2008-2011 Strategic Plan
IMPLEMENTATION & TRACKING PLAN

Northwest College
WYOMING

1. ACCESS

Strategic Goal	Baseline Data	First-Year Target	First-Year Data	Second-Year Target (rev.)	Third-Year Target	Key Responsibility
1.1. Increase the number of part-time students by 1% per year	596 students *(Fall 2008)*	602 students *(Fall 2009)*	726 students (22% increase) *(Fall 2009)*	733 students *(Fall 2010)*	740 students *(Fall 2011)*	VPSA, VPAA[1]
1.2. Implement the new scholarship plan and assess its impact on year-to-year retention	2008-09 scholarship plan *(2008-09)*	Implement new Trapper Scholarship Program *(2009-10)*	Trapper Scholarship Program implemented	Assess effectiveness *(2009-10)*		VPSA, Exec Dir of Foundation
1.3. Develop two new instructional degree and/or certificate programs to expand technical and transfer options	*(Fall 2008)*	Two new degree or certificate programs *(Fall 2009)*	Nine new programs begun[2]	Assess new degrees programs *(Fall 2010)*	One more degree or certificate program *(Fall 2011)*	VPAA
1.4. Increase distance education FTE enrollment by 2% per year *Amended goal: Increase distance education FTE enrollment by 7% per year (for 2nd & 3rd years)*	185 FTE *(Fall 2008)*	189 FTE *(Fall 2009)*	270.6 FTE (46% increase) *(Fall 2009)*	289.5 FTE *(Fall 2010)*	309.8 FTE *(Fall 2011)*	VPAA, VPSA

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[1] *VPAA = Vice President for Academic Affairs, VPSA = Vice President for Student Affairs, VPAS = Vice President for Administrative Services, VPCR = Vice President for College Relations, BOT = NWC Board of Trustees*

[2] *A.A.-Criminal Justice, A.A.-Film Production, A.A.-Screenwriting, A.A.S.-Radio Production, A.A.S.-Television Production, Advanced Welding Technology Certificate, Horse Owner Basic Hoof Care Certificate, Professional Farrier Certificate, and Comprehensive Skills Certificate in Radio Production.*

2. SUPPORT

Strategic Goal	Baseline Data	First-Year Target	First-Year Data	Second-Year Target (rev.)	Third-Year Target	Key Responsibility
2.1. Actively collaborate with the NWC Foundation to fully use the Legislature's new appropriation in the "Wyoming Community College Endowment Challenge Program" *Amended goal: In addition, conduct targeted fundraising campaign in FY10*	$6.5 million raised for endowment challenge program *(June 2008)*	Additional $1.3 million raised *(2008-09)*	$829,645 raised *(2008-09)*	Additional $750,000 raised $300,000 *(2009-10)*	Remaining $775,000 raised *(2010-11)*	President, Exec Dir of Foundation, VPCR
2.2. Create a plan during FY 09 prior to a campaign for public funds for an Applied Science and Technology Building, student center, and related facilities		Board decision; implement plan	No action due to state economy			President, BOT, VPCR
2.3. Develop a phased approach to implementing the Facilities Master Plan priorities to facilitate new program development and services to students	Existing Facilities Master Plan (FMP)	Review & revise FMP into phases	Simpson Hall expansion completed; five other FMP projects initiated	Completion of 6 facilities improvement projects	Revise FMP	President, PAC, BOT
2.4. Develop and implement a college-wide professional development plan		Develop plan	Initial change to evaluation system initiated	Implement new evaluation system	Create college-wide professional development plan	President, HR Director
2.5. Develop a succession plan for key positions to ensure organizational continuity and quality		Develop plan	Initial planning meetings held	Begin revision of policies to make succession planning possible	Develop succession plan for key positions	President, HR Director

3. PARTNERSHIPS

Strategic Goal	Baseline Data	First-Year Target	First-Year Data	Second-Year Target (rev.)	Third-Year Target	Key Responsibility
3.1. Implement a three-year pilot program to provide new concurrent enrollment (CE) options in the high schools[3]	2.7 FTE *(Fall 2008)*	5.4 FTE *(Fall 2009)*	25.7 FTE (852% increase) *(Fall 2009)*	38.0 FTE *(Fall 2010)*	42.0 FTE *(Fall 2011)*	VPAA
3.2. Collaborate with service area high schools and the Wyoming Department of Education to clearly define and articulate pathways to facilitate smooth transitions from high school to our programs of study		Complete pathway for Construction Trades program	Did not receive Construction Trades Program grant; did not receive sufficient interest in the program to continue development	Replace Wyo. Tech-Prep articulation agreements w/ CE options that address student movement from HS to college in any of the pathways	Enhance CE options for Wyo. students by adding additional enrollment options	VPAA
3.3. Expand collaboration with businesses on the design and delivery of new workforce training programs that lead to two new or redesigned certificates and degrees	*(Fall 2008)*	*(Fall 2009)*	Seven programs are in various stages of development or delivery[4]	Add college credit to 1 workforce cert. & strengthen workforce-to-college pathways w/ 2 additional workforce programs *(Fall 2010)*	Stabilize delivery of 3 new workforce cert. programs & determine appropriateness of college credit for these content areas & skills	President, VPAA
3.4. Expand partnerships with businesses and organizations to produce a 2% annual increase in the number of participants in workforce training programs *Amended goal: 1,255 duplicated headcount for 2nd year & 1,400 duplicated for 3rd year*	1,255 duplicated headcount *(2007-08)*	1,280 duplicated headcount *(2008-09)*	848 duplicated headcount (32% decrease) *(2008-09)*	1,255 duplicated headcount *(2009-10)*	1,400 duplicated headcount *(2010-11)*	President, VPAA

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[3] *Additional relevant data: Dual enrollment for Fall 2008 = 22.3 FTE, Fall 2009 = 24.2 FTE (9% increase)*
[4] *Building Analyst Certification, Pharmacy Technician, Food & Hospitality Training, Barista Training, Certified Medical Assistant, Work Readiness Program, and Survey Technician*

4. INSTITUTIONAL VITALITY

Strategic Goal	Baseline Data	First-Year Target	First-Year Data	Second-Year Target (rev.)	Third-Year Target	Key Responsibility
4.1. Increase FTE enrollment by 2% per year	1,759 FTE *(Fall 2008)*	1,794 FTE *(Fall 2009)*	2,043.3 FTE (16% increase) *(Fall 2009)*	2,084.2 FTE *(Fall 2010)*	2,125.8 FTE *(Fall 2011)*	President, PAC
4.2. Increase minority student head-count enrollment by 2% per year[5]	131 students *(Fall 2008)*	134 students *(Fall 2009)*	196 students (50% increase) *(Fall 2009)*	200 students *(Fall 2010)*	204 students *(Fall 2011)*	VPSA
4.3. Enhance and streamline shared governance by clarifying the advisory roles of constituency groups, College Council, and standing committees		Develop restructured system	Discussions on "mapping" of shared governance have occurred	Clarify shared governance system	Communicate broadly to College community	President, VPAA
4.4. Produce a comprehensive self-study accreditation document through broad College involvement		Complete preliminary draft of self-study	Review of first draft completed	Finalize self-study; plan HLC campus visit	Use results in creation of next strategic plan	President, VPAA

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[5] *For this strategic goal, minority student head-count includes only U.S. students. The total minority student enrollment—including international students—is 277 in Fall 2009.*

5. STUDENT ACHIEVEMENT

Strategic Goal	Baseline Data	First-Year Target	First-Year Data	Second-Year Target (rev.)	Third-Year Target	Key Responsibility
5.1. Increase the number of degree/certificate student completers by 1% per year *Amended goal: By 3rd year, increase numbers to 07-08 levels*	343 degrees; 95 certificates *(2007-08)*	346 degrees; 96 certificates *(2008-09)*	323 degrees (6% decrease); 81 certificates (15% decrease) *(2008-09)*	333 degrees; 88 certificates *(2009-10)*	343 degrees; 95 certificates *(2010-11)*	President, VPAA, VPSA
5.2. Increase the first-time, full-time student fall-to-spring retention rate by 1.5% per year *Amended goal: 84.0% retention rate for 2nd & 3rd years*	81.0% *(Fa 07-Sp 08)*	82.5% *(Fa 08-Sp 09)*	82.6% (1.6% increase) *(Fa 08-Sp 09)*	84.0% *(Fa 09-Sp 10)*	84.0% *(Fa 10-Sp 11)*	VPAA, VPSA
5.3. Increase the first-time, full-time student fall-to-fall retention rate by 1.5% per year[6] *Amended goal: 62.0% retention rate for 2nd & 3rd years*	59.0% *(Fa 07-Fa 08)*	60.5% *(Fa 08-Fa 09)*	62.7% (3.7% increase) *(Fa 08-Fa 09)*	62.0% *(Fa 09-Fa 10)*	62.0% *(Fa 10-Fa 11)*	VPAA, VPSA
5.4. Implement new cross-college initiatives designed to enhance the academic success of students who test into developmental courses: a. Reduce by 1% per year the number of these students who drop out of college in their first year *Amended goal: 61.0% retention rate for 2nd & 3rd years*	53.6% retention rate *(Fa 07-Fa 08)*	54.6% retention rate *(Fa 08-Fa 09)*	60.6% retention rate (7% increase) *(Fa 08-Fa 09)*	61.0% retention rate *(Fa 09-Fa 10)*	61.0% retention rate *(Fa 10-Fa 11)*	VPAA, VPSA
b. Increase by 1% per year the number of these students who successfully complete the college-level course that follows completion of related developmental courses[7] *Amended goal: Math – 18.1% for 2nd year, 19.1% for 3rd year; English – 25.0% for 2nd & 3rd years*	Math: 15.5% Engl: 24.7% *(Fa 07-Fa 08)*	Math: 16.5% Engl: 25.7% *(Fa 08-Fa 09)*	Math: 17.1% (1.6% increase) Engl: 17.7% (7.0% decrease) *(Fa 08-Fa 09)*	Math: 18.1% Engl: 25.0% *(Fa 09-Fa 10)*	Math: 19.1% Engl: 25.0% *(Fa 10-Fa 11)*	

[6] *Fall-to-fall retention rate is generally called "persistence rate."*
[7] *This data is the percentage of students who were enrolled in at least one developmental course during the initial fall semester indicated and who completed the respective college-level course that follows within one calendar year.*

6. COMMUNICATION & IMAGE

Strategic Goal	Baseline Data	First-Year Target	First-Year Data	Second-Year Target	Third-Year Target	Key Responsibility
6.1. Evaluate Web site redesign and the new content management system in terms of increased internal and external usability	New web design & content management system	Staff training; usability testing	Staff training and usability testing has occurred; Web site award received[8]	Usability testing continues	Usability testing continues	VPCR
6.2. Develop a new initiative to improve internal communication		Software identification for electronic forum	Electronic forum ("Yammer") identified	Implement forum; assess effectiveness	Continue to nurture internal communication initiatives	VPCR
6.3. Implement additional digital communication strategies to enhance communication with prospective and current students		Implement *Active Admissions* by Spring 2009	*Active Admissions* implemented	Assess effectiveness	Continue to develop content in *Active Admissions*	VPSA, VPAS

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[8] *NWC's Web site earned the 2009 "Gold Medallion of Excellence" from the National Council for Marketing and Public Relations (District 4).*