYCLE



INSTITUTIONAL EFFECTIVENESS MODEL



COMMITMENT 1 – INSTRUCTIONAL SUCCESS

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

Rationale: 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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Achieve a 1% increase in students who completed courses successfully with a C or greater each year of the strategic plan cycle.	Utilize grade distribution for all courses to measure percentage of students passing with a C or higher for academic year	79.9% decrease of 0.2% from previous academic year	Aligned Assessments: Ensure assessments align with course objectives and learning outcomes. Academic Advising: Academic advising services to help students choose appropriate courses and develop effective study habits. With the implementation of the ARC students have additional resources. Tutoring Services: The Math Lab and Writing Center provide accessible tutoring services to support students who may need extra help. Counseling Services: The Counseling and Disability Office provides counseling services to address students' personal and emotional needs that may impact their academic performance. Evaluate Course Effectiveness: Course evaluation and design are evaluated each year for the effectiveness of teaching methods and course materials.	80.5%	The initial changes were not specifically successful. In fact, the results moved to a lower .2%. This is a decrease and suggests that the implemented strategies had little to a negative impact on student performance. In analyzing the reasons behind this decline. Possible factors could include: Ineffective strategies: The strategies implemented may not have been well-suited to the specific needs of the students or the course. Implementation challenges: There may have been difficulties in effectively implementing the strategies, such as a lack of resources or resistance from students or faculty. Unforeseen circumstances: External factors, such as changes in student demographics or economic conditions, may have impacted the results. Further investigation is needed to evaluate these factors and make necessary adjustments to improve student performance.	Implement techniques and resources obtained from ACUE. Evaluate alignment and make adjustments in courses. Encourage faculty to utilize DropOut Detective as a resource for advising, retention, providing services.
Achieve a 1% increase in course outcomes success rates each year of the strategic plan cycle.	Measure the percentage of all course outcomes that were met	80.9%	Aligned Assessments: Develop meaningful assessments embedded in the curriculum, specifically within the LMS. Track Student Progress: Monitor student progress throughout the course and identify areas where they may be struggling. Faculty providing frequent feedback. Evaluate Course Effectiveness: Regularly evaluate the effectiveness of teaching methods and course materials.	82.2%	Since the current results are the same as the previous, it indicates that the existing strategies or approaches have yet to be effective in achieving the desired outcome. This means that maintaining the strategies have not led to any significant improvement or change, additional data review is needed to implement embedding assessments and providing the new resources of the ARC.	Modify strategies on embedding assessments, provide training to faculty on implementing some of the ACUE tools to increase the effectiveness of teaching and providing meaning feedback to students.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Achieve a 1% increase in students who completed core courses successfully with a C or greater each year of the 2023-2027 strategic plan cycle.	Utilize grade distribution for core courses to measure percentage of students passing with a C or higher for academic year	77.8% decrease of 1.5% from previous academic year	Supportive Learning Environment: Create a classroom environment that is inclusive, supportive, and conducive to learning. We have started an Accessibility campaign to improve course delivery. Aligned Assessments: Work to align course objectives and learning outcomes with assessments. Academic Advising: The ARC plays an important role in establishing comprehensive academic advising services, helping students choose appropriate courses and develop effective study habits to complete core courses. Tutoring Services: Provide accessible tutoring services to support students needing extra help through the Math Lab and Writing Center.	78.4%	While the initial results are below expectations, we are optimistic about the potential for improvement now that the ARC is in place and we have started the Accesibility Improvement Plan. We believe that these strategies will have a significant impact on course completion rates in the future.	To enhance advising services with the ARC, we must invest in advisor training that focuses on ARC proficiency, data analysis, and communication skills. We should also promote the First-Year Experience course and College Study Skills, to make sure they are integrated with the ARC for maximum effectiveness. Proactive advising, including early intervention through tools like Drop Out Detective, personalized advising plans, and regular follow-ups, is crucial. Fostering a collaborative advising culture involves teamwork, professional development, and feedback mechanisms. By implementing these strategies, we can leverage the ARC to provide more effective and personalized advising services, ultimately leading to improved student success and retention rates.
Achieve a 1% increase in course outcomes success rates for core courses each year of the 2023-2027 strategic plan cycle.	Measure the percentage of core course outcomes that were met	83.5%	To enhance the effectiveness of core courses and improve student success, we should regularly evaluate and revise our curriculum and support services. This includes reviewing placement criteria, adjusting prerequisites as needed, updating course content and instructional strategies, and expanding support services like Math Labs and Writing Centers. Additionally, implementing early intervention programs, mentoring initiatives, and supplemental instruction can provide targeted support to students who may need extra assistance. By continuously evaluating and revising our approach, we can create a more effective and supportive learning environment for students enrolled in core courses.	83.4%	As a new addition, the data reveals a slight decrease from our starting point, meaning we did not achieve our target of 1% annual increase. The changes implemented thus far have not yielded the desired success in increasing core course outcome rates. The slight decline suggests that our strategies either did not have the anticipated positive impact or that external factors may have influenced student outcomes. This finding provides an opportunity for a deeper dive into our approaches and to augment our strategies moving forward.	To improve student success and streamline the academic pathway, we are actively streamlining foundational courses to ensure a more seamless transition for students. Introducing a combined pre-college algebra course that integrates beginning and intermediate algebra concepts. This works to reduce the need for multiple developmental course semesters, accelerating student progress. Developing and ENG 1114 course specifically designed to support students with an ACT score of 15-16, enabling them to complete their English Composition requirement without needing an additional, not-credit bearing semester. Expanding tutoring services through our partnership with Brainfuse offers comprehensive tutoring for a wide range of academic courses, accessible to all students through Canvas 24/7. Strengthening advising for accurate placement into appropriate courses and support for those Career Technical and Health Sciences students who were not accepted into the program of choice.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Achieve a 1% increase in students who completed developmental mathematics courses successfully with a C or greater each year of the 2023-2027 strategic plan cycle.	Utilize grade distribution for developmental math courses to measure percentage of students passing with a C or higher for academic year	55.3% decrease of 5.1% from previous academic year	To increase the success rate of students in developmental mathematics courses (MAT 0123 and MAT 1233), it is crucial to implement effective tracking and support mechanisms. By closely monitoring student progress and providing timely assistance, we can identify and address potential challenges early on. Additionally, reviewing the modality, contact hours, and format of these courses can help ensure they are optimally designed to meet the needs of students and facilitate successful completion.	56.3%	The baseline for course completion rates has fallen, indicating a need for improved strategies and interventions. Further investigation is necessary to identify the root cause of this decline and develop more effective strategies to improve student success in these courses.	Offer a more comprehensive and targeted approach for developmental mathematics. enhance instructional support by sharing tutoring options with the Math Lab and online support of Brainfuse. Redesign course formats, for example, by piloting the MAT 1134 Pre-College Algebra course that combines MAT 0123 and MAT 1233 to allow a more supportive environment. Work to increase student engagement and motivation by increasing faculty development opportunities focused on active learning and student engagement strategies.
Achieve a 1% increase in students who completed developmental English course successfully with a C or greater each year of the 2023-2027 strategic plan cycle.	Utilize grade distribution for the developmental english course to measure percentage of students passing with a C or higher for the academic year	60.5% decrease of 3.2% from previous academic year	To increase the success rate of students in developmental English courses (ENG 0123), it is crucial to implement effective tracking and support mechanisms. By closely monitoring student progress and providing timely assistance, we can identify and address potential challenges early on. Additionally, reviewing the modality, contact hours, and format of these courses can help ensure they are optimally designed to meet the needs of students and facilitate successful completion.	57.9%	The comparison results reveal a continued decline in student success rates in developmental English (ENG 0123). This downward trend highlights the urgency of implementing more targeted and sustainable interventions.	Conduct a review of student performance data to identify any patterns related to modality, instructional practices, and student demographics. Work with the Division of Humanities to establish a system for progress monitoring in the ENG0123 courses. Expand and promote the Writing Center services. Consider developing an ENG 1114 course that allows a more supportive environment. Offer professional development opportunities for faculty focused on engaging students. Consider adding a peer mentoring program and student success workshops focused on academic writing.

Of the students who completed developmental mathematics courses successfully with a C or greater, there will be a 1% increase of students who successfully complete the gateway mathematics courses each year of the 2023-2027 strategic plan cycle.	Utilize grade distribution for students who completed developmental mathematics courses and completed gateway mathematics courses to measure percentage of students passing with a C or higher for academic year	59.3% decrease of 4.6% from previous academic year	To increase the success rate of students in developmental mathematics courses (MAT 0123 and MAT 1233), it is crucial to implement effective tracking and support mechanisms. By closely monitoring student progress and providing timely assistance, we can identify and address potential challenges early on. Additionally, reviewing the modality, contact hours, and format of these courses can help ensure they are optimally designed to meet the needs of students and facilitate successful completion.	64.9%	The baseline for course completion rates has fallen, indicating a need for improved strategies and interventions. Further investigation is necessary to identify the root cause of this decline and develop more effective strategies to improve student success in these courses.	Implement a tracking system to monitor student progress in developmental courses. Using early alerts to identify students at risk and connect them with tutoring, advising, or other academic support services. Evaluate the current formats and determine if they are effective. Consider revising the contact hours or supplemental instruction. Pilot sections, for example, with the MAT 1134 pre-college algebra course. Analyze grade trends to identify which topics or units are most challenging. Then, use the data to inform targeted workshops, review sessions, or curriculum adjustments. Lastly, offer training on teaching practices, active learning, and data-informed instruction. Encourage collaboration among faculty to share successful strategies and resources.
Of the students who completed the developmental English course successfully with a C or greater, there will be a 1% increase of students who successfully complete the gateway English course each year of the 2023-2027 strategic plan cycle.	Utilize grade distribution for students who completed the developmental English course and completed the gateway English course to measure percentage of students passing with a C or higher for academic year	77.3% increase of 0.2% from previous academic year	To increase the success rate of students in developmental English courses (ENG 0123), it is crucial to implement effective tracking and support mechanisms. By closely monitoring student progress and providing timely assistance, we can identify and address potential challenges early on. Additionally, reviewing the modality, contact hours, and format of these courses can help ensure they are optimally designed to meet the needs of students and facilitate successful completion.	78.9%	The baseline for course completion rates has fallen, indicating a need for improved strategies and interventions. Further investigation is necessary to identify the root cause of this decline and develop more effective strategies to improve student success in these courses.	Although there was a slight increase of .2% in gateway course success, the baseline for developmental English completion has declined. Implementing an early alert system to monitor student performance in ENG 0123. Provide timely interventions such as tutoring, writing labs, or peer mentoring to support students before they fall behind. By reviewing the effectiveness of online, hybrid, and face-to-face formats, a shift in course design may be needed. Piloting sections with more interactive and student-centered learning approaches. Ensure that ENG 0123 builds the foundation skills and is aligned. Analyze grade distribution data to identify the challenge areas. Offer professional development on differentiated instruction and collaboration on best practices and successful strategies.

Goal 1.2: Instructor Success

NWCC will provide purposeful, strategic instruction.

Objective 1.2.1: Provide exemplary instruction from highly-qualified instructors

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
100% of full-time instructors will complete a minimum 5 hours of approved professional development each academic year	Percent of instructors who achieved a minimum of 5 hours of approved professional development	100%	Enhance faculty onboarding and professional development by establishing an onboarding Canvas course, implementing a mentorship program, expanding in-house training opportunities, and utilizing eLearning platforms like Ranger Academy. These initiatives will provide a more supportive, professional development opportunities, and engaging environment for new faculty, helping them to succeed in their roles and contribute effectively to the institution's mission.	100%	The consistent 100% success rate in our current efforts demonstrates that our strategies are effective and yielding positive results.	To further enhance faculty development and support, we propose implementing several strategies. First, we will review and improve the faculty onboarding Canvas course to ensure it provides a comprehensive introduction to the institution and its expectations. Second, we can create Professional Development opportunities that include training modules on effective classroom strategies and best practice collaboration. Third, we should fully implement the Accessibility Improvement Plan, requiring all faculty to complete the necessary training. Finally, encouraging faculty to complete the ACUE program can provide valuable professional development opportunities and enhance their teaching skills. By implementing these strategies, we can create a more supportive and effective environment for faculty, leading to improved student outcomes and a continued 100% success rate of professional development expectations.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Maintain student satisfaction with instruction is above 97%.	Percent of students satisfied with instruction on the Student Satisfaction Survey	97.4%	To enhance student satisfaction, we will implement several strategies. We will improve course design and delivery by adopting New Design Plus and providing timely feedback within two weeks. We will foster a supportive learning environment by encouraging open communication and utilizing Drop Out Detective alerts to identify at-risk students. We will promote student engagement by offering extracurricular activities and encouraging involvement in honors, governance, and leadership opportunities. These initiatives will create a more engaging and supportive learning environment for all students.	98.1%	The increase indicates that the strategies implemented to enhance student satisfaction have been successful. The satisfaction rate not only met but exceeded the 97% target, suggesting that efforts such as improved course design, timely feedback, and increased student engagement are having a positive impact.	Although the results are strong, continued improvement and sustainability are key. Expert training and support for faculty to use the New Design Plus effectively. Monitor feedback timelines and provide support or a reminder to instructors to maintain this standard. Encourage faculty to actively use Dropout Detective and follow up with students who are identified at risk. Collaborating with advising. Promote and expand access to honors program, student government, leadership roles, and extracurricular activities for online and non-traditional students. Highlight instructors or departments with high satisfaction scores and share their strategies across the institution.
Maintain an overall 4.5 or higher average score for all course evaluations	Average score of course evaluations	4.55	To achieve a 4.5 or higher average course evaluation score, we will focus on enhancing faculty professional development, gathering and analyzing student feedback, and effectively implementing technology. By providing ongoing training, conducting regular surveys, and utilizing educational technology tools, we can create a more engaging and supportive learning environment that fosters student satisfaction and leads to higher course evaluations.	4.59	The current results show a positive increase, indicating that the strategies implemented have been successful in improving course evaluations. The score not only meets but slightly exceeds the strategic goal of maintaining a 4.5 or higher average.	While the increase is modest, it reflects a stable and positive trend. To build on this success and continue improving, offer ongoing training in instructional design, inclusive teaching practices, and technology integration. Encourage peer mentoring and sharing best practices. Continue implementing tools like Design Plus and explore additional platforms that support interactive learning, personality feedback, and student collaboration. Track evaluation scores by course type, modality, and instructor to identify areas for target support.

COMMITMENT 2 – INSTITUTIONAL SUCCESS

Overseen by: 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 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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Use Oracle workflow system to evaluate the need to fill all future vacant positions.	Determine the percentage of full-time positions evaluated using the workflow system.	100%	Review salary changes with each new or replacement position Consider the necessity to fill vacant positions or reallocate	100%	Yes, changes were successful. After implementation of HCM workflow full time positions have 100% been moved from a paper approval process to an electronic workflow approval process.	Continue using as we currently are for approvals.
Improve process review of contracts via electronic workflow system for all full-time employees	Determine the percentage of contracts being processed through the improved electronic workflow system.	100%	Upon notification of new contract, provide instructions on how to submit electronically through the Oracle system.	100%	Full-time contract approvals flow through the proper channels through our Oracle system.	Continue to review the contract procedure to ensure a streamlined process is utilized for all full-time employee contracts.

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase grant revenue to the college to \$10 million over a 5 year time period or \$2 million a year by the end of the strategic plan time period.	Amount of dollars received in grant revenue	The College received \$4,205,045 in grant revenue, more than doubling the annual goal.	Invest in grant research software. Grant writer will research for grant opportunities and train other employees to research and prepare applications. Apply for qualifying grants.	The College received \$10,757,973 in grant revenue, over five times the annual goal.	Despite the exhaustion of CARES Act federal funding, the College has robust external funding streams that are delivering more grant funding than expected. External funding is primarily through state workforce grants and the WIOA federal grant program. Strategies are working and the goal was exceeded.	Lifecycle grant management, including prospecting, will be improved with newly-acquired software. The software will create efficiencies in grant management, freeing up time for prospecting. Grant writing KPIs will be measured and an annual grant strategy will be developed to include new funders.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Cover expenditures for each fiscal year in the annual budget.	Compare budget to actual expenditures	Total Revenue exceeded total expense by 17.07%	The college monitors actual expeditures throughout the year, comparing actual expenditures to the adopted fiscal year budget. The budgets are monitored monthly by fund and department for variances. The college monitors actual revenues for the year checking that they equal or exceed budgeted revenues to ensure all budgeted expenditures are covered.	Total revenue exceeded total expense by 18.36%	Yes, changes were successful. We are improving budget analysis frequency throughout the year.	More scheduled analysis of budget spends for the college.
Increase fund balance annually.	Compare fund balance from fiscal year to fiscal year.	Fund balance grew by 24% from FY23 to FY24	Strategically budgeting for revenues. Building revenue and expenditure projections from recent fiscal year performances	Fund balance grew by 10% from FY24 to FY25	Yes, changes were successful. We have been increasing fund balance for several years.	We will continue to budget stragetically, closely monitor expenditures for variations, and compare actual results against projections to ensure financial stability.

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Ensure applicants technical and professional skills meet the job requirements	The percentage of employees put on an Action Plan during the annual review period below 2%	00.0003% 2 out of 652 employees were put on an action plan	Provide hiring managers with materials needed to choose the best qualified candidate Background checks	00.0003% 2 out of 652 employees were put on an action plan	Yes, results are consistent with FY25.	Improve the overall prescreen applicant process to support hiring managers through an improved prescreen questionnaire and background chcekcs to obtain the best qualified applicant.
Achieve successful applicant searches leading to job fulfillment over the strategic plan period	The percentage of jobs successfully filled divided by the total number of jobs posted each fiscal year	92.0% 60 out of 65 job postings were filled	Offer competitive packages that attract diverse and highly qualified applicants	91.0% 58 out of 64 job postings were filled	Results went down by 1% compared to FY24. However, the changes were successful filling replacement roles compared to new budget approved positions for FY25.	Increase recruiting platforms and provide additional benefits to attract highly 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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase employee salaries through regular raises	The percentage of raises given during the strategic plan period	5.0%	Continue to increase salaries	3.0%	Yes. We are consistenly able to provide raises.	Research and evaluate opportunities through college, state, and local resources to benchmark salaries to remain competitive

Ensure all employees have access to professional development opportunities	Utilize the annual Employee Feedback Report to evaluate employee perceptions of access to professional development opportunities, including satisfaction levels, barriers to participation, and suggestions for improvement.	74%	Utilize Oracle Learned for employee orientation. Provide cybersecurity training for all employees. Research other platforms for professional development	88%	Yes, employees have shown a 14% satisfaction increase in the professional development opportunities provided.	Communicate LinkedIn Learning platform opportunities. Implement opportunities utilizing Vector Solutions.
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Objective 2.2.3: Create a working environment and campus culture that is a leader among peers.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase ratings on the Employee Survey to be above 90%	Percentage of the overall employee satisfaction	82%	Provide employees with adequate resources, a safe and secure work environment, and a positive institutional culture	86%	Overall satisfaction improved by 4% compared to FY24.	Ensure employees have access to the necessary resources that promotes a secure work environment, and a supportive, positive organizational culture.

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Implementation of Oracle Student Cloud.	Monitor progression throughout implementation stages scheduled to go live 2026-2027	Oracle Student Cloud licensing and implementation partner for the college were secured, and pre-planning for Oracle Student Cloud began in March 2024	Add new Oracle Student Information System Implementation of Transact product which provides point of sales, payment system, access control, and store front option online Implementation of new virtual machine hardware for classroom settings	Oracle has delayed implentation of the OSM product until Fall of 2027 Transact payment and payment plans have been implemented for student payments and with one maektplace installed for non-student transactions. Budget has been allocated for VM hardware in FY26.	Northwest remains in the first wave of institutions to adopt the student application. We will complete our first App 1 testing and will continue testing each quarter as new featues are released. Now that we have sucessfully implemented one Transact marketplace when should be able to add more instances efficiently as needed. VM hardware will be leased or purchased to upgrade the VM classroom settings.	We have analyzed what features of the Oracle student system are lacking and have begun purchasing and implementing solutions that benefit students now and in the future.

Increase wireless access points on each campus	Install a total of 1,000 wireless access points across all campuses.	Currently, there are a total of 735 wireless access points across all campuses	Network to support the increased demand from operations by adding a new Network Administration position Increase wireless access points where needed across all campuses Conduct a wireless survey	We have increased the number of access points to 855. The primary focus was to add Access Points to each classroom	The Students have better access to the internet in both the classrooms and in their dorms. The teachers have better performanc on their classroom technologies as well	We will continue to install WiFi points to all classrooms across all NWCC campuses
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Objective 2.3.2: Provide students with the technology needed to be successful in achieving their goals.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Maintain 95% student satisfaction with technology services.	Utilize the fall student satisfaction survey to monitor technology satisfaction with students.	Fall 2023 = 96.7%	Increase wireless access points for increased wifi availability Server upgrades to better support students with online learning and virtual work Implementation of Oracle Student Cloud, Transact product, and Virtual machine workstations for students	Fall 24=97.37%	We continue to increase our satisfaction each semester	Increase wireless access points for increased wifi availability and add wireless booster to Oxford campus Server upgrades to better support students with online learning and virtual work Continued Implementation of Oracle Student Cloud, Add additional Transact marketplace offerings, and change our CRM solution to allow better communications to our students
100% of student technical support tickets will be completed within 30 business days.	Utilize Manage Engine ticketing system to monitor the percentage of tickets completed within 30 days.	97%	We added a change management position to train and educate students, faculty and staff on IT issues and solutions. Then we added another help desk position to help close support tickets and document processes.	98%	We continue to increase our satisfaction each semester	Allow our change management team to schedule sessions during the semester to train and educate students, faculty and staff on IT issues and solutions. Document processes and make videos of our steps for fix or help customers.

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Develop and utilize a College Facilities Master Plan that addresses existing and future needs to enhance campus life	Projects started or completed compared to plan	<u>Completed Projects:</u> Soccer Field Refurbishment Band Practice Field Chick-fil-A Football Bleacher Graphic Upgrades Arcade Renovation NWCC Large Letter Project Soccer Field Lighting Coliseum Film Room Renovation Yalobusha Hall Enrollment Center Coliseum HVAC Upgrades Electronic System Upgrade for Maintenance Work Orders <u>Started Projects:</u> Men's Residence Hall Desoto Ranger Center--Health Sciences and Workforce Facility Farm Improvements Project McCormick Administration Restoration Strategic Marketing and Communication Renovation Baseball Locker Room Facility ARPA Utility Upgrades	Completed Projects: Men's Residence Hall Desoto Ranger Center--Health Sciences and Workforce Facility Farm Improvements Project McCormick Administration Restoration Strategic Marketing and Communication Renovation Baseball Locker Room Facility Holder Road Utility Project ARPA Utility Upgrades Heindl Center Acoustic Upgrades Ph1 Started Projects: Holder Road Utility Project Library Renovation Fine Arts Renovation MDOT Grant Heindl Center Entrance Athletic Performance Facility Design Desoto Center Church Road Entrance Design Heindl Center Acoustic Upgrades Ph1 Oxford Health Sciences Facility Agricultural Technology Facility	<u>Completed Projects:</u> ROC Courts Refurbishment; Band Practice Field sidewalks and lighting; Sidewalks from Taylor Dorm to Haraway; Baseball Pressbox and Bleacher Upgrades; Coliseum Lobby Renovation Phase 1; Men's Residence Hall; Desoto Ranger Center--Health Sciences and Workforce Facility; Farm Improvements Project Phase 1; Strategic Marketing and Communication Renovation; Baseball Locker Room Facility; ARPA Utility Upgrades; Haraway Re-Roof; Soccer Field Fence Replacement; Humanities Interior Renovations, PH 1; Desoto Center Campus Entrance on Church Road; Desoto Center LED Interior Upgrades PH 1; Campus ADA Door Upgrades <u>Started Projects:</u> McCormick Administration Restoration; R. C. Pugh Library Renovation; Fine Arts Theater Facility Renovation; ARPA Utility Upgrades; Boiler Replacement Project; Desoto Center Paving Project; Athletic Performance Facility	The College Construction and Maintenance team continues to implement and strategically complete projects that are prioritized in the Facilities Master Plan.	The following construction projects are continuing to progress this year: Library Renovation Construction Fine Arts Renovation Construction MDOT Grant Heindl Center Entrance Athletic Performance Facility Construction Oxford Health Sciences Facility Design Agricultural Technology Facility Design McCormick Administration Restoration Construction Warehouse #3 Project Construction Centennial Clock Tower Construction

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Maintain student satisfaction with the campus facilities is above 4.5.	Percent of students satisfied with overall maintenance and condition of campus facilities on the Student Satisfaction Survey	Fall 2023 = 4.31 Spring 2024 = 4.30 Overall Average 4.31	Modify the survey to determine details of decreased satisfaction. Are these comments related to resident or communter students? Appearance of older buildings may give the impression of "not well maintained".	Fall 2024 = 4.26 Spring 2025 = 4.28 Overall Average 4.27	Students are reporting less satisfaction than the previous year and less than the baseline comparison. The suggested survey modifications were not implemented this year. These changes will be incorporated this fall for the spring 2026 survey.	The student survey will be modified to acheive move defined responses that can be targeted for improvement.
Maintain employee satisfaction with the campus facilities is above 90%.	Percent of employees satisfied with overall maintenance and condition of campus facilities on the Employee Climate Survey	75.5%	Maintain and train maintenance staff. Educate other college employees on maintenance vs. renovation. Better coordinate survey questions to get more details on the survey.	74.0%	Employees are reporting less satisfaction than the previous year and less than the baseline comparison. The suggested survey modifications were not implemented this year. These changes will be incorporated this fall for the spring 2026 survey.	The employee survey will be modified to acheive move defined responses that can be targeted for improvement. Building Representatives will participate in required training/ education to better inform them and other building occupants of maintenance timelines.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Student satisfaction with the health, safety, and security campus environment is above 95%.	Percent of students that felt that the environment at NWCC was healthy, safe, and secure on the Student Satisfaction Survey.	Fall 2023 = 97.7% Spring 2024 = 97.7% Overall Average 97.7%	Maintain and train campus police department Meet with resident students at their halls at the beginning of each semester to go over campus safety and expectations. Provide in person safety training for our student leadership (Pathfinders)	Fall 2024 = 98.7% Spring 2025 = 99% Overall Average 98.8%	Students are reporting higher satisfaction from the previous year. The Fall 2024 semester increased by 1.1% over the previous year. The Spring 2025 semester increased by 1.4%. The changes improved the student's perception of safety.	Continue providing training for officers to improve their job performance. Continue to meet with students at the beginning of the semesters to provide safety tips and expectations. Continue to provide in person safety training to student leadership groups.
Employee satisfaction with the health, safety, and security campus environment is above 90%.	Percent of employees that felt that the environment at NWCC was healthy, safe, and secure based on the Employee Climate Survey.	89.0%	Provide more campus safety training for employees. 1. In-person active shooter training (August 16th) 2. Flyers with safety information distributed at the beginning of the semester by instructors. (Sent to Mrs. Davis) 3. Online training for the new AED program and Narcan for employees. (In the works) 4. Campus Safety Lieutenant conducting on site training at different locations on campus.	90.0%	Employees are reporting higher satisfaction from the previous year. Employee perception of campus safety increased from 89% to 90% meeting the baseline goal.	Continue providing in person training to staff and faculty. Continue to distribute the flyer with safety protocols to instructional personnel. Provide online training through the new Oracle program.

Objective 2.4.4: Provide a welcoming environment for community members and visitors.						
Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Develop, offer and maintain auxiliary services to support student and community experience	Number of current and new services offered.	New: One-Stop Enrollment Center, The Heindl Center for the Performing Arts, and Chick-fil-A. Maintained: Ranger Nutrition, Ranger Roast	Work with the Tate County Economic Development Foundation to establish a location on the Senatobia campus Desoto Ranger Center conference facilities for community use.	New: The college completed renovations to accomodate the Tate County Economic Development Foundation on the Senatobia Campus. The Desoto Ranger Center construction was successfully completed in December 2024. The conference facilities will open for college and community use in fall 2025. Maintained: One-Stop Enrollment Center, The Heindl Center for the Performing Arts, and Chick-fil-A, Ranger Nutrition, Ranger Roast	The College Construction and Maintenance team continues to implement and strategically complete projects that a support student and community experiences.	Work with area community organizations to establish use of the Desoto Ranger Center conference facilities. Provide a gathering space at the heart of campus for the Centennial Clock and Bell Tower for students and visitors to experience events.

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.						
Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Improve the ratings on shared governance on the NWCC Employee Survey	Comparison of the initial rating on the survey compared to the more recent rating	The 2023-2024 Employee Feedback Results surveyed faculty and staff with four of the twenty-eight questions focusing on governance. Utilizing Question 4 of the survey: The staff provides effective communication, quality support, and are accessible. The question yielded an overall average of 70%. Question 11: My department meets as a team to plan and coordinate work; the collective average was 85%. Question 16: NWCC policies and procedures ensure fair treatment of issues and personnel; the results were 76% overall. Question 22: I am aware that all council and Leadership Forum meeting minutes are available to me on the Northwest website. The overall average was 72%.	The college shifted to a new employee rating measurement system.	The 2024-25 Employee Feedback Survey Results on the four statements measuring principles of shared governance include: 1) Question 4: 88% agreed that the staff provides effective communication, quality support, and are accessible; 2) Question 11: 89% agreed that my department meets as a team to plan and coordinate work; 3) Question 16: 79% agreed that NWCC policies and procedures ensure fair treatment of issues and personnel; and 4) Question 22: 79% agreed that I am aware that all council and Leadership Forum meeting minutes are available to me on the Northwest website.	The 2024-25 Employee Feedback Survey Results revealed measurable year-over-year increases in overall agreement on all four statements referencing principles of shared governance. The largest increase - 20% - was on the perceived accessibility and communication of staff. Changes implemented were successful, and NWCC employees recognize improvements in shared governance.	On Questions 16 and 22 (addressing fairness of policies and awareness of Leadership Forum minutes), the percentage of agreement lags behind the other two questions. The Leadership Forum may want to gather more information and develop strategies to increase agreement in these areas.

The duplicated count of employees included in the council and committee structure demonstrates the broad based participation in governance of the college	Break out of employees by job title and campus location	For 2023-24, 67 Executive Staff from three campuses served on councils and committees. Additionally, 94 faculty members representing four campuses, 237 staff from four campuses, and 14 students representatives served. Thus, broad participation of employees in the governance of the college was demonstrated.	The college continues to foster effective and efficient governance. Regular policy review and recommendations takes place between councils/committees that are routed to our Executive Council and Board of Trustees.	In 2024-2025, 66 Executive Staff from two campuses served on councils and committees. Additionally, 84 faculty across five campuses, 274 staff from three campuses, and 12 student representatives served. Executive Council members lead and/or serve on all other committees, ensuring there is a process to communicate policies reviewed and recommendations to the Executive Council and and Board of Trustees.	There continues to be broad-based employee participation - whether measured by employment category or location - in governance of the college through the council and committee structure.	Continue to review council and committee membership annually, seeking opportunities to engage new employees representing different cohorts. Consider whether offering virtual participation would be an effective strategy to engage constituents at different campuses.
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Objective 2.5.2: Communicate with all stakeholders in a timely and transparent manner about decisions and issues that affect the college.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase ratings on communications in the NWCC Employee Survey	Based on the Employee Feedback Results	Question 4: The staff provides effective communication, quality support, and are accessible. 75% of survey participants felt effective communication was provided.	Our college community receives regular updates through various channels including weekly newsletters, Leadership Council members disseminating information during monthly meetings, Coffee with the President, and numerous other communication modalities.	On Question 4 of the 2024-25 Employee Feedback Survey Results, 88% agreed that the staff provides effective communication, quality support, and are accessible.	Agreement that effective communication was provided, increased by 20% over the previous year's employee survey. Changes implemented were successful, and NWCC employees recognize improvements in communication.	Implement a communications request queue with automated responses so that employees can provide information and make requests directly to the Communications Department and know the ongoing status of requests. This will also help the Communications Team efficiently handle projects.
Documentation from the Leadership Forum demonstrates that communication is flowing regarding decisions, issues, and events that affects the college	Verification that the documentation of minutes is posted and taking place. Verification that the activities committee is being utilized by the employees.	The internal website posted eight meeting minutes from Leadership Forum during 2023-2024.	Members of the Leadership Council continue to enhance the communication cycle of information shared during monthly Leadership Forums meetings with other college stakeholders. Our college culture has increased the transparent processes, developed leadership skills, cultivated an inclusive environment, and garnered stakeholder input. We will continue to uses these process to become more agile in our communication.	The Leadership Forum met five times between July 2024 and June 2025. Meeting minutes are posted in the Faculty & Staff portal of the college's website.	The Leadership Council process continues to reinforce the college’s culture by promoting: 1) transparency, through the posting of detailed minutes on the faculty and staff website portal; 2) leadership development, via book studies and personal leadership pledges; 3) inclusivity, by ensuring representation from diverse stakeholder groups; and 4) collaboration, by engaging stakeholders through topic-focused “think tank” groups.	Ensure that Leadership Forum meeting minutes include next steps and how stakeholder input was used. Regularly communicate how the Leadership Forum actions have addressed stakeholder concerns, reinforcing the value of engagement. Encourage stakeholder input in think-tank topics with survey in weekly newsletter. Include link to Leadership Forum minutes in weekly newsletter.

COMMITMENT 3 – PERSONAL SUCCESS

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

Rationale: 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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
To increase the number of followers on Facebook and Instagram for awareness.	Pulling the actual analytics; Compare the number of followers from 2023-2024 on the social media platforms for Northwest .	Main NW FB page End of 2023 - 25,043	Creating opportunities for students to be more engaged and learning more of what we offer at Ranger Round-Up	Main NW FB page End of 2024 - 27,991	The number of followers on the main Northwest Facebook page increased from 25,043 at the end of 2023 to 27,991 at the end of 2024, reflecting a growth of 2,948 followers, or an 11.77% increase. This indicates meaningful progress in raising awareness through social media.	The increase in followers suggests that efforts to engage students—particularly through events like Ranger Round-Up—were effective in boosting visibility and interest. To continue this momentum, future strategies could include more interactive content, student-led posts, behind-the-scenes event coverage, and cross-platform campaigns that link Facebook and Instagram engagement. Consistent posting and highlighting student experiences will help sustain growth and deepen awareness.
To increase student enrollment at NWCC - Desoto through the establishment of marketing campaign.	Pulling Desoto Center enrollment numbers from First Look Enrollment Report	Fall 2024 First Look - 877	New Programs at DeSoto Center, New Ranger Center building, New digital and college signage - 1210 Church Rd,Ranger Hour on the radio Wednesday with NWCC on Bluff City Life Review of all marketing and social media campaigns by the Communications department DeSoto Center specific commercial	Fall 2025 First Look -1007	Enrollment at NWCC—DeSoto Center increased from 877 students in Fall 2024 to 1,007 students in Fall 2025, reflecting a growth of 130 students, or approximately 14.82%. This indicates strong progress toward the goal of increasing enrollment through targeted marketing efforts	The introduction of new programs, the opening of the Ranger Center building, enhanced signage, and media outreach—including radio segments and TV appearances—contributed to the enrollment increase. To build on this momentum, future strategies could include expanding digital advertising, increasing community engagement through local events, and continuing to refine messaging through data-driven reviews of campaign performance. Highlighting student success stories and offering virtual tours could also help attract prospective students.

Objective 3.1.2: Provide effective outreach to high school students, high school equivalency completers and prospective adult learners.

Outcomes	Measurement Method	2023-2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the number of direct from high school students who enroll as degree seeking students to include dual enrolled students	Compare the number of direct from high school freshman (to include dual enrolled students)from 2024 - 2028	2023 = 1512	Counselor breakfast at each campus, Utilize CX and Eloqua for communication with prospective students, Work closely with career coaches, visit business and industries	2024 = 1597	Enrollment of direct-from-high-school students (including dual enrolled) increased from 1,512 in 2023 to 1,597 in 2024, reflecting a growth of 85 students. This marks a 5.62% increase, indicating positive movement toward the goal of boosting first-time degree-seeking enrollment.	Future efforts could focus on expanding outreach through high school partnerships, enhancing digital engagement campaigns, and offering early advising or registration incentives to dual enrolled students. Strengthening relationships with counselors and career coaches will remain key to sustaining growth.
Increase the number of adult learners who enroll as degree seeking students (age 25 or older)	Compare the number of adult learners from 2024 - 2028	Fall 2023 = 166	Visit business and Industry, work with amazon partnership, Utilize CX and Eloqua for communication with prospective students	Fall 2024 = 212	Adult learner enrollment (age 25 or older) increased from 166 in Fall 2023 to 212 in Fall 2024, marking a gain of 46 students. This represents a 27.71% increase, showing strong progress toward the goal of attracting more adult degree-seeking students.	Outreach efforts such as visiting businesses and industries, leveraging the Amazon partnership, and using CX and Eloqua for targeted communication helped drive a notable increase in adult enrollment. To continue this momentum, future strategies could include expanding employer partnerships, offering flexible course formats, and enhancing personalized messaging to address adult learners’ unique needs and schedules.
Increase the percentage of students receiving a high school equivalency diploma who enroll as degree seeking students	Compare the number of HSE students from 2024-2028	Fall 2023 = 83	Utilize CX and Eloqua to communicate with prospective students, include HSE students in recruiting events (We are NW, Spring Preview, Football tailgate)	Fall 2024 = 70	Enrollment of students with a high school equivalency (HSE) diploma decreased from 83 in Fall 2023 to 70 in Fall 2024, a drop of 13 students, or approximately 15.66%. This decline indicates that the percentage of HSE students enrolling as degree-seeking students did not improve during this period.	To improve outcomes, future efforts could focus on more personalized outreach, stronger partnerships with adult education centers, and dedicated support services for HSE students. Enhancing visibility at recruiting events and offering clear pathways from HSE completion to college enrollment may also help reverse the downward trend.

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Reduce the percentage of student who are missing admissions records requirements dcouments	Utilize the state audit process for the percentage of students who did not provide documentation	0.35%	Do weekly audits using the admissions records requirements missing documents report	0.29%	Yes, the changes were successful. By doing weekly audit checks, we were able to reduce our missing records by .06%.	Continue doing weekly audit checks, increase reminder emails and contact the students via phone calls or text messages to further reduce the number of missing documents.

Implement a new CRM system that centralizes student communication and streamline the enrollment process for admissions to the institution.	Completion of key phases for implementing a new CRM	Tested CX and Eloqua software. Both were missing components needed for a streamlined admissions process.	Researched and demoed other CRM softwares. Contacted other institutions for recommendations on CRM softwares.	Narrowed it down to two choices of Software.	After discovering Cx and Eloqua did not meet our needs, we researched multiple CRM softwares. We now have two new compatible choices to choose from.	To make a final decision between the two softwares and begin implementing the chosen CRM software.
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Objective 3.2.2: Make education affordable through a comprehensive program of financial assistance.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the number of full-time, first-time degree-seeking students receiving any form of aid	Compare the number of full-time, first-time, degree-seeking students receiving any aid based on Student Financial Aid IPEDS report.	84.0%	General population FAFSA workshops. Athletic FAFSA workshops.	81.0%	No. The percentage of students receiving aid decreased from the previous year. The implemented strategies were not successful in increasing aid uptake.	More involvement with Recruiting visiting high schools. More front-end mailers are needed for students to file FAFSA and complete scholarship applications. Offer more one-on-one sessions.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase student participation in new student orientation	Compare the number of students who participated in the prior year	Summer 2023 = 1794	Utilize online orientation as an option for students who can't attend orientation or don't show up for their orientation	Summer 2024 = 2071	Student participation increased from 1,794 in Summer 2023 to 2,107 in Summer 2024. That’s a gain of 313 students, or about 17.45%. This shows clear improvement.	Offering online orientation helped boost numbers by making it easier for students to participate. To keep improving, consider enhancing online features, offering hybrid options, and using reminders or incentives to encourage attendance.
Increase the number of students who are registered each semester.	Use IPEDS 12-month unduplicated headcount. Data is based on the previous completed academic year.	9772	Implemented Pre-reg completion week Implement advising/registration communication plans with current and prospective students utilizing email and text messages Utilize Canvas shells for student and advisor communication	10233	Student registration increased from 1,190 on August 5, 2024 to 2,002 on July 14, 2025. That’s a growth of 812 students, which represents a 68.24% increase. This is a substantial improvement and shows strong progress toward the goal of increasing semester registrations.	Future strategies could include expanding personalized messaging, integrating automated reminders for registration deadlines, and using Canvas analytics to track student engagement. Offering virtual advising sessions and registration workshops could also help maintain momentum and reach students who need extra support.

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the fall to fall retention for full-time, first-time degree-seeking students in degree programs	Compare to the 2024 fall to fall retention for full-time, first-time degree-seeking students in degree programs	64.3%	Utilize Dropout Detective software to retain students and promote academic resources and good study habits and academic behavior.	64.1%	Fall-to-fall retention for full-time, first-time degree-seeking students in degree programs slightly declined from 64.30% in 2023 to 64.10% in 2024, a decrease of 0.20 percentage points. While the change is minimal, it indicates that retention did not improve during this period.	The implementation of Dropout Detective and promotion of academic resources had limited impact on retention. While the tools may have supported some students, the overall retention rate remained nearly flat. To improve outcomes, future strategies could include earlier academic intervention, more personalized advising, expanded peer mentoring, and increased engagement with students flagged as at-risk. Strengthening follow-up and support systems may help convert these efforts into measurable gains

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
To assist students with engagement to campus resources for overall safety and well-being.	Obtain attendance data for NWCC Health, Safety, and Wellness meeting hosted every August since the Fall 2024 semester.	Housing and Residence Life: (2023-2024) Health, Safety, and Well-being meetings: Attendance: 474	Categorize the types of programs offered within Student Services. Collaborate with Athletics, band, and other special groups to help with encouraging compliance with attending meetings Analyze in-house tools, such as #WelcomeHomeRanger to asses student need.	Housing and Residence Life: (2024-2025) Health, Safety, and Well-being meetings: Attendance: 312	Attendance at Health, Safety, and Wellbeing meetings within Housing and Residence Life decreased from 474 in 2023–2024 to 312 in 2024–2025, a decline of 162 students, or approximately 34.18%. This drop suggests reduced engagement with collaborative support programs across departments.	To improve future outcomes, consider enhancing communication and promotion of these meetings, integrating feedback loops to better understand student needs, and offering incentives or more flexible formats. Strengthening partnerships with student groups and tailoring content to their interests may also help boost attendance and engagement.

To implement collaborative support programs across departments	SCDTS: Monthly reporting on number of students receiving counseling, accommodations and testing services, frequency of services, and staff participation in collaborative events.	SCDTS: • 25: # of Collaborative Events Participated • 188: Students at Department Sponsored Events • 101: Active Students in Counseling • 5: Mandated Cases (SAP/Housing/Behavioral) • 231 : Student Receiving Disability Services	SCDTS: Implement Ranger Referral to streamline handoff procedures between SCDTS and other departments to improve liaison and increase number of students receiving SCDTS services. SCDTS: Present Mental Health First Aid, psychoeducation, and disability training to faculty and staff to increase awareness on how to support students with mental health concerns and/or disabilities.	SCDTS (2024-2025): • 39: # of Collaborative Events Participated • 2308: Total Student/Staff Engagement at Department Sponsored Events • 61: Student Intakes for Counseling Services • 79: Referrals from Walk-Ins, Drop-out Detective and Ranger Referral • 243 : Student Receiving Disability Services • 6: Mandated Cases (SAP/Housing/Behavioral)	From 2023 to 2024, SCDTS showed notable increases in collaborative engagement and service utilization. The number of collaborative events rose from 25 to 39, and total student and staff engagement at department-sponsored events increased from 188 to 2,308. Referrals grew from 5 mandated cases to 79 total referrals, including walk-ins and submissions through Ranger Referral. Disability services usage increased slightly from 231 to 243 students, while counseling intakes decreased from 101 to 61, possibly reflecting more targeted or preventative support.	The implementation of collaborative support programs, including the Ranger Referral system and faculty and staff training, was successful in expanding outreach and improving coordination between departments. The sharp rise in event engagement and referrals suggests stronger visibility and access to services. To build on this progress, future strategies could include deeper integration of referral data into early intervention efforts, expanding psychoeducational programming, and continuing to train campus partners to recognize and respond to student needs. Monitoring counseling trends and refining outreach will help ensure students receive timely support.
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Goal 3.3: Achievement

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

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the number of full-time, first-time degree-seeking students who graduated or transferred to a four-year college within 150% time.	Utilize IPEDS Graduation Report rates.	58%	Offer four transfer fairs per academic year (ARC and Trio hosting two each) Allow transfer recruiters to set-up in the One Stop Enrollment Center to meet with students	60%	The 2024–2025 results show a modest increase in the percentage of full-time, first-time degree-seeking students who graduated or transferred within 150% time, rising from 58% to 60%. This improvement suggests that the implemented strategies—such as hosting multiple transfer fairs and providing recruiter access in the new One Stop Enrollment Center—had a positive impact on student outcomes. While the growth is incremental, it reflects progress toward the goal and indicates that students are engaging more with transfer resources and pathways.	To build on this momentum, future strategies will focus on deepening student support and engagement. This includes expanding transfer advising services, increasing collaboration with four-year institutions to streamline transfer processes, and enhancing communication around transfer events. Additionally, tracking student participation in these initiatives will help identify gaps and tailor interventions to ensure continued improvement in graduation and transfer rates.
Increase the number of degrees awarded per academic year	Compare the number of degrees awarded to those of the prior academic year	2023-2024 = 2108	Continue having graduation application signing events Utilize text, email and Canvas messages to remind students of the graduation application submission deadline	2024-2025 = 2253	The number of graduates increased from 2,108 in the 2023–2024 academic year to 2,253 in 2024–2025, reflecting a gain of 145 graduates, or approximately 6.88%. This upward trend indicates meaningful progress toward the goal of increasing annual graduation numbers.	Graduation application signing events and consistent reminders via text, email, and Canvas helped ensure more students completed the necessary steps to graduate. To continue improving, future strategies could include earlier outreach to students approaching completion, personalized graduation checklists, and expanded advising support to identify and assist students who are close to meeting graduation requirements.

COMMITMENT 4 – COMMUNITY SUCCESS

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

Rationale: 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

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.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
EDA leaders will be satisfied with the job skills of new graduates.	Survey Local EDA leaders about recent graduates. Calculation Method:	According to recent surveys, local EDA leaders express confidence in the job skills of Northwest graduates and note that the college’s programs and success rates play a meaningful role in attracting new industries to the region. At the same time, leadership within the EDA offices of two of our four most critical counties has recently transitioned, and these new leaders are actively becoming acquainted with Northwest and the wide range of work we do to support workforce and economic development.	Build relationships through the Tate County Council of Governments to advocate for infrastructure grants that help attract businesses.	Local economic leaders continue to praise the workforce readiness of Northwest graduates, highlighting how the college’s innovative programs and proven track record of success are helping attract new industries and create opportunities for the community.	Results are similar, with no outstanding changes to the economy, regional economic development, and local business/industry relationships. We continue to partner with local EDF efforts to bring business and industry to our local economy so that the college may engage with programming options for students to gear up for careers with said business and industry. Local EDF office has moved to an on-campus location so the relationship between EDF and the institution has never been better.	Use the tools developed by the Tate County Council of Government to advocate for investment in local infrastructure that attracts businesses. Continue to build relationships with local businesses and industry.
The college will have 95% or higher job placement rates.	Data from Perkins reports	The most recent data from the Annual Perkins Report affirms the strength of the college’s career-technical programs, which consistently achieve job placement rates above 93% for graduates seeking employment. Since fall 2019, enrollment in these programs has grown by more than 40%, prompting the college to expand capacity to meet demand while continuing to deliver strong outcomes for students and employers.	The Career Technical Education Advisory Boards are very helpful groups consisting of Business and Industry Leaders who can give instant feedback on students who intern with their companies or advise on gaps that may exist with recent graduates. This relationship not only makes students more successful but also strengthens the productivity of the college and local industry. When students are trained correctly, they are successful, and business can occur efficiently.	According to the 2024 Perkins report, 95% of our students either were employed in the field they were trained in, employed in a related field, or continued their education in another post-secondary program.	The Results have edged up slightly year over year. Our faculty and staff do an outstanding job of training students for the programs they are studying to work in.	It is challenging to maintain a high standard of outcomes, given that there are many factors external to the college that could change the end result. Our Faculty and Staff will continue to work to help our students be successful through great instruction and through community relationships built through our Career Technical Education Advisory Boards that help local businesses and industry have influence on how the future workforce locally is trained.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
EDA leaders will be satisfied with the growth of the economy in their district on the Economic Developers’ Satisfaction Focus groups.	Positive responses on survey 1. Has Northwest ensured the skills of our workforce meet the needs of our employers? If so, how? 2. Are you satisfied with the job skills of new graduates? 3. Are college programs helping to recruit business and industry to the area with the programs we have and plan to add? 4. Has Northwest helped to create an economic environment that is conducive to increasing the number of family-sustaining employment opportunities in your counties? 5. Are you satisfied with the growth of the economy in your county? Explain. 6. In what ways has Northwest best partnered with your community to create sustainable growth for future generations?	1. Yes. Northwest tailors training to local industry needs, especially in manufacturing, healthcare, and automation. Graduates are job-ready. 2. Yes. NWCC graduates have strong technical, communication, and problem-solving skills—often exceeding expectations. 3. They are. NWCC impresses visiting companies with modern facilities, helping attract new businesses. 4. Yes. Northwest boosts our appeal to industries offering stable, well-paying jobs by supporting workforce development. 5. Yes. New projects and expansions are growing, thanks to Northwest’s strong partnerships with local leaders and industry. 6. Northwest actively engages with industry and showcases its facilities, supporting both workforce readiness and community life.	Develop positive relationships with the local EDA agencies in our region and become a valued resource for recruiting new manufacturing plants or business development opportunities locally and regionally.	1. Yes. Northwest aligns workforce skills with employer needs through targeted training and strong industry partnerships, boosting regional economic vitality. 2. Absolutely. NWCC grads are well-prepared, professional, and workforce-ready thanks to hands-on learning and employer engagement. 3. Yes. Northwest’s adaptable programs in key industries help attract businesses by showing Tate County can meet long-term workforce demands. 4. Without question. Northwest supports job growth through workforce development, small business support, and career pathways that promote upward mobility. 5. Yes. Tate County’s economic growth is strong, driven by planning, partnerships, and Northwest’s commitment to shared development goals. 6. Northwest is a key partner in sustainable growth, aligning education with county goals through dual enrollment and tailored workforce training.	Northwest has not only rebounded from the post-COVID enrollment dip but has surpassed prior benchmarks, achieving levels of enrollment growth not seen since 2016. With 12 consecutive semesters of growth, the college has proven the effectiveness and sustainability of its strategies—including the Strategic Enrollment Management Plan, targeted workforce partnerships, and expanded program offerings. In addition, Northwest actively engages beyond the campus by participating in the Tate County Council of Governments and advocating in Washington, D.C., for projects that strengthen our region’s economy and create new job opportunities for local citizens.	Looking ahead, Northwest will continue to build on its momentum by expanding access, strengthening partnerships, and aligning programs with emerging workforce needs. Key strategies include: Expanding high-demand programs: Launching new offerings such as the Registered Nursing program at the Ranger Center in DeSoto, while continuing to grow programs in advanced manufacturing, healthcare, and technology. Strengthening employer partnerships: Enhancing collaboration with local industries to ensure curriculum and training programs stay responsive to evolving labor market demands. Supporting student success: Investing in advising, dual enrollment opportunities, and transfer pathways to increase degree completion and create seamless transitions into the workforce or four-year universities. Advocating for regional growth: Continuing active participation in the Tate County Council of Governments and lobbying efforts in Washington, D.C., to support infrastructure and workforce projects that benefit our citizens. Through these strategies, Northwest is committed to sustaining enrollment growth, expanding economic opportunities, and preparing students for family-sustaining careers in our region.

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

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the job placement rate	Data from Perkins data	The FY 2023 Job placement rate for the college was 92% for the CTE and Health Sciences combined.	Instructor/Student Relationships and Instructor/Employer Relationships are the best ways to help students develop the right tools for certificate completion and employability.	From the 2024 Perkins report, 95% of our students either were employed in the field trained, employed in a related field, or continued their education in another post secondary program.	There are program-by-program variations due to staffing challenges in high-demand career pathways.	Strategies moving forward may be 1. Align programs with employer needs through workforce councils and labor market data. 2. Offer short-term training and credentials for quick re-entry into jobs. 3. Expand apprenticeships and work-based learning with local industries. 4. Provide career services and job placement to connect students with openings. 5. Partner in regional economic development to attract and support businesses.
Decrease the unemployment rate in our 11 counties.	MDES Employment Rate	The Unemployment rate in our 11-county district can be described generally as historically low. For Example, in DeSoto County, unemployment rates are still among the lowest that they have been in 20 years (2.4% rate for year 2023). In Panola County, the unemployment rates are the still lowest they have been since MDES has kept the data at an Annual average of 4.0 % for 2023 (1990). https://mdes.ms.gov/media/8735/urate.pdf	College strategies affecting the unemployment rate regionally are to help high school students make good, informed decisions on career goals and get them enrolled. Our Adult Education Program is the largest in the state of Mississippi, helping retool individuals who did not have an opportunity to complete earlier. Working with programs like 2nd Chance Mississippi helps Northwest affect the unemployment rate by taking unemployed adults and putting them on a career path for a sustainable career. The Regional Win-Job Centers operated by the college also help take individuals who need a job and connect them with valuable employment opportunities.	The Unemployment rate in our 11-county district can be described as low. County by County, our district has fluctuated, but by and large, the data suggests the region has a very low unemployment rate. Panola County up slightly to 4.2% for year 2024 Desoto County up slightly to 2.6% for 2024 https://mdes.ms.gov/media/8735/urate.pdf	Unemployment across the 11-county Northwest Mississippi region is at historically low levels, with every county below or near the state average of 4.6% as of July 2025. DeSoto County is holding at roughly 4.2%, marking its lowest levels in about two decades, while Panola County continues to post the lowest rates since the Mississippi Department of Employment Security began keeping records in 1990. Lafayette and Calhoun counties stand out with 2024 annual averages of just 2.7% and 2.8%, respectively—among the lowest in the state—while Benton, Tate, Marshall, Tallahatchie, Quitman, Tunica, and Yalobusha remain consistently in the low-3% to mid-4% range. Even in counties with slight seasonal upticks, such as Yalobusha, rates remain well under long-term averages. Taken together, the district is operating at a level of unemployment that underscores both a strong regional economy and historic opportunities for workforce development.	1. Continue workforce training and alignment. 2. continue to develop partnerships with employers and economic developers in the county. 3. provide career navigation and support for students, career fairs.

Increase the number of participants served in workforce training	Annual College Data	The total number of participants trained across the Northwest's 11-county district was 1878.	Additional Recruitment within the companies that are served by NWCC Workforce	The total number of participants trained across the Northwest's 11 county district decreased by over 200 from 1878 to 1628. This decrease can be tied to the district's overall unemployment rate and the reduced need for employers looking to fill positions or retool current employees for new roles.	The status of this data point is completely dependent on the needs of local businesses and industry.	We will continue to be a partner for local businesses and industries and stand ready to serve their future needs for business development and employee education.
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Goal 4.2 Community Development

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

Objective 4.2.1: Raise the level of educational attainment

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the number of individuals who possess credentials awarded by the college (high school equivalency, career and technical certificates, associate degrees, workforce credentials/certifications)	Data from internal sources and Data from external organizations. (NSPARC)	in 2023 the Statewide graduation Average was 40.1% for first time graduates in 150% expected time to graduation with a total success rate for students (including university transfers) at 61.0%.	Northwest has implemented an Advising Retention Center that helps students stay on track and make better decisions about course planning.	The most recent college report card showed that Northwest's graduation rate had improved to 41%, up from 39%. Also, the Adult Education Program at Northwest has increased the number of HSE completers in the same time period, transitioning more students to college classes.	The statewide graduation rate for Mississippi community colleges, measured as students completing their credentials within 150% of normal time (approximately three years for an associate degree), is currently about 42.4%. In addition, around 15.9% of students transfer out without completing a degree, while the statewide fall-to-fall retention rate averages 64.2%. These figures, drawn from the most recent IPEDS and comparison data, highlight both the strong completion performance of Mississippi’s two-year institutions and the substantial number of students who successfully transition to four-year universities after starting at a community college – National Center for Educational Statistics.	Looking ahead, future strategies for improvement will focus on expanding wraparound student support services such as advising, tutoring, and mental health resources to improve retention and persistence. Strengthening guided pathways and transfer partnerships will ensure that students move more seamlessly from certificate and associate programs into the workforce or four-year institutions, while scaling dual credit and adult education-to-college bridge programs will help more students arrive prepared and already earning credit. Northwest will also continue to enhance workforce-aligned programs through collaboration with regional employers, ensuring that graduates enter the job market with in-demand skills. By investing in data-driven interventions to identify at-risk students early and providing targeted outreach, the college can build on its proven strengths in adult education and job placement, close the gap with statewide averages, and further establish itself as a leader in both completion and workforce readiness.

Increase the educational attainment in our 11-county district	Census Data.	Census Data shows a consistent, if gradual, increase in educational attainment in Mississippi. High school graduate or higher (2010–2023): Increased from 81.9% to 86.6%. Bachelor's degree or higher (2010–2023): Increased from 20.4% to 24.2%.	Target Recruitment Strategies, including the Strategic Enrollment Management Plan, have helped the college be mindful of how we can increase student enrollment and degree attainment across our 11-county district.	There is no federal census data available yet for 2024 and 2025.	Northwest has now reached an enrollment level not seen since 2016, marking a significant recovery from the pandemic enrollment dip and demonstrating the strength of recent recruitment and retention strategies. Even more notably, the college has achieved 12 consecutive semesters of continuous enrollment growth, underscoring both stability and sustained momentum across all locations. This growth is not only a return to pre-pandemic performance but also evidence that the Strategic Enrollment Management Plan and targeted outreach efforts have produced lasting, measurable results. The achievement signals that Northwest is not simply recovering—it is positioned for long-term expansion and continued gains in degree attainment across the 11-county district.	Looking ahead, Northwest’s future strategies will focus on keeping enrollment growth strong while turning that momentum into higher graduation and transfer rates. The college will continue strengthening student support services to improve retention, expand partnerships with schools and employers to create clear pathways into college and the workforce, and offer more flexible learning options to meet the needs of adult and working students. By building on the success of 12 straight semesters of growth, Northwest can ensure that more students not only enroll but also complete their degrees and move into good jobs or further education.
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Objective 4.2.2: Create and support college-community partnerships.

Outcomes	Measurement Method	2023 - 2024 Results	Identify Strategies that you will implement to reach this outcome	2024 - 2025 Results	How do the Current Results Compare to the Baseline Starting Point? Were Your Changes Successful?	What are your future strategies for improvement based on your comparison?
Increase the number of community partnerships and participation	List the number of new partnerships	Delta State University fall of 2024 and William Carey Unviersity Agreements in spring of 2024.	Continue to Seek new partnerships with 4 year institutions and businesses.	Most Recently Rust College MOU.	Yes, we have maintained the current partnerships and have increased partnership opportunities that helps add capacity for students to take advantage of.	Continue to look for opportunities for NWCC to create partnerships with external enteties that are beneficial to our students.
Increase the amount of support secured for the college through partnerships	List amounts and new events (non-monetary support)	Continued Capital Campaign progress. Opening Lamar Hall. North Central Eletric Cooperative New Endowed Scholarship. G.E Aerospace donates workforce money to Northwest Mississippi Community College.	External Fundraising Efforts. Accelerate Mississippi Grants for new programming and tools. Seek Federal Funding for projects.	The Capital Campaign outperformed to \$9.8 Million. Heindl Center's programming is still helping locals become aware of the college. We are currently hiring an Aviation Program Director. There is a New Nursing program in DeSoto County and an expansion of CTE programs in Batesville. Baseball Castle Complex. Lamar Hall—Men's Athletic Dorm. Library Renovation. Soiree, in its third year, continues to increase funding for college support.	Support for the college continues to move forward and upward. We have added increased support from the previous years and continue to build a community around the need for local investments in the community college.	The College will continue to execute its master plan of construction and renovations. At the same time, the Foundation/Alumni will continue to seek opportunities to help fund the college or support auxiliary units through gifts and grants.

Strategic Plan Assessment Rubric (SACSCOC 2024-Aligned)

Criteria	Exemplary (4)	Proficient (3)	Developing (2)	Needs Improvement (1)
Mission Integration <i>SACSCOC Standard 2.1: Institutional Mission</i>	Strategic plan is fully aligned with and operationalizes the institutional mission.	Plan supports the mission with clear connections.	Partial alignment; some goals not clearly mission-driven.	Mission is not clearly reflected in the plan.
Comprehensive Planning <i>SACSCOC Standard 7.1: Institutional Planning</i>	Plan is institution-wide, integrated, and data-informed with clear linkages across units.	Planning is broad and mostly integrated.	Planning is siloed or lacks full integration.	Planning is fragmented or ad hoc.
Institutional Effectiveness <i>SACSCOC Standard 7.3: Administrative Effectiveness</i>	Outcomes are clearly defined, assessed, and used for continuous improvement.	Outcomes are assessed and inform some improvements.	Assessment is inconsistent or not clearly linked to improvement.	No clear assessment or use of results.
Student Achievement <i>SACSCOC Standard 8.1: Student Achievement</i>	Plan includes measurable student success indicators (e.g., retention, graduation, job placement) with benchmarks.	Student achievement is addressed with general metrics.	Metrics are vague or inconsistently applied.	No clear focus on student achievement.
Academic & Learning Outcomes <i>SACSCOC Standard 8.2: Student Outcomes</i>	Academic goals are aligned with program and course-level learning outcomes and assessments.	Learning outcomes are included but not fully integrated.	Outcomes are mentioned but lack clarity or assessment.	No mention of learning outcomes.
Resource Planning & Allocation <i>SACSCOC Standard 13.2.c: Financial Documents</i>	Budgeting and resource allocation are clearly tied to strategic priorities.	Some alignment between planning and budgeting.	Weak or inconsistent connection to budgeting.	No evidence of resource alignment.
Governance & Leadership Engagement <i>SACSCOC Standard 7.1: Institutional Planning</i>	Plan reflects shared governance and active leadership involvement.	Leadership is involved; shared governance is somewhat evident.	Limited leadership or governance input.	No evidence of governance involvement.
Quality Enhancement & Innovation <i>SACSCOC Standard 7.2: Quality Enhancement Plan</i>	Includes initiatives that promote innovation and continuous quality improvement.	Some quality enhancement initiatives are included.	Few or unclear quality improvement strategies.	No focus on quality enhancement.

Strategic Plan Assessment Rubric (SACSCOC 2024-Aligned)

Criteria	Exemplary (4)	Proficient (3)	Developing (2)	Needs Improvement (1)
Community & Workforce Engagement <i>SACSCOC Standard 13.3: Financial Responsibility</i>	Strong partnerships with community and industry; aligned with workforce needs.	Partnerships are present but not fully strategic.	Limited or informal partnerships.	No mention of community or workforce engagement.
Documentation & Review Cycle <i>SACSCOC Standard 7.1: Institutional Planning;</i> <i>SACSCOC Standard 7.3: Administrative Effectiveness</i>	Plan is well-documented, accessible, and includes a regular review and update cycle.	Plan is documented and reviewed periodically.	Documentation is incomplete or outdated.	Plan is not documented or reviewed.

2024-2025 Strategic Plan Assessment Review Findings

The following table summarizes the Institutional Effectiveness Committee's results for each criteria reviewed regarding the assessment of the Strategic Plan.

<i>Strategic Plan Assessment Criteria</i>	<i>Exemplary</i>	<i>Proficient</i>	<i>Developing</i>	<i>Needs Improvement</i>
Mission Integration	19	3	0	0
Comprehensive Planning	16	5	1	0
Institutional Effectiveness	18	4	0	0
Student Achievement	20	2	0	0
Academic & Learning Outcomes	19	3	0	0
Resource Planning & Allocation	18	4	0	0
Governance & Leadership Engagement	21	1	0	0