

Strategic Plan 2008-2010
OPERATIONAL PLAN: ACADEMIC AFFAIRS

I. ACCESS

Strategic Goal	Timeframe	Baseline Data	First Year Goal	Second Year Goal	Resources Needed	Assessment	Key Responsibility
1.1. Increase the number of part-time students by 1% per year	Annual	Fall 2008	baseline + 1%	baseline + 2%			All, PAC, Enrollment Adv Cmte
Continue to expand delivery of online courses and add online degrees		102 courses	107 courses	112 courses	Staff support expansion to two full-time positions (Scott plus 1 FTE)	5% increase in online course each year Submit HLS online degree request spring 2009	Virginia Fish; Ronda Peer
Redesign delivery of credit programs in Worland to run more efficiently by eliminating low-enrolled onsite courses and providing technical support for students in online learning.		0 AAS courses delivered	4 applied tech courses	6 applied tech courses		Delivery of two AAS program courses in fall 2009 and two in the spring (concurrent enrollment and through the Center) Maintain a rotation of General Education courses to facilitate degree completion (concurrent and at the Center)	Ronda Peer
1.3. Develop two new instructional degree and/or certificate programs to expand technical and transfer options	2008-2010	Fall 2008; (73 degree program options & 29 certif.)	baseline + 1	baseline + 2			VP for Academic Affairs
Criminal Justice AA degree (2009) Two-year welding certificate (2009) Film, Radio and Television: two AA options, two AAS options, one comprehensive skills certificate (2009) Close BOTK programs to strengthen Business AAS program delivery (2009)					Increase travel funds by \$1,500 for new degree programs	Approval of the programs through the Commission Addition of the new programs to the Web site New program micro-sites active New program fact sheets sent to interested students Update Catalog with new programs as soon as possible after final program approvals	Division Chairs and VP for Academic Affairs
Revise Drafting Technology Program for Vistas (2009-10)					Add two more computer work stations to address enrollment growth	Added course and lab student capacity by fall 2009	Sher Hruska and Bob Krenz

						Make computer upgrades to accept new CAD software	
1.4. Increase distance education FTE enrollment by 2% per year	Annual	Fall 2008	baseline + 2%	baseline + 4%			VP for Academic Affairs, VP for Student Affairs
See online course delivery numbers under 1.1							
Update the current distance education plan to address delivery of degrees, current staffing allocations and needs, and technology innovations and training needs						New plan reviewed by AAC and PAC spring 2009	
Complete application to HLC for online degree approval once plan is approved						Request for online degrees submitted spring 2009	Ronda and Sher
Continue online student support services training and delivery for non-academic staff						Deliver training through Title III regarding best practices for online student support services (January 2009); Track any changes to online services	Sher, Dana, Marlene Zentz and staff follow-up
Faculty course development training and delivery options						AAC, Virginia, Ronda, and Scott	Ronda, Virginia, and Sher
Expand needed software access for faculty teaching online courses (Adobe suite)					\$15,000	More courses meeting advanced online best practice standards; Library streaming video for instruction (no new money)	Ronda, Virginia, Scott, Susan

2. STUDENT ACHIEVEMENT

Strategic Goal	Timeframe	Baseline Data	First Year Goal	Second Year Goal	Resources Needed		Key Responsibility
2.1. Increase the number of degree/certificate student completers by 1% per year	Annual	Spring 2008	baseline + 1%	baseline + 2%			All, PAC
Expand facilities and services for the Writing Center, Presentation Lab, and Library info- literacy training Centralize tutoring services if space becomes available					Designated space for writing center, presentation lab, and library training Add tutoring office if space allows	Establish timeline and budget for Library Building expansion Confirm building design in conjunction with space holders	PAC on budget decision Space design Kim, Susan, Sher (and project work team) Dana, Susan, and Sher regarding Tutoring in new space
Build a long-term staffing plan for the Writing Center and Presentation Lab					Stipend/reassigned time funding in place by end of Title III grant	Documented student use and satisfaction	Sher, Rob Koelling and Duane Fish

Complete design of developmental math program		<i>Program new in fall 2008</i>				Math course outcomes finalized Orientation for developmental math adjuncts developed Initial supplemental math activities to enhance student learning implemented in 2009-2010	Bob Krenz and Lourdes Pajo
Continue to expand transfer/articulation agreements and to inform students of these options		23	+10	+8	Cover part of Title III transfer and articulation position onto college funds (\$30,000)	List new articulation agreements in transfer web site and other publications	Brittany Kobbe and Virginia Fish
Strengthen ESL course offerings and writing tutoring to enhance international student success and degree/certificate completion and to support special international educational program delivery.		2 courses	Add one new ESL course & one trained staff person	Add one more ESL course or lab option	Funding to cover ESL certification of a current NWC employee (\$5,000)	New course available through Humanities for fall 2009; second new course available in spring 2009 Special ESL support courses developed and delivered to meet new program needs	Rob Koelling and Humanities Division Ronda and Rob Koelling
Promote academic advising through advisor training, ongoing student and faculty assessment and continual support.						Implement advising training sessions spring 2009 and early fall 2009 to meet Title III target by October 1 2010	Virginia Fish
2.2 Increase the first-time full-time student fall to spring retention rate	Annual	Fall 2007-Fall 2008	baseline + 1.5%	baseline + 3%			VP for Academic Affairs, VP for Student Affairs
Continue to provide a quality Kick-off Weekend program and expand first-year experience services by piloting a parent calendar, non-traditional orientation, and fall semester programming.		Summer 2008 data	Increase in completers by 2%	Increase in completers by 2%		Use KOW 2007 and 2008 to assess growth in FTE, student satisfaction, and credits completed for students who earn and do not earn KOW credit	Virginia, Brittany, Mike Taylor, Sher and Dana
Expand the number of program specific first-year experience courses (engineering, education, agriculture, non-traditional orientation courses)		2	3	3		Addition of at least two new first-year experience courses in 2009-10	Div chairs and select program-specific faculty
Use data from our two implementations of CCSSE to design needed initiatives						Implement meetings to share data Work with Faculty Development and Morale on appropriate instructional design workshops as needed Collaborate with SALT on additional staff training if needed	Sher, Dana, Lisa Smith
2.3 Increase the first-time, full-time student fall-to-fall	Annual	Fall 2007-	Baseline	Baseline =			

retention rate by 1.5% per year		08	+1.5%	3%			
Expand summer course options		<i>Summer 2008 numbers</i>	<i>Courses expanded by 6 f-2-f</i>			Add six new face-to-face course options across divisions (collaborate with Korean Teacher Project on content options)	Virginia Fish and division chairs
2.4. Implement new cross-college initiatives designed to enhance the academic success of students who test into developmental courses: Reduce by 1% per year the number of these students who drop out of college in their first year	Annual	<i>Fall 2008</i>	<i>baseline - 1%</i>	<i>baseline - 2%</i>			VP for Academic Affairs, VP for Student Affairs
Complete math-course and DVST/ENGL outcomes project						Documentation of outcomes for each level of math Meeting schedule to inform new adjunct and full-time faculty about math course, student-learning outcomes expectations	Bob Krenz
Expand Writing Center Services					Confirm budget for support of Writing Center faculty and staff tutors and program implementation	Document service delivery schedule	Sher; Rob Koelling

2.5. Increase by 1% per year the number of these students who successfully complete the college-level course that follows completion of related developmental courses	Annual	Fall 2008	baseline + 1%	baseline + 2%			VP for Academic Affairs, VP for Student Affairs
Enhance student tracking by developmental area and disseminate core indicator data for program development						Implementation of program-specific faculty analysis of core indicator report on completion of first college level course in writing and math	Virginia and Brad for data; physical science and humanities division chairs for program development analysis and initiatives

4. INSTITUTIONAL VITALITY

Strategic Goal	Timeframe	Baseline Data	First Year Goal	Second Year Goal	Resources Needed	Assessment	Key Responsibility
4.1. Increase FTE enrollment by 2% per year	Annual	Fall 2008	baseline + 2%	baseline + 4%			All, PAC, Enrollment Adv Cmt
Expand concurrent enrollment through implementation of the new three year pilot plan (see 6.1)							Ronda Peer
4.4. Produce a comprehensive self-study accreditation document through broad College involvement	2008-2009						President, VP for Academic Affairs
Allocate time of key staff to provide needed elements of the self study process, e.g., web and online resource sites; data needed to finalize the self-study report sections and the institutional data form					Update reassigned time for key faculty given earlier campus visit Time of Webmaster and institutional researcher	Initial accreditation website available for review August 2009	Duane Fish and Renee Dechert with identified specialized staff
Implement non-academic program student learning outcomes assessments; add to searchable database					Completed outcomes reports from non-academic Vice Presidents for 2008 and 2009	Availability of non-academic outcomes information through WEAVE online	Sher, Damian and VPs

6. PARTNERSHIPS

Strategic Goal	Timeframe	Baseline Data	First Year Goal	Second Year Goal	Resources Needed	Assessment	Key Responsibility
6.1. Implement a three-year pilot program to provide new concurrent enrollment options in the high schools	2008-2011						VP for Academic Affairs, Dean of Ext Campus & Workforce Training
<p>Initial implementation underway; expand course options in high schools across the service area to meet targets</p> <p>Implement assessment plan and use data for program planning</p>					Upgrade of Cody support position	<p>Increased concurrent enrollment by 5% by end of spring 2010</p> <p>Completion of assessment plan with participating high schools</p>	Ronda Peer
6.2. 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	Annual						VP for Academic Affairs
<p>Expand teacher summer professional development courses</p> <p>Perkins Program Director participate in DOE and community college meetings to develop state-wide plan-of-study programs reaching from high school to the community colleges</p> <p>Dean of Extended Campus and Workforce Training Coordinators complete high school/college articulations in designated content areas each year</p> <p>Collaborate with high school personnel involved in Pro-Start Program to build career pathways in culinary and hospitality</p> <p>Collaborate with schools to build career pathway to our ADN and PN programs</p>						<p>Completion of events as listed (Business plan of study completed fall 2008)</p> <p>At least two new course and program articulation agreements with service area high schools</p>	Ronda Peer, Kay Dooley, and Taten Sheridan

6.3. Expand collaboration with businesses on the design and delivery of new workforce training programs that lead to two new or redesigned certificates and degrees	Annual	Fall 2008		Two new or redesigned cert./degrees			President, VP for Academic Affairs, Dean of Ext Campus & Workforce Training
Hire staff to survey technology and construction trades programs, collaborate with relevant faculty regarding credit-bearing options					Backfill funding for workforce of the Excellence in Higher Education Endowment funds are cut.	Implement survey tech and construction trades programs with high satisfaction from student participants	Ronda Peer and Kathy Crookshanks
Collaborate between workforce and Divisions to build credit options							
6.4. Expand partnerships with businesses and organizations to produce a 2% annual increase in the number of participants in workforce training programs	Annual	Fall 2008	baseline + 2%	baseline + 4%			President, VP for Academic Affairs, Dean of Ext Campus & Workforce Training
Implement new three-community workforce training model to expand targeted training						Improved record keeping on workforce training program details, assessments, and participation	Ronda Peer, Kay Dooley and Kathy Crookshanks.
Assess pilot project in Powell for integration of work-based Learning and Workforce training; also assess success of changes in administration of Perkins grant and program activities							