



EngageNWA

Strategic Plan 2018 – 2022

NORTHWEST ARKANSAS
COUNCIL

EngageNWA
Creating a Community of
Engaged Global Talent

LETTER FROM THE NORTHWEST ARKANSAS COUNCIL

Dear Friends,

The Northwest Arkansas Council was founded nearly 30 years ago by Sam Walton, Don and John Tyson, J.B. Hunt, Mark Simmons and other community leaders based on the simple idea that Northwest Arkansas must work together as a region to be successful. In the early 1990s, the challenge we needed to address was ensuring that we had the physical infrastructure in place to foster economic growth. As the region moved forward, the Council maintained its focus on further developing the building blocks for a strong economy, and based on the efforts of community and business leaders, the region has been successful.

Today, Northwest Arkansas looks very different than it did 25 years ago, and the Council has placed a high priority on enhancing quality of life for regional residents. You see the results of these efforts in the growing abundance of bike trails, investments in our downtowns, and growth of arts and cultural options. These efforts improve the quality of life of individuals who choose to live here, but it also helps the region attract the best talent in the world.

In the new global economy, a talented workforce is the key to success. We need to be able to educate and retain our homegrown talent, and we need to ensure that we can attract the best and brightest from around the world. Ensuring that talented individuals want to live and work in Northwest Arkansas is a key issue for the region today, akin to growing our physical infrastructure to support economic progress. It is because of the Council's traditional role in helping to address these large regional issues that we made the decision to take a greater role with respect to diversity and inclusion efforts here in Northwest Arkansas through the efforts of EngageNWA.

The work of EngageNWA will be essential to strengthening the regional economy, and it will be incorporated into the Council's strategic plan going forward. By positioning Northwest Arkansas as a place where individuals from all backgrounds can grow and thrive, we will ensure future economic success and add cultural richness to our regional community.

I want to thank everyone who has been part of the year-long process to develop this strategic plan. This plan was a truly regional effort, and it could not have been done without the passion and commitment of many regional leaders to economic and social inclusion of everyone who calls Northwest Arkansas home. If you have not yet been involved in the effort, we invite you to learn more by exploring the plan and consider joining us.

Nelson Peacock
President and CEO
Northwest Arkansas Council





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EngageNWA

Purpose

To broaden inclusion and engagement, and to strengthen the regional economy by positioning Northwest Arkansas as a community of engaged global talent.

Background

EngageNWA launched in 2013 as a partnership between The Jones Trust and the Northwest Arkansas Council. In addition to the founding partners, Walmart and Tyson Foods, a variety of educational, municipal, consultancy, nonprofit and business partners from throughout the region support the work. The Northwest Arkansas Council commissioned a regional strategic plan for diversity and inclusion in 2017. Through that process, it determined EngageNWA should lead the effort, which would be housed within the Northwest Arkansas Council and expanded to address the priority areas outlined in this Plan.

About

EngageNWA takes a systematic, collaborative approach to harnessing the talent and energy of those who choose to make Northwest Arkansas home, in order to ensure that the region continues to thrive and prosper as one of the nation's best places to live and work. The goals and initiatives listed in this document will be led by the EngageNWA Office, Steering Committee and four subcommittees: 1) Business, 2) Education, 3) Local Government, 4) Connected Communities.

The purpose of this Plan is to create a roadmap that outlines intentional steps for regional partners to work together toward the common goal of maximizing inclusion of everyone in the regional community.

EXECUTIVE SUMMARY

Northwest Arkansas is a dynamic, rapidly changing region capable of ensuring that all residents can take advantage of its many opportunities. With this vision in mind, stakeholders over the past year gathered to discuss challenges the region faces in attracting, welcoming and integrating those who choose to make Northwest Arkansas home.

Those stakeholders identified top priority areas to address. They are **Economic Development, Government Leadership and Equitable Access, Community Civic Engagement, Safe and Connected Communities, and Education**. Regional meetings brought together more than 200 attendees from multiple sectors. One-on-one and small group interviews were conducted with more than 100 people.

Common challenges identified by stakeholders across all priority areas included:

- A need to attract, grow and retain a thriving, successful workforce.
- A shortage of diverse representation in leadership in all sectors.
- A gap in newcomers' understanding of local systems and how to access services.
- A greater need for cross-cultural communication and cultural awareness.

Stakeholders recommended solutions to address these challenges, the most common of which included greater collaboration across sectors and organizations; increased access to services and leadership development; a comprehensive communications plan; and more opportunities for civic/community orientation programming, dialogue to increase community cohesion, and diversity, equity and inclusion training. A consensus of short-, medium- and long-term goals and initiatives to specifically address these regional challenges are provided within this document. The complete Plan is available at www.engagenwa.org.

Among the key initiatives in the Plan:

- Create a civic engagement academy to help community members better understand and participate in city government.
- Develop a program that identifies, trains and helps connect qualified individuals to leadership roles and opportunities.
- Coordinate a one-stop online resource directory of amenities and services for diverse individuals moving to and living in Northwest Arkansas.
- Increase the number of school teachers with diverse backgrounds to align with student demographics.

Both planning and implementation will necessitate collaboration with partners in business, local government, education, and the community. The EngageNWA Office, together with the continued contributions of the dozens of regional partners who have given time and expertise toward the development of the Plan, will execute the Plan, engage the community and implement goals and initiatives. The Plan is a living document and its content will be adjusted as new challenges emerge and as more information is received from community input sessions and the work of EngageNWA's four subcommittees (Business, Education, Local Government, Connected Communities). Subcommittees will meet regularly to oversee and benchmark progress of the Plan's goals and initiatives. They also maintain responsibility for increasing collaboration across sectors, determining and addressing barriers to access for community members, and working in partnership with and soliciting input from diverse stakeholders.

The following pages outline the purpose of each priority area, key challenges identified by stakeholders, and the corresponding goals and initiatives intended to address these challenges. **Each goal specifies lead agencies that will primarily be responsible for goal implementation and key partners that will be fundamental to making the work successful.** The time frame for each initiative is specified as Short (one year), Medium (two years) or Long (three to four years). The Plan covers four years beginning August 1, 2018.





Purpose: To harness the full potential of community members so that everyone has access to the skills and assets to thrive, and so that economic development systems are prepared to leverage new and existing talent.

Key challenges identified by stakeholders: Attracting, growing and retaining talent; spreading awareness to more community members about important information and existing opportunities; obtaining specialty occupation visas; hosting inclusive events; providing workforce transportation; stimulating chamber of commerce outreach and engagement with diverse members of the business community.

■ Short (one year) ■ Medium (two years) ■ Long (three to four years)

Goal 1

Engage employers and chambers of commerce to create inclusive, equitable and safe work environments and hiring practices.

Lead Agency: EngageNWA Business Subcommittee. *Key Partners:* chambers of commerce, Northwest Arkansas Nonprofit Alliance, Walmart, Tyson Foods, University of Arkansas, CanopyNWA, Northwest Arkansas Emerging Leaders.

Initiative 1. Build knowledge and awareness of economic and social inclusion through collaboration with regional leadership programs.

Initiative 2. Provide resources and support for employers and chambers of commerce interested in increasing inclusive policies and practices.

Initiative 3. Work with businesses and chambers of commerce to ensure people applying to join boards reflect the demographics of the community.

Initiative 4. Provide more opportunities for businesses, and chambers of commerce to participate in Diversity, Equity and Inclusion training.

Initiative 5. Provide more opportunities for peer exchange of best practices.

Initiative 6. Develop Northwest Arkansas Inclusion Recognition Program for businesses and organizations.

Initiative 7. Increase participation in CEO Action for

Diversity & Inclusion (CEO-driven business commitment to advance diversity and inclusion within the workplace).

Initiative 8. Explore opportunities to expand equivalency requirements of foreign work experience.

Goal 2

Expand and disseminate data on inclusive economic development needs and opportunities; highlight leading local efforts that promote inclusion and showcase Northwest Arkansas' rich diversity.

Lead Agency: EngageNWA Business Subcommittee. *Key Partners:* University of Arkansas, municipalities, chambers of commerce, school districts, community-based organizations.

Initiative 1. Launch communications campaign to raise awareness about demographic trends, leading local efforts, and contributions diverse populations bring to Northwest Arkansas, and to send a welcoming message to people of diverse backgrounds. The campaign will showcase the region's diversity to prospective residents in an effort to shift misperceptions.

Initiative 2. Translate EngageNWA Strategic Plan and EngageNWA website into languages other than English.

Initiative 3. Publish report that illustrates data trends.



Goal 3

Support entrepreneurs and business owners in starting, building and growing businesses.

Lead Agencies: EngageNWA Business Subcommittee, chambers of commerce. Key Partners: Grit Studios, Startup Junkie Consulting, Communities Unlimited, banks/mainstream financial services, Arkansas Economic Development Commission Minority and Women-Owned Business Enterprise, Small Business Administration, University of Arkansas Small Business and Technology Development Center.

- Initiative 1.** Increase awareness about existing services through inclusive outreach and engagement.
- Initiative 2.** Assess, identify and address barriers for entrepreneurs and business owners.
- Initiative 3.** Expand chamber of commerce business development programs that promote inclusion.
- Initiative 4.** Advance programs that support local and minority-owned business sourcing and contracting.

Goal 4

Provide job seekers with information, training and networking opportunities.

Lead Agency: EngageNWA Business Subcommittee. Key Partners: Department of Workforce Services, Career and Technical Education providers, chambers of commerce, Goodwill Industries.

- Initiative 1.** Increase mentorship and professional networking opportunities and the public's awareness of those opportunities.
- Initiative 2.** Develop and promote internships that strengthen intercultural understanding.
- Initiative 3.** Increase communication and collaboration between workforce development providers and community-based organizations.

Goal 5

Increase access to housing and transportation.

Lead Agencies: Ozark Regional Transit, Razorback Transit, architecture and developer communities, EngageNWA Business Subcommittee. Key Partners: large employers, HousingNWA, NWA Continuum of Care, Urban Land Institute, Regional Housing Collaborative, housing authorities.

- Initiative 1.** Increase opportunities for input from diverse communities about the future of transportation and housing.
- Initiative 2.** Assist in making connections between affordable housing providers and community-based organizations and employers that serve and work with underserved populations.
- Initiative 3.** Develop clearinghouse resource for all regional affordable housing options.
- Initiative 4.** Increase awareness in diverse communities about existing housing and public transportation programs through partnerships that include multicultural and multilingual training. Ensure information about housing and public transportation is available in multiple languages.
- Initiative 5.** Identify and seek opportunities to work with the Arkansas Office of Motor Vehicles to ensure that people who have Limited English Proficiency can pursue drivers' licenses.



GOVERNMENT LEADERSHIP
& EQUITABLE ACCESS

Purpose: To advance inclusion within local government agencies and bodies. To reduce barriers to community services and participation so that local opportunities are available to all residents.

Key challenges identified by stakeholders: Newcomers' understanding of the local system and how to access services; opportunities for input from diverse communities; diversity in leadership positions and awareness of pathways to those positions; increasing participation from diverse communities; local government meetings at times and locations accessible to different work and life schedules.

■ Short (one year) ■ Medium (two years) ■ Long (three to four years)

Goal 1

Ensure government policies and practices create an environment of inclusion.

Lead Agency: EngageNWA Local Government Subcommittee, local government. *Key Partners:* community-based organizations.

Initiative 1. Provide avenue to increase partnerships between local government and community-based organizations to identify and address barriers to access.

Initiative 2. Create an intake method for community comments and concerns.

Initiative 3. Create checklist of best practices to share with local governments in Northwest Arkansas.

Initiative 4. Promote the employment of a local government workforce that reflects the diversity of the community.

Initiative 5. Advance programs that support local and minority-owned business sourcing and contracting.

Goal 2

Increase diverse representation in leadership positions on boards, commissions and committees.

Lead Agencies: Local government, EngageNWA Local Government Subcommittee. *Key Partners:* Arkansas United Community Coalition, Hispanic Women's Organization of Arkansas, Arkansas Coalition of Marshallese, chamber of commerce leadership programs, community-based organizations.

Initiative 1. Increase awareness about leadership opportunities and provide relevant training.

Initiative 2. Work in partnership with existing leadership development programs to increase access to and participation of diverse communities.

Initiative 3. Create alumni network for those who have served and seek opportunities to develop a mentorship program.



Goal 3

Share community resource and government service information with underrepresented members of the community.

Lead Agencies: Local government, EngageNWA Local Government Subcommittee. Key Partners: community-based organizations.

Initiative 1. Designate staff member to coordinate inclusion efforts.

Initiative 2. Create visual diagram illustrating available resources and existing efforts identified through the Strategic Plan and post on EngageNWA website.

Initiative 3. Research additional staff and programming funding.

Initiative 4. Increase underrepresented communities' access to city websites.

Initiative 5. Create civic engagement academy to help community members better understand and participate in city government.

Goal 4

Implement planning in collaboration with diverse stakeholders and maintain efforts in consultation with underrepresented members of the community.

Lead Agency: Local government, EngageNWA Local Government Subcommittee. Key Partners: community-based organizations.

Initiative 1. Increase awareness about and participation in all local government community events.

Initiative 2. Host community forums to solicit input from underrepresented members of the community and consider access as it relates to transportation, language, location, and time.

Goal 5

Promote inclusion and equitable access through communications, training and events, and encourage participation.

Lead Agencies: Local government, EngageNWA Local Government Subcommittee. Key Partners: community-based organizations, K-12 schools.

Initiative 1. Increase opportunities for local government officials to engage with diverse populations.

Initiative 2. Provide more opportunities for local government employees to participate in diversity, equity and inclusion training.

Initiative 3. When possible, offer childcare and refreshments at events to increase participation.

Initiative 4. Produce website, including important forms and documents and other key communication pieces, in more than one language.





Purpose: To actively ensure that diverse populations fully participate in civic life, including increasing access to leadership, community participation and citizenship.

Key challenges identified by stakeholders: Diversity in leadership positions and public awareness of pathways to those positions; awareness about opportunities for civic engagement and socio-economic barriers; leadership development; leadership opportunities that have barriers to entry, such as cost and time of day.

■ Short (one year) ■ Medium (two years) ■ Long (three to four years)

Goal 1

Increase access to and promote platforms for leadership development for all members of the community.

Lead Agencies: EngageNWA Connected Communities Subcommittee, chamber of commerce leadership programs. *Key Partners:* Community Clinic, CanopyNWA, University of Arkansas Office of Diversity and Inclusion Leadership/Mentorship Program, University of Arkansas Leadership in Nonprofits Certification Program, leadership development programs, Northwest Arkansas Nonprofit Alliance, civic groups, Kinship, University of Arkansas School of Art.

Initiative 1. Develop program that identifies, trains and helps connect qualified individuals to leadership roles.

Initiative 2. Work in partnership with existing leadership development programs to increase access to and participation of diverse communities.

Initiative 3. Provide more opportunities for community members to participate in diversity, equity and inclusion training.

Initiative 4. Develop multi-sector clearinghouse resource for available leadership opportunities.

Initiative 5. Seek opportunities to increase mentorship and ambassador programs.

Initiative 6. Explore partnership with University of Arkansas School of Art Cultural Leadership Development to increase formal leadership development.

Goal 2

Develop community knowledge of local government functions, support participation in local government activities and advance inclusive civic engagement.

Lead Agencies: Local government, EngageNWA Connected Communities Subcommittee. *Key Partners:* K-12 schools, community-based organizations.

Initiative 1. Host community forums to solicit input from underrepresented members of the community and consider access as it relates to transportation, language, location, and time.

Initiative 2. Increase awareness about and seek ways to increase access to civic engagement opportunities.

Initiative 3. Create visual diagram illustrating available resources and existing efforts identified through the Strategic Plan and post on EngageNWA website.

Initiative 4. Increase awareness about why the 2020 U.S. Census is important and encourage community members to respond to the Census.

Initiative 5. Increase local government and community-based organization partnerships and events.

Initiative 6. Support voter turnout of people from all backgrounds regardless of political affiliation.

Initiative 7. Offer civic engagement academy to help community members better understand and participate in city government.



Goal 3

Raise community awareness about naturalization and support naturalization for eligible residents.

Lead Agency: EngageNWA Connected Communities Subcommittee, local government. *Key Partners:* Arkansas United Community Coalition, Hispanic Women's Organization of Arkansas, Bentonville Islamic Center, Catholic Immigration Services, faith groups, University of Arkansas Immigration Law Clinic, Legal Aid of Arkansas.

Initiative 1. Increase awareness about naturalization resources for local municipalities.

Initiative 2. Expand resources to provide more support for naturalization.

Initiative 3. Encourage attendance of local government officials and staff at quarterly naturalization ceremonies in Fayetteville.

Initiative 4. Raise awareness for the entire community about the process for becoming a United States citizen.

Goal 4

Establish youth advisory council to focus on diversity and inclusion efforts for youth.

Lead Agencies: Teen Action and Support Network, EngageNWA Connected Communities Subcommittee. *Key Partners:* school districts, charter schools, private schools, home school associations.

Initiative 1. Convene listening session to determine youth priorities.





Purpose: To build relationships among people of all backgrounds, including newcomers and long-term residents. To foster trust and build relationships between community members, local law enforcement and other safety agencies.

Key challenges identified by stakeholders: Visibility and accessibility of programs offered and the ability to connect due to insufficient resources; duplication of services in programs; trust and communication between newcomers and long-term residents; trust and communication between diverse communities and local law enforcement and safety agencies.

■ Short (one year) ■ Medium (two years) ■ Long (three to four years)

Goal 1

Safe Communities. Build relationships and promote communication between law enforcement and underrepresented communities.

Lead Agencies: local law enforcement, EngageNWA Connected Communities Subcommittee. Key Partners: community-based organizations, NICE NWA.

Initiative 1. Provide more opportunities for law enforcement staff to participate in diversity, equity and inclusion training.

Initiative 2. Explore whether ride-along programs can be used as a way to build relationships between law enforcement and community members.

Initiative 3. Encourage participation from diverse communities in citizen police academies.

Initiative 4. Partner with law enforcement to increase outreach, participation and partnerships at events hosted by law enforcement and community-based organizations.

Initiative 5. Encourage more collaboration among Northwest Arkansas law enforcement agencies to increase regional cohesion.

Goal 2

Connected Communities. Coordinate a one-stop online resource directory of amenities and services for diverse individuals moving to and living in Northwest Arkansas (i.e. faith institutions, shopping, restaurants, personal services, social and civic organizations, media outlets, arts and culture, and childcare).

Lead Agency: Northwest Arkansas Council/FindingNWA.

Key Partners: EngageNWA Connected Communities Subcommittee, Major employer Employee Resource Groups, HARK, United Way of Northwest Arkansas, Leisurlist.

Initiative 1. Survey diverse groups to shape directory to fit greatest needs.

Initiative 2. Translate the directory in multiple languages.

Initiative 3. Develop and incorporate calendar to highlight events of interest to Northwest Arkansas' diverse population.



Goal 3

Connected Communities. Build relationships, support interactions and promote communication among all members of the community.

Lead Agency: EngageNWA Connected Communities
Subcommittee. Key Partners: diverse media, Leisurlist, existing multilingual groups, community-based organizations, employers, and housing authorities.

Initiative 1. Continue to host Community Cohesion Forums (community conversations about how Northwest Arkansas can be a more inclusive and cohesive region) and consider access as it relates to language, transportation, location, and time.

Initiative 2. Increase awareness about opportunities to make one-on-one connections with people from different backgrounds, such as dialogue and cultural events happening throughout the region.

Initiative 3. Develop “cross-cultural communications tips” one-pager.

Initiative 4. Create a visual diagram illustrating available resources and existing efforts identified through the Strategic Plan and post on EngageNWA website.

Initiative 5. Document and share stories about events that unify people from diverse backgrounds.

Initiative 6. Identify neighborhood champions and bring events to neighborhoods.

Initiative 7. Encourage co-hosting events to bring audiences together for a broader reach.





Purpose: To ensure everyone has access to the education necessary for academic and professional success.

Key challenges identified by stakeholders: Cross-cultural teaching and understanding; connections between K-12, adult education and higher education; institutional norms and barriers; sufficient number of certified bilingual teachers and staff; alignment of teacher diversity with student demographics; cultural awareness and English as a Second Language (ESL) training for teachers; connecting educational systems and partners for comprehensive approach to student success; coordination among ESL providers; the cost of teaching degrees.

■ Short (one year) ■ Medium (two years) ■ Long (three to four years)

Goal 1

Increase number of school teachers with diverse backgrounds to align with student demographics.

Lead Agencies: School districts, charter schools, private schools, EngageNWA Education Subcommittee. Key Partners: Northwest Arkansas Education Service Cooperative, Northwest Arkansas Community College LiFE Program.

Initiative 1. Develop comprehensive list of all English for Speakers of Other Languages (ESOL) teaching certification programs.

Initiative 2. Support the Northwest Arkansas Education Cooperative to help increase teacher recruitment.

Initiative 3. Increase scholarship opportunities for those interested in teacher certification to grow talent from within Northwest Arkansas.

Initiative 4. Encourage participation of underrepresented middle- and high-schoolers in Future Teachers of America clubs.

Initiative 5. Increase number of certified bilingual teachers by exploring stipend options for teachers who are bilingual and have an ESL Endorsement.

Goal 2

Advance educational and career opportunities for adults.

Lead Agencies: adult education centers, literacy councils, employers, EngageNWA Education Subcommittee. Key Partners: Northwest Technical Institute, Northwest Arkansas Community College, University of Arkansas, Goodwill Industries, Arkansas Department of Workforce Services, community-based organizations.

Initiative 1. Create more intentional access to professional development and social networks for newcomers.

Initiative 2. Expand family and adult literacy programming through increased use of technology.

Initiative 3. Invest in adult education and career readiness, and increase access to technical certifications and professional degree programs.

Initiative 4. Explore opportunities to expand workplace literacy programs and compensate employees for their time.

Initiative 5. Explore ways to validate more professional credentials from other countries.

Initiative 6. Facilitate advances in basic education and high school equivalencies for adults with Limited English Proficiency.



Goal 3

Empower parents to support and participate in the education system.

Lead Agencies: School districts, charter schools, private schools, home school associations, RootED NWA, EngageNWA Education Subcommittee. *Key Partners:* Arkansas Coalition of Marshallese, Hispanic Women's Organization of Arkansas, University of Arkansas Center for Multicultural and Diversity Education, Crystal Bridges Museum of American Art, Marshallese non-profits and churches, Tyson Foods' Upward Academy, Child Care Aware, Teen Action and Support Center, One Community, postsecondary institutions.

- Initiative 1.** Increase awareness about existing parenting classes that are available to all parents.
- Initiative 2.** Increase access for parent participation on school boards and Parent Teacher Associations (PTAs).
- Initiative 3.** Increase number and consistency of trained volunteer interpreters available for school districts and seek a nonprofit organization that can help coordinate and sustain the effort.
- Initiative 4.** Explore avenues to communicate with parents and consider some may not have access to the internet.
- Initiative 5.** Increase ambassador programs to help newcomer parents navigate the education system (i.e. support with enrollment, information on school options and available resources).
- Initiative 6.** Explore increasing parent mentor programs (parents mentor parents).

Goal 4

Celebrate and promote inclusion of Northwest Arkansas' diversity of cultures.

Lead Agencies: School districts, charter schools, private schools, home school associations, postsecondary education providers, corporate partners, Arkansas Department of Education, Arkansas Foreign Language Teachers Association, Arkansas Teachers of English to Speakers of Other Languages, EngageNWA Education Subcommittee. *Key Partners:* University of Arkansas, Hindu Association of Northwest Arkansas, Islamic

Center, Jewish congregations, Compassion Fayetteville, Crystal Bridges Museum of American Art.

- Initiative 1.** Seek approval to make the Arkansas Seal of Biliteracy into a state-approved credential through the Arkansas Department of Education.
- Initiative 2.** Investigate and disseminate information about available interpreter/translator certifications.
- Initiative 3.** Provide more opportunities for school employees to participate in diversity, equity and inclusion training.
- Initiative 4.** Obtain clarification on school absence allowances for major religious/cultural festivities by district; seek school district building-level approval and state-level approval for allowed absences for 1-2 major religious/cultural festivities.
- Initiative 5.** Create better awareness of local cultural events through improved media and communication channels, and encourage school personnel participation in cultural events.
- Initiative 6.** Increase and expand awareness of opportunities for English language learning.
- Initiative 7.** Increase employability and global competitiveness among all ages by increasing awareness and providing more opportunities to learn other languages.
- Initiative 8.** Increase awareness about the benefits of bilingualism and multilingualism.
- Initiative 9.** Explore obtaining state approval of a waiver needed to offer dual language programs in schools.

Goal 5

Explore options for increasing access to high quality, early childhood education.

Lead Agencies: School districts, charter schools, private schools, home school associations, postsecondary education providers, corporate partners, Arkansas Department of Education, EngageNWA Education Subcommittee. *Key Partners:* Arkansas Advocates for Children and Families, Helen Walton Children's Enrichment Center.

- Initiative 1.** Increase awareness of benefits of early childhood education for English Language Learners.

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