

**ENGAGE NWFSC**  
**Year Three**

**GOAL 1: Classroom (Student Focus)**

Fully empower NWFSC students through quality instruction, faculty connection, and supportive learning communities to maximize their individual potential.

Measure of Excellence	Annual Targets	Strategies
Increased year-to-year student persistence	Baseline to +2% points	<b>President's Priority for Budget Requests:</b> Fully utilize technology and human resources to gather data that provide the necessary analytics to create programming that improves student persistence rates. <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Increase fall-to-spring re-enrollment for all students in credit-bearing courses.</li> <li>• Increase internships, apprenticeships, and industry certifications that lead to college credit.</li> <li>• Develop and implement a comprehensive early alert system that targets resolving achievement gaps.</li> </ul>
	Weight – 30%	
Increased number of annual completions	Baseline to +2%	<b>President's Priority for Budget Requests:</b> <del>Intentionally c</del> Create enhanced systems that improve student completion rates <u>for all students and close the equity gaps among underserved populations.</u> <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Increase the number of short-term certificates and credentials embedded in academic programs.</li> <li>• Increase the number of students taking and passing professional licensure examinations.</li> <li>• Develop and implement an updated and revised College Success Course (SLS 1101) with curriculum that targets degree program completion strategies.</li> </ul>
	Weight – 40%	
Increased credit and non-credit overall enrollments	Baseline to +2%	<b>President's Priority for Budget Requests:</b> Increase total student enrollment. We must advance now! <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Develop and implement a strategy to reduce the proportion of students in non-paid status by drop for non-payment date.</li> <li>• Expand Early College programs to meet community needs.</li> <li>• Implement Recruit CRM and begin implementation of Advise CRM to collect, maintain, and analyze data about prospective and current students.</li> </ul>
	Weight – 30%	

Categories of Achievement:

Not met = Below baseline

Met = Between baseline and target

Exceeded = Above the Board-established target

**GOAL 2: Campus (Faculty & Staff Focus)**

Thoroughly enhance NWFSC employee experiences through talent management practices that focus on recruitment, retention, professional development, and recognition to optimize our greatest asset.

Measure of Excellence	Annual Targets	Strategies
Invest in recruitment and retention of faculty and staff	At baseline	<b>President's Priority for Budget Requests:</b> Focus on our greatest asset through recognition and reward of personnel who are highly engaged, innovative, and who provide exemplary contributions to the advancement of the College. <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Increase opportunities for recognition of faculty and staff.</li> <li>• Continue to invest in our long-term compensation and benefits strategy.</li> <li>• Enhance support and resources provided to adjunct instructors.</li> </ul>
	Weight - 30%	
Increased number of faculty & staff participating in professional development	Baseline to +5%	<b>President's Priority for Budget Requests:</b> Give priority consideration to professional development activities that are targeted toward improving student achievement metrics and campus culture. <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Fully use all staff and professional development (SPD) funding annually through proactive internal marketing of the program.</li> <li>• Consistently update emergency preparedness plans and provide regular emergency training (i.e., active shooter, hostage, and severe weather preparedness).</li> <li>• Require broad-based professional development for all employees.</li> </ul>
	Weight - 40%	
Increased diversity among faculty, staff, and administration reflective of service area	Baseline to +1%	<b>President's Priority for Budget Requests:</b> <u>Clearly articulate the vision of diversity and access to the campus and the community. Advance the College's efforts to promote equity, diversity, and inclusion internally and in the community.</u> <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• <del>Continue to ensure that training materials comply with federal and state law regarding equity, diversity, and inclusion.</del> <u>Ensure that open positions are marketed to a wide range of applicants.</u></li> <li>• Routinely seek feedback to assess the employee retention needs of a diverse faculty &amp; staff.</li> <li>• Continue to demonstrate our commitment to diversity <del>through intentionality in recruitment and hiring practices</del> <u>throughout our workforce.</u></li> </ul>
	Weight - 30%	

Categories of Achievement:

Not met = Below baseline

Met = Between baseline and target

Exceeded = Above the Board-established target

**GOAL 3: Community (Community & Industry Focus)**

Effectively engage with the community through initiatives focused on community, workforce, and economic development.

Measure of Excellence	Annual Targets	Strategies
Increased workforce certificates and industry certifications	Baseline to +2%	<b>President's Priority for Budget Requests:</b> Expand academic program capacity that results in an increase in earned industry-recognized certification. <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Increase the number of CAPE-funded industry certifications earned by students.</li> <li>• Increase the number of non-CAPE-funded industry certifications earned by students.</li> <li>• Increase the number of workforce certificates earned by students.</li> </ul>
	Weight - 40%	
Increased resource investment from business & industry, government, and philanthropic giving	At baseline	<b>President's Priority for Budget Requests:</b> Expand external resource development for academic programming, student success, fine and performing arts, athletics, and CBA/MKEI. <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Expand monetary support for the College and its programming.</li> <li>• Expand the Foundation support (excluding bequests) to the College and its programming.</li> <li>• Increase engagement of college personnel in resource development.</li> </ul>
	Weight - 40%	
Expand community perceptions about the College	Above baseline	<b>President's Priority for Budget Requests:</b> Remain financially stable by demonstrating an entrepreneurial spirit focused on relationship development and management with external donors and business/industry partners. <u>Supporting Strategies</u> <ul style="list-style-type: none"> <li>• Increase opportunities for the community to engage in on-campus activities.</li> <li>• Increase enrollment-related marketing in the community.</li> <li>• Increase college personnel participation in community events.</li> </ul>
	Weight -20%	

Categories of Achievement:

Not met = Below baseline

Met = Between baseline and target

Exceeded = Above the Board-established target