

Student Affairs Tactical/Operational Plan March 10, 2009

ACCESS

1.1 Increase the number of part-time students by 1% per year

SG#	DEPARTMENT	METHOD (Action/Activity)	ASSESSMENT (Evaluation)	OUTCOME	RESPONSIBLE PARTY	1 st or 2 nd Year Goal?	Resources	Baseline Data
1.1	Residence Life	<ul style="list-style-type: none"> ▪ Housing offers opportunities for part time students to live in the on-campus housing. While priority is given to students enrolled in 9 or more credit hours, students with fewer than 9 credit hours are allowed to live on campus based on availability. ▪ Situation specific flexibility with students who must move from full time to part time status. ▪ Provide affordable on-campus housing ▪ Pro-rated room/apartment/board options provided throughout the year. 	<ul style="list-style-type: none"> ▪ Run colleague reports to track the number of part time students. ▪ Collect the data from ACUHOI EBI (Association of College & University Housing Offices Educational Benchmarking, Inc.) and Internal Housing Exit Survey ▪ Internal Evaluations 	<ul style="list-style-type: none"> ▪ Provide and enhance housing services for part-time students 	All Residence Life Staff	2008 - 2009	Auxiliary Budget	
1.1	Child Care Center	<ul style="list-style-type: none"> ▪ Create a web site ▪ Advertise ▪ Work Study ▪ Lab use ▪ Build partnerships (PVHC, State, Public Schools, DFS) 	<ul style="list-style-type: none"> ▪ Data collection and tracking ▪ Annual Meeting (PVHC) 	<ul style="list-style-type: none"> ▪ Partnerships have been strong. Will receive subsidy from PVHC 	Child Care Center Manager			

1.1	Admissions	<ul style="list-style-type: none"> Target marketing and activities towards non-traditional and part time prospects Partner with local business, agencies, employment office, civic organizations and service organizations 	<ul style="list-style-type: none"> Enrollment Report Surveys Monitor Admissions Application Data Monitor Prospect Data 	<ul style="list-style-type: none"> Enhanced information and support to prospective and current part time NWC students 	Admissions/ Registrar			
1.1	Project Succeed	<ul style="list-style-type: none"> Interview new full time and part time students Provide Student Success Plans Recruit full and part time students 	<ul style="list-style-type: none"> Count students who complete interviews and enroll in program Count students who complete these initial appointments Count and list the venues in which we actively recruited student for our program 	<ul style="list-style-type: none"> Increase the number of part-time students in project succeed 	Cindy Lisa and Lisa ALL	2008-2009	TRiO Funds	Student Access Database Beginning 200102
1.1	Student Success Program	<ul style="list-style-type: none"> Individual counseling with at-risk students Support groups with marginal students 	<ul style="list-style-type: none"> Documentation files; completion pieces, attendance, monthly contact log, DS spreadsheet 	<ul style="list-style-type: none"> Numbers in attendance using services who persist in school 	Counselors, Disability Services Coordinator, Nurse Practitioner and LPN	2008-2009 Goal		
1.1	Financial Aid	<ul style="list-style-type: none"> Provide information to potential students wishing to attend NWC on a part time basis Promote NWC and Buffalo Bill Historical Center Employee enrollment in NWC course offerings On a weekly basis, 	<ul style="list-style-type: none"> Track number of students awarded financial aid and scholarships on a part time basis Track number of students who meet with staff 	<ul style="list-style-type: none"> Enhanced information and support to prospective and current part time NWC students Utilization of 	All Financial Aid & Scholarship Office Staff			

		<p>provide staff support at the NWC Cody Center to counsel students on financial aid and scholarship resources</p> <ul style="list-style-type: none"> ▪ Work with the Department of Workforce Services, West Park Hospital/Independent Living Program, Department of Family Services and other local and state partners to reach out to individuals who wish to attend NWC part time. ▪ Continue commitment of scholarship, student employment and federal financial aid resources for part time students ▪ Provide training to Worland and Cody Outreach Office staff regarding federal financial aid application processes and programs and NWC scholarship programs 		<p>NWC employee and Buffalo Bill employee waivers to enhance part time enrollments</p>				
1.1	Multi-Cultural	<ul style="list-style-type: none"> ▪ Market & Promote on-line classes to prospective international students via e-mail contact and recruitment fairs 	<ul style="list-style-type: none"> ▪ Monitor who enrolls ▪ Track number of international on-line enrollment 	<ul style="list-style-type: none"> ▪ More international students from around the world will take courses at NWC 	Mary Baumann Harriet Bloom-Wilson			
1.1	Tutoring	<ul style="list-style-type: none"> ▪ Promote Tutor Trac scheduling software to part-time and non-trad students to emphasize 	<ul style="list-style-type: none"> ▪ Track number of part-time students 	<ul style="list-style-type: none"> ▪ Provide increased tutor accessibility 	Carol Z.			

		scheduling flexibility		for part-time students				
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1.2 Implement the new scholarship plan and assess its impact on year-to-year retention

1.2	Residence Life	<ul style="list-style-type: none"> Increase awareness of new scholarship plan through programming and providing information in on-campus housing 	<ul style="list-style-type: none"> Collect data from the Room Selection Intent Form and the Internal Housing Exit Survey Evaluate the effectiveness and distribution of information provided to students in on-campus housing Collect evaluations on on-campus housing programs relating to the new scholarship plan 	<ul style="list-style-type: none"> To support the new scholarship plan in on-campus housing Provide data collected from surveys to applicable offices and departments 	All Residence Life Staff	<p>Collect data: 2008 – 2009</p> <p>Distribute information & Collect Evaluations: 2009 – 2010</p>		
1.2	Admissions	<ul style="list-style-type: none"> Promote new scholarship plan at local high schools, college fairs and in communication pieces 	<ul style="list-style-type: none"> Counselor Survey Scholarship Applications; number of students receiving, accepting and retaining scholarships 	<ul style="list-style-type: none"> Increased marketing of weekend and evening online courses to all prospects/applicants interested in coming to NWC as a part time student 	Admissions/ Registrar			
1.2	Project Succeed	<ul style="list-style-type: none"> Address financial issues Focus on success for our S- 	<ul style="list-style-type: none"> Record help with budgeting, credit, student loans, financial aid, 	<ul style="list-style-type: none"> Increased retention of STEM students in Project 	All Cindy & Lisa S.	2009 - 2010	TRIO Funds	Student Access Database

		STEM students (<i>S-STEM = Scholarships for Students in Science, Technology, Engineering and Math</i>)	<ul style="list-style-type: none"> scholarships, etc. Work with P.I.'s of S-STEM grant (<i>P.I. = Project Investigator</i>) to determine how best to dove tail our efforts 	Succeed				beginning 2008 - 2009
1.2	Financial Aid	<ul style="list-style-type: none"> Increase awareness of Trapper Scholarship Program through on and off campus programs and presentations <ul style="list-style-type: none"> Financial Aid nights, High School classroom presentations, etc. Work with NWC faculty and staff to have working knowledge of Trapper Scholarship Program awarding philosophy and criteria Position NWC Institutional and Foundation funds in conjunction with State and Federal resources to utilize the Trapper Scholarship Program to its greatest level of effectiveness 	<ul style="list-style-type: none"> Track number of students receiving scholarships through the Trapper Scholarship Program Track number of students accepting Trapper Scholarships and attending NWC Track number of students returning to NWC for a second year (retention) 	<ul style="list-style-type: none"> Increased enrollment of incoming high school graduates Increased numbers of part time and non-trad students Increased retention of full time and part time students 	Bev Bell Jennifer Stauffer Deborah Karst			
1.2	Athletics	<ul style="list-style-type: none"> Work collaboratively with financial aid and enrollment services in the recruitment of spouses, siblings, and friends of student athletes 	<ul style="list-style-type: none"> Tracking and documentation 	<ul style="list-style-type: none"> Increase enrollment of full time students Increase enrollment of part time students 	Coaches and staff			

1.3 Develop two new instructional degree and/or certificate programs to expand technical and transfer options

1.3	Tutoring	<ul style="list-style-type: none"> Provide tutoring support for distance education and on-line students 	<ul style="list-style-type: none"> Coordinate with the Office of Extended Campus to determine tutoring needs Monitor and update tutoring services information provided on NWC website 	<ul style="list-style-type: none"> Increased tutor availability and support to outreach students 	Carol Z. Dean of Extended Campuses Dean for Student Engagement and Success			
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1.4 Increase distance education FTE enrollment by 2% per year

1.4	Activities	<ul style="list-style-type: none"> Develop an online course for Field Studies – Hawaii 	<ul style="list-style-type: none"> Course materials Documentation course Evaluations 	<ul style="list-style-type: none"> Field Studies – Hawaii to become an online course approved by curriculum committee Course to be taught in Spring 2010 Course evaluations – Positive 	Director of Activities Instructor of Field Studies – Hawaii			
1.4	Student Success Program	<ul style="list-style-type: none"> Provide basic student health services Provide disability accommodations on campus and for distance education students when possible. 	<ul style="list-style-type: none"> Number of online students 	<ul style="list-style-type: none"> Provision of online counselors to students within the state Provision of constitution with coordinator for online students 	DSC Counselors	2009-2010 Goal		
1.4	Financial Aid	<ul style="list-style-type: none"> Monitor and enhance financial aid and scholarship information provided to potential and current students on NWC's Financial Aid web pages Work with Office of Extended Campus to identify courses and 	<ul style="list-style-type: none"> Use information provided by the Office of Extended Campus to determine if targeted scholarship dollars are achieving enrollment goals 	<ul style="list-style-type: none"> Enhanced information and support to Outreach students 	All Financial Aid & Scholarship Office Staff			

		programs offered at NWC Outreach Campuses and provide financial aid and scholarship information and support						
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SUPPORT			
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2.1 Actively collaborate with the NWC Foundation to fully use the Legislature’s new appropriation in the “Wyoming Community College Endowment Challenge Program”

SG#	DEPARTMENT	METHOD (Action/Activity)	ASSESSMENT (Evaluation)	OUTCOME	RESPONSIBLE PARTY			
2.1	Child Care Center	<ul style="list-style-type: none"> Annual inspections First Aid/CPR TB Physicals DFS Trainings 	<ul style="list-style-type: none"> Documentation 	<ul style="list-style-type: none"> Well prepared staff that provides quality care and support to NWC families 	All Staff			
2.1	Financial Aid	<ul style="list-style-type: none"> Meet on a monthly basis with the Executive Director of the Foundation to discuss scholarship and funding needs for students Utilize Foundation funds to maximize awarding of Institutional, State and federal resources in support of NWC students 	<ul style="list-style-type: none"> Evaluate number of new scholarship created to support NWC students Analyze number of student who receive scholarship and financial aid that is sufficient to meet 75% of the institutional Cost of Attendance (tuition & fees, books, Room & Board allowance) 	<ul style="list-style-type: none"> Increase in dollar amount (translates to number of scholarship funding available to support NWC students) Higher percentage of Cost of Attendance covered by non-loan resources for NWC students, decreasing debt burden when out of school 	Bev Bell, Shelby Wetzel, Dana Young, Jim Zeigler, Dee Havig, Autourina Mains, Jennifer Stauffer			
2.1	Athletics	<ul style="list-style-type: none"> In cooperation with Trapper Booster Club, NWC Foundation and Financial Aid, initiate an endowment for Athletics Summer 	<ul style="list-style-type: none"> Meet regularly with Executive Director of the Foundation Communicate with Financial Aid Director 	<ul style="list-style-type: none"> Implementation of Summer Scholarship Program 	Athletics Financial Aid and Foundation			

		<ul style="list-style-type: none"> Scholarship Program Committed to \$25,000 of available matching funds 						
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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

2.2	Residence Life	<ul style="list-style-type: none"> Promote and host focus groups in on-campus housing designed to gain input and contribution from the students at NWC regarding facilities and program development 	<ul style="list-style-type: none"> Collect data from aforementioned focus groups 	<ul style="list-style-type: none"> Provide data collected from students to applicable campus committees and departments 	All Residence Life Staff	2009 – 2010	Auxiliary Budget	
2.2	Child Care Center	<ul style="list-style-type: none"> Annual Inspections First Aid/CPR TB Physicals DFS Training 	<ul style="list-style-type: none"> Documentation 	<ul style="list-style-type: none"> Well prepared staff that provides quality care and support to NWC families 	All Staff			
2.2	Project Succeed	<ul style="list-style-type: none"> Focus on a new student center 	<ul style="list-style-type: none"> Visit regional colleges' student centers 	<ul style="list-style-type: none"> Integral and critical student services provided to fit students need 	Cindy	2008 - 2009	VP's Funds	VP and Student Senate Beginning 2008 - 2009
2.2	Counseling	<ul style="list-style-type: none"> Work (partnership) with area high schools on transition to college of students 	<ul style="list-style-type: none"> Track number of high school enrollment & retention of students with disabilities 	<ul style="list-style-type: none"> Increased enrollment & retention of students with disabilities 	All Student Affairs personnel Disability Coordinator	2008-2009 Goal 2009-2010 Goal		
2.2	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with members of SALT, EAC, ASO Committees and other NWC partners and stakeholders to develop noted plans 	<ul style="list-style-type: none"> Evaluate effectiveness and progress of noted initiatives 	<ul style="list-style-type: none"> College wide support for initiative 	All Financial Aid & Scholarship Office Staff			
2.2	Athletics	<ul style="list-style-type: none"> Work collaboratively with SALT, AAC, ASO and other NWC partners to develop plans Continue developing Athletic Department facilities plan that is compatible with the rest of 	<ul style="list-style-type: none"> Evaluate effectiveness and programs of initiatives 	<ul style="list-style-type: none"> College wide support for the initiative Improved departmental functionality 	Coaches and staff			

		the NWC campus						
2.2	Tutoring	<ul style="list-style-type: none"> Consolidating and centralizing the tutoring center 	<ul style="list-style-type: none"> Meet with VP's, director of Library and SSC staff to determine if the library is the best temporary or permanent location for tutoring 	<ul style="list-style-type: none"> Students will be better served by having a central location and all services located in it. 	Carol Z. Dean of Student Engagement of Success Student Success Center Staff VP's			

2.3 Develop a phased approach to implementing the Facilities Master Plan priorities to facilitate new program development and services to students

2.3	Residence Life	<ul style="list-style-type: none"> Promote and host focus groups in on-campus housing designed to gain input and contribution from the students at NWC regarding facilities and program development 	<ul style="list-style-type: none"> Collect data from aforementioned focus groups 	<ul style="list-style-type: none"> Provide data collected from students to applicable campus committees and departments 	All Residence Life Staff	2009 – 2010	Auxiliary Budget	
2.3	Activities	<ul style="list-style-type: none"> Develop plan for promoting and marketing new student center and IM Sports fields 	<ul style="list-style-type: none"> Survey Senate and Activities Board Survey student population regarding needs for student center and athletics Organize trips to visit other campus facilities 	<ul style="list-style-type: none"> Students recognize needs and communicate to appropriate college and community leaders 	Director of Activities Director of Residence Life Staff			
2.3	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan 	<ul style="list-style-type: none"> Evaluate effectiveness and progress of noted initiatives 	<ul style="list-style-type: none"> College wide support for initiatives 	All Financial Aid & Scholarship Office Staff			
2.3	Athletics	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop a physical plan (sports field) that will allow for the addition of new sports (soccer teams) 	<ul style="list-style-type: none"> Comparators 	<ul style="list-style-type: none"> Addition of new sports programs Increase in FTE 	Athletic Staff, Director of Res. Life, and Activities Director	2009 - 2010		

2.4 Develop and implement a college-wide professional development plan

2.4	Residence Life	<ul style="list-style-type: none"> Participate in college-wide professional development initiatives Continue to take advantage of and provide applicable professional development opportunities for Residence Life Professional and Para Professional Staff 	<ul style="list-style-type: none"> Evaluate the effectiveness and relevancy of professional development activities through staff evaluations and job performance reviews 	<ul style="list-style-type: none"> Continued personal and professional development as related to job performance 	All Residence Life Staff	2008 – 2009 2009 – 2010	Auxiliary Budget	
2.4	Activities	<ul style="list-style-type: none"> Attend professional development workshops such as NACA, Project Adventure, etc. Update First Aid/CPR Develop presentation for NACA conference 	<ul style="list-style-type: none"> Documentation and materials from workshops is used and presented at NACA conference 	<ul style="list-style-type: none"> Quality and variety of programs and services increases Program evaluations 	Director of Activities Staff			
2.4	Child Care Center	<ul style="list-style-type: none"> Annual Inspections First Aid/CPR TB Physicals DFS Trainings 	<ul style="list-style-type: none"> Documentation 	<ul style="list-style-type: none"> Well prepared staff that provides quality care and support to NWC families 	All Staff			
2.4	Project Succeed	<ul style="list-style-type: none"> Serve on campus and community boards and councils 	<ul style="list-style-type: none"> SALT, EAC, Retention Committee, AAC, PCLI Board, College Council, Foster Youth Liaison Committee, etc. (<i>PCLI = Park County Leadership Institute</i>) 	<ul style="list-style-type: none"> Development of professional workforce that enhances and supports work with students 	All	2008 - 2009	TRIO Funds	Official minutes Program Assessment Beginning with 2008-2009
2.4	Counseling	<ul style="list-style-type: none"> Participate in college wide professional development initiatives 	<ul style="list-style-type: none"> Evaluate effectiveness and relevancy of professional development activities through evaluations and performance reviews 	<ul style="list-style-type: none"> On-going improvement in personal and professional development related to job performance 	All Counseling, Disability Services and Student Health personnel	2009-2010 Goal		
2.4	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholder to develop plan 	<ul style="list-style-type: none"> Evaluate the impact of professional development activities through job 	<ul style="list-style-type: none"> Continued personal and professional 	All Financial Aid & Scholarship Office Staff			

			performance and staff evaluations	development that supports job performance and person quality <ul style="list-style-type: none"> Staff have sense of ownership and empowerment for their position duties 				
2.4	Tutoring	<ul style="list-style-type: none"> Participate in college wide professional development initiative 	<ul style="list-style-type: none"> Evaluation through job performance and staff evaluation 	<ul style="list-style-type: none"> Personal and professional development Reinforce ment of current program Implement ation of new methods and ideas 	Carol Z. Dean of Student Engagement and Success			

2.5 Develop a succession plan for key positions to ensure organizational continuity and quality

2.5	Activities	<ul style="list-style-type: none"> Develop and promote and present for funding by Student Senate a plan for ½ time Intramural Coordinator 	<ul style="list-style-type: none"> Documentation of needs 	<ul style="list-style-type: none"> Plan presented and approved by Senate; position to be filled by fall 2009 	Director of Activities			
2.5	Child Care Center	<ul style="list-style-type: none"> Annual Inspections First Aid/CPR TB Physicals DFS Trainings 	<ul style="list-style-type: none"> Documentation 	<ul style="list-style-type: none"> Well prepared staff that provides quality care and support to NWC families 	All Staff			
2.5	Counseling	<ul style="list-style-type: none"> Promote applicable professional development opportunities for Counseling, Disability Services, and Student 	<ul style="list-style-type: none"> Trainings <ul style="list-style-type: none"> For marginal students For online students 	<ul style="list-style-type: none"> Retention of marginal students Staff engagement with students 	Counselors Student Health Disability Coordinator	2009-2010 Goal		

		Health						
2.5	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan 	<ul style="list-style-type: none"> Evaluate impact of succession plan on retention of current employees and advancements/movements to other positions 	<ul style="list-style-type: none"> Current staff encouraged to achieve personal and academic goals that will support their career advancements Staff have sense of ownership and empowerment for their position duties 	All Financial Aid & Scholarship Office Staff			
2.5	Athletics	<ul style="list-style-type: none"> Work collaboratively with colleagues in department to fulfill athletic mission Shared governance in department and shared responsibility 	<ul style="list-style-type: none"> Retention of employees Internal and external advancement of employees 	<ul style="list-style-type: none"> Encourage and inspire advancement within the department and the profession 	Athletic Staff	2008 – 2009 2009 - 2010		

PARTNERSHIPS

3.1 Implement a three year pilot program to provide new concurrent enrollment options in the high school

SG#	DEPARTMENT	METHOD (Action/Activity)	ASSESSMENT (Evaluation)	OUTCOME	RESPONSIBLE PARTY			
3.1	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan Provide scholarship support for concurrent enrollment students 	<ul style="list-style-type: none"> With Office of Extended Campus, track number of students utilizing concurrent enrollment scholarships and evaluate their academic success 	<ul style="list-style-type: none"> Increase concurrent enrollment offerings for high school students to promote accelerated academic progress through college Provide challenging courses for high school students which will allow 	Bev Bell, Brad Hammond, Cynthia Garhart, and other stakeholders			

				them to qualify for merit based aid (Hathaway Scholarship, Academic Competiveness Grant)				
3.1	Multi-Cultural	<ul style="list-style-type: none"> Work with website design & content; make sure that our international site is relevant Advocate for an on-line application credit card payment capability 	<ul style="list-style-type: none"> Highly relevant website that reflects the vitality for our international programs Students will get a good sense of the procedures and application materials needed for admittance Process will be streamlined so students can apply and pay on-line 	<ul style="list-style-type: none"> Students will navigate the website, get a good sense of the college and efficiently do everything on-line. 	Mary Baumann Harriet Bloom-Wilson Carey Miller			

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

3.2	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan Provide information to high school counselors, students, parents, and others regarding merit based financial aid resources available <ul style="list-style-type: none"> Hathaway Scholarship, Academic Competiveness Grant, etc. 	<ul style="list-style-type: none"> Track number of students who receive Hathaway Scholarships <ul style="list-style-type: none"> By high school GPA, ACT score, etc. By Hathaway Scholarship Level Track number of students receiving Academic Competiveness Grant (ACG) for freshman year and then meeting continuing eligibility 	<ul style="list-style-type: none"> Increase in number of students who are academically prepared for college Increased number of students qualifying for merit based financial aid programs Increased retention rated of NWC students 	Bev Bell, West Hernandez, Financial Aid Office Staff			
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			requirements for second year award					
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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

3.3	Child Care Center	<ul style="list-style-type: none"> Continue collaboration with PVHC, DFS, CACFP NWC used as labs for students to ensure educational success 	<ul style="list-style-type: none"> Tracking, data collection Annual meeting and reporting 	<ul style="list-style-type: none"> Tracking child care use as a lab improved services we offer to students 	All Staff			
3.3	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan Provide scholarship support to students enrolling in new programs Collaborate with Department of Workforce Services to provide financial aid information to individuals attending NWC through state administered training programs 	<ul style="list-style-type: none"> Track number of scholarships that support new workforce training programs, certificate and degrees 	<ul style="list-style-type: none"> Increased number of students enrolled in programs that prepared them for employment Increased financial support for Workforce Development programs 	All Financial Aid & Scholarship Office Staff, Brad Hammonds, Other stakeholders			

3.4 Expand partnerships with businesses and organizations to produce a 2% annual increase in the number of participants in workforce training programs

3.4	Child Care Center	<ul style="list-style-type: none"> Continue collaboration with PVHC, DFS, CACFP NWC used as labs for students to ensure educational success 	<ul style="list-style-type: none"> Tracking, data collection Annual meeting and reporting 	<ul style="list-style-type: none"> We are tracking child care use as a lab We have improved the services we offer to students 	All Staff			
3.4	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan Collaborate with Department of Workforce Services to provide financial aid information to individuals attending NWC through state administered 	Need	Need	Need			

		training programs						
3.4	Athletics	<ul style="list-style-type: none"> Work collaboratively with College wide stakeholders to develop a plan 	Need	Need	Need			

INSTITUTIONAL VITALITY			
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4.1 Increase FTE enrollment by 2% per year

SG#	DEPARTMENT	METHOD (Action/Activity)	ASSESSMENT (Evaluation)	OUTCOME	RESPONSIBLE PARTY			
4.1	Residence Life	<ul style="list-style-type: none"> Convert RA Leadership Skills Course from 1 credit hour course to a 3 credit hour course Explore the possibility of holding limited classes in on-campus housing to provide easy accessibility Distribute and continually evaluate on-campus housing marketing plan and materials Provide affordable on-campus housing options 	<ul style="list-style-type: none"> Class evaluations Focus Group feedback regarding marketing materials 	<ul style="list-style-type: none"> Guaranteed enrollment in CO/M 2010 Collaboration with Academic Affairs to explore opportunities to enhance a positive living-learning environment Continued use of or improved on-campus housing marketing plan depending on results of focus group feedback ACUHO-I EBI Survey 	All Residence Life Staff with support of Academic Affairs and Publications Director	Convert RA Leadership Skills Course: 2009 – 2010	Auxiliary Budget	
4.1	Child Care Center	<ul style="list-style-type: none"> Provide safe, quality child care, Work Study opportunity Lab observation/Internship NAEYC & DFS 	<ul style="list-style-type: none"> Documentation Data Collection NAEYC self study tool Annual visits 	<ul style="list-style-type: none"> Improved Services Qualified Professionals 	All Staff			
4.1	Admissions	<ul style="list-style-type: none"> Expand or increase high school visits & college fairs Strengthen relationships with area influencers Continue Scholarship and Preview Days 	<ul style="list-style-type: none"> Counselor Surveys Even Surveys Enrollment Report 	<ul style="list-style-type: none"> Increase application to enroll yield rate 	Admissions/Registrar			

		<ul style="list-style-type: none"> Continue digital and cutting edge communication with prospective students 						
4.1	Counseling	<ul style="list-style-type: none"> Provide support individually and in groups Programming in halls to assist in student adjustment to college Provide accommodations for students with disabilities Offer health based programming Promote healthy living through BASICS and hall programming 	<ul style="list-style-type: none"> Evaluations of groups, programs Feedback through GPA's of students with disabilities Follow through on Counseling Alerts 	<ul style="list-style-type: none"> Increased enrollment Collaboration between Student Success Center, Project Succeed and Academic Affairs National College Health Assessment for direction in programming 	All SSC Staff	2008 – 2009 2009 – 2010		
4.1	Financial Aid	<ul style="list-style-type: none"> Promote Trapper Scholarship Program and other Institutional, State, private and federal financial aid resources to increase student enrollments Work with high school counselors, local and state partners to promote NWC programs and provide information on financial aid assistance 	<ul style="list-style-type: none"> Track number of students applying for scholarships and federal financial aid Track number of students awarded scholarships and federal financial aid Evaluate effectiveness of financial aid awards in the recruitment of students 	<ul style="list-style-type: none"> Increase in number of financial aid and scholarship applications that become awards and then enrolled students 	All Financial Aid & Scholarship Office Staff			
4.1	Athletics	<ul style="list-style-type: none"> Offer coaching credits during summer camps Summer scholarship program Strategic plan for recruitment of student athletes Better use of online courses 	<ul style="list-style-type: none"> Tracking and documentation 	<ul style="list-style-type: none"> More summer credits offered and completed. More effective recruitment of non-scholarship athletes 	<ul style="list-style-type: none"> Athletics Financial Aid, Enrollment Services 	2008 – 2009 2009 - 2010		
4.1	Tutoring	<ul style="list-style-type: none"> Increased availability of academic assistance for students by promoting tutoring services and TutorTrac 	<ul style="list-style-type: none"> Track number of students and courses 	<ul style="list-style-type: none"> Increased enrollment and retention 	Carol Z. Dean for Student Engagement and Success			
4.1	Multi-cultural	<ul style="list-style-type: none"> Continue international 	<ul style="list-style-type: none"> Continue to monitor 	<ul style="list-style-type: none"> It will save 	Mary Baumann			

		<ul style="list-style-type: none"> recruiting ▪ Respond immediately to all inquiries ▪ Continue to develop & update literature & website targeting international students ▪ Pursue agents in China & India ▪ Continue retention activities ▪ Use alumni to promote NWC ▪ Expand the international team to the Director of Recruiting in Enrollment Services 	<ul style="list-style-type: none"> enrollment numbers ▪ Collect data on number of inquiries 	<ul style="list-style-type: none"> money& time for the student ▪ It may lead to full time enrollment in the students future 	Harriet Bloom- Wilson West Hernandez			
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4.2 Increase minority student head-count enrollment by 2% per year

4.2	Residence Life	<ul style="list-style-type: none"> ▪ Enhance and provide programming and services designed to create multicultural competencies and awareness (racial, ethnic, gender, learning styles, economic status, sexual orientation, etc.) - Facilitation of the Unity Through Diversity Focus Group - Diversity training for Professional and Para Professional staff - Monthly programming requirements - Creating an inclusive and respectful living-learning environment in on-campus housing - Participation in the Diversity Awareness 	<ul style="list-style-type: none"> ▪ Monthly Programming Reports ▪ ACUHO-I EBI Survey ▪ CO/M 2010 (Communications 2010 Leadership Skills for RA's) assignments, discussion, and course evaluation 	<ul style="list-style-type: none"> ▪ Success in providing these programs and services will contribute to the recruitment and retention of minority students ▪ Continued use of or improved on-campus housing marketing plan 	All Residence Life Staff	2008 – 2009 2009 – 2010	Auxiliary Budget for survey Senate funding for focus groups And RA Training	
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		<ul style="list-style-type: none"> - Distribute and continually evaluate on-campus housing marketing plan and materials - Provide affordable on-campus housing options 						
4.2	Admissions	<ul style="list-style-type: none"> ▪ Recruit from specific areas based on demographics ▪ Target mailing 	<ul style="list-style-type: none"> ▪ Enrollment Report ▪ Admissions Numbers 	<ul style="list-style-type: none"> ▪ Increase in number of applications/Admits/Enrollees for minority students 	Admissions/Registrar			
4.2	Project Succeed	<ul style="list-style-type: none"> ▪ Interview new minority students ▪ Provide Student Success Plans ▪ Recruiting minority students ▪ Keep records and generate reports as needed 	<ul style="list-style-type: none"> ▪ Count students who complete interviews and enroll in project succeed ▪ Count students who complete these initial appointment ▪ Count the classrooms, summer orientations, and other venues in which we actively recruited students for the program ▪ Keep accurate and complete student files, Student Access Database and Budget books 	<ul style="list-style-type: none"> ▪ Increase the number of minority students 	Cindy Lisa and Lisa All Lisa and Lisa	2008 - 2009	TRiO Funds	Student Access Database Beginning with 2001 - 02
4.2	Counseling	<ul style="list-style-type: none"> ▪ Grow existing programs designed to create multicultural competencies and awareness through: <ul style="list-style-type: none"> - Hall programs - Groups - Support of international student programming - Modeling inclusive behavior - Provide diversity for 	<ul style="list-style-type: none"> ▪ Programming reports and evaluations ▪ Student attendance ▪ Staff participation and inclusion toward and with students 	<ul style="list-style-type: none"> ▪ Successful provision will contribute to recruitment and retention on minority students 	All Counseling, Disability Services and Student Health Staff	2008 – 2009 2009 – 2010		

		staff						
4.2	Financial Aid	<ul style="list-style-type: none"> Work with high school counselors, local and state partners to identify and provide information and services to minority students needing assistance in applying for federal financial aid scholarships 	<ul style="list-style-type: none"> Track number of minority students referred for assistance in applying for aid Track number of these minority students completing and being awarded federal, state and NWC aid 	<ul style="list-style-type: none"> Increase in number of minority students applying for and receiving financial assistance to attend NWC 	All Financial Aid & Scholarship Staff			
4.2	Athletics	<ul style="list-style-type: none"> Strategic plan for recruitment and retention Work collaboratively with all SALT members 	<ul style="list-style-type: none"> Tracking and documentation 	<ul style="list-style-type: none"> Athletics should be a model of appreciation for ethnic and cultural diversity Enhance the educational experience for all students 	Athletic Staff			
4.2	Tutoring	<ul style="list-style-type: none"> Provide diversity and multicultural training for tutors Increase the number of tutoring sessions available for minority students 	<ul style="list-style-type: none"> Track number of minority students utilizing tutoring services 	<ul style="list-style-type: none"> Increased enrollment and retention 	Carol Z. Dean of Student Engagement and Success			
4.2	Multi-Cultural	<ul style="list-style-type: none"> Develop programs for the Hispanic community re: introduction to college, financial aid/career opportunities Become more of a presence in Worland by hiring local Hispanic person to promote NWC (person needs to be bilingual) Increase minority scholarships by first promoting payroll deduction by faculty/staff 	<ul style="list-style-type: none"> See an increase in Hispanic & Native American numbers Survey Hispanic parents regarding Northwest College 	<ul style="list-style-type: none"> More minority students Increase in scholarships available to minorities Closer relationships to the Hispanic community Bilingual literature so Hispanic families feel included 	Office of Admissions College funding a position in Worland Faculty /Staff foundation will promote minority scholarships College Relations develops the literature Faculty representatives in E.S. attends recruiting and career fairs Bridge program			

		<ul style="list-style-type: none"> Develop bilingual literature targeted to parents Increase presence at career and recruiting days at local restaurants (Wind River, Crow, N. Cheyenne) Develop bridge program for minority & disadvantaged students – bring them to campus beginning in the 6th grade 		<ul style="list-style-type: none"> Early contact with student makes it more likely that they may attend college here 	developed by VP of Instruction			
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4.3 Enhance and streamline shared governance by clarifying the advisory roles of constituency groups, College Council, and standing committees

4.3	Project Succeed	<ul style="list-style-type: none"> Serve on campus and community boards and councils 	<ul style="list-style-type: none"> SALT, EAC, Retention Committee, AAC, PCLI Board, College Council, Foster Youth Liaison Committee, etc. 	<ul style="list-style-type: none"> Create an organizational structure that enhances and supports work with students 	All	2008 - 2009	TRiO Funds	Official minutes Program Assessment Beginning 2008 - 2009
4.3	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan 	<ul style="list-style-type: none"> Evaluate effectiveness of restructuring of NWC Committees, College Council, Constituency Groups, etc. 	<ul style="list-style-type: none"> More efficient and effective shared governance at NWC that promotes college wide participation and buy-in 	All Financial Aid & Scholarship Office Staff			
4.3	Athletics	<ul style="list-style-type: none"> Serve on campus, community and professional (NJCAA or sports association) committees and boards Represent and participate in governing process 	<ul style="list-style-type: none"> NJCAA Policy Handbook Evaluate the product and service our students receive 	<ul style="list-style-type: none"> A higher quality and more efficient delivery of product and services to our students 	All	2008 – 2009 2009 - 2010		

4.4 Produce a comprehensive self-study accreditation document through broad College involvement

4.4	Residence Life	<ul style="list-style-type: none"> Produce a Residence Life Department Objective document that supports the Strategic Plan and 	<ul style="list-style-type: none"> Continually evaluate department objectives and goals on an on-going basis 	<ul style="list-style-type: none"> Contribute to a successful accreditation process through 	All Residence Life Staff	2008 - 2009	Staff time	
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		Priorities of Student Affairs and the Institution as a whole		the production of a comprehensive self-study <ul style="list-style-type: none"> Continual growth (as necessary) in order to meet the needs of our residents 				
4.4	Activities	<ul style="list-style-type: none"> Assessment currently being done 	<ul style="list-style-type: none"> Documentation 	<ul style="list-style-type: none"> Assessments produced 	Director of Activities Staff			
4.4	Child Care Center	<ul style="list-style-type: none"> Provide safe, quality child care Work study opportunity Lab observation/Internship NAEYC & DFS 	<ul style="list-style-type: none"> Documentation Data collection NAEYC self study tool Annual visits 	<ul style="list-style-type: none"> Improved services Qualified professionals 	All Staff			
4.4	Project Succeed	<ul style="list-style-type: none"> Conduct on-going interactive program assessment 	<ul style="list-style-type: none"> Evaluate formatively and summative whether project is accomplishing its U.S. Department of Education objectives effectively and providing its students with appropriate support services 	<ul style="list-style-type: none"> Program decisions on data and outcomes 	Cindy	2008-2009	TRiO Funds	Student Access Database Project Notes Beginning 2008 - 2009
4.4	Counseling	<ul style="list-style-type: none"> Produce Counseling, Disability Services, Student Health document that supports Strategic Plan and Priorities of SA and NWC 	<ul style="list-style-type: none"> Evaluate department objectives and goals on an on-going basis 	<ul style="list-style-type: none"> Contribute to successful accreditation process through production of comprehensive self study 	All Counseling, Disability Services and Student Health Staff			
4.4	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop plan Create office of Financial Aid & Scholarship Goals and Objectives Document that supports the Strategic Plan and Mission of Student Affairs and the Institution 	<ul style="list-style-type: none"> Evaluate Office goals and objectives to determine if aligned with Student Affairs and Institutional goals and objectives 	<ul style="list-style-type: none"> Create clearly defined goals, objectives and methods document for the administration of financial aid resources that support the goals, objectives and 	All Financial Aid & Scholarship Office Staff			

				<ul style="list-style-type: none"> mission of the institution Implementation of processes to evaluate effectiveness of financial aid policies that support NWC students and the Institution 				
4.4	Athletics	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to confirm and validate athletic mission 	<ul style="list-style-type: none"> Submit board reports that reflect the mission of the athletic department and how it aligns with the college mission 	<ul style="list-style-type: none"> A useful tool for evaluation 	Athletic Staff			
4.4	Tutoring	Program Assessment	<ul style="list-style-type: none"> Evaluate program objectives and goals on an on-going basis 	<ul style="list-style-type: none"> Provide goals and objectives to assist with accreditation Evaluate effectiveness of tutoring services 	Carol Z. Dean of Student Engagement and Success			

STUDENT ACHIEVEMENT			
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5.1 Increase the number of degree/certificate student completers by 1% per year

SG#	DEPARTMENT	METHOD (Action/Activity)	ASSESSMENT (Evaluation)	OUTCOME	RESPONSIBLE PARTY			
5.1	Residence Life	<ul style="list-style-type: none"> Provide a safe, healthy, and educationally focused Living and Learning environment through <ul style="list-style-type: none"> Semester programming expectations Partnering with Student Activities, Dining Services, the Campus Resource 	<ul style="list-style-type: none"> Monthly Programming reports Dining Styles Survey Incident report Data Tracking ACUHO-I EBI Survey Internal Housing Exit Survey ResTech Data Collection Staff Evaluations 	<ul style="list-style-type: none"> Utilize the data collected from the designated surveys to <ul style="list-style-type: none"> Cater and/or enhance our on-campus spring and fall marketing plan and 	<ul style="list-style-type: none"> All Residence Life Staff with support from Aramark Campus Services Staff 	2008 – 2009 2009 – 2010 & On-going	Auxiliary Budget	<ul style="list-style-type: none">

		<ul style="list-style-type: none"> Officer, and various departments across campus - Policy enforcement - Technological support and services (ResTech, computer labs, etc.) - Provide Professional, Para-Professional Staff development and training 	<ul style="list-style-type: none"> Continue to utilize and develop the fall/spring on-campus living marketing plans 	<ul style="list-style-type: none"> intent process - Continue to provide and/or enhance a quality of living environment in order to increase retention in on-campus living which contributes to the overall campus retention rates 				
5.1	Activities	<ul style="list-style-type: none"> Organize and revitalize the Kick-Off Weekend Program 	<ul style="list-style-type: none"> Increase attendance by % Pre-post Surveys Evaluations 	<ul style="list-style-type: none"> Website and Calendar Updated 	Director of Activities and Orientation Staff			
5.1	Admissions	<ul style="list-style-type: none"> Student Degree Audits Training Sessions Faculty Staff DA Trainings 	<ul style="list-style-type: none"> Graduate/certificate completer numbers each semester 	<ul style="list-style-type: none"> Increase the utilization of On-line Degree Audit for both students and faculty/staff 	Admissions/Registrar			
5.1	Child Care Center	<ul style="list-style-type: none"> Provide a safe, friendly, safe and healthy environment Comprehensive services Partnerships (DFS, CACFP) Work Study Lab Use 	<ul style="list-style-type: none"> Parent Survey (NAEYC) Data collection returning Past parents 	<ul style="list-style-type: none"> We show longevity of many returning parents 	All staff			
5.1	Project Succeed	<ul style="list-style-type: none"> Interview new students Provide Student Success Plans Recruiting Communicate with College and Community Stakeholders Attend informational 	<ul style="list-style-type: none"> Count students who complete interviews and enroll in program Count students who complete the initial student success plan appointments Count the venues in 	<ul style="list-style-type: none"> Increase the number of students completing degrees 	<ul style="list-style-type: none"> Cindy Lisa and Lisa All All All Lisa and Lisa Cindy Cindy 	2008 – 2009	TRiO Funds	Student Access Database Beginning 2001 - 02

sessions on-campus and in the community

- Keep records and generate reports as needed
- Create and Oversee budget for projects
- Analyze program and institutional data
- Provide campus visits for project transfer students
- Follow-up appointments beyond the Student Success Plans dealing with career and transfer assistance
- Provide mentors in appropriate careers
- Collect graduation and transfer data
- Track cohorts' graduation and transfer rates

which we actively recruited students for our program

- Campus e-mails, website, class presentations, formal presentations, etc.
- Student files, Student Access Database, and budget books
- Work with US Department of Education, supervisor, staff, and Administrative Services
- Gather and analyze data; work off contract with grant writer to prepare proposal
- Facilitate visits for 4 year institution staff coming to campus and for students visiting regional campuses
- Count number of follow-up appointments
- Network with NWC Alumni Association and community members
- Record December, May and August numbers
- Analyze students' performance by cohort

- Lisa H.
- Lisa H.
- Lisa H.
- Lisa H.
- Cindy

5.1	Counseling	<ul style="list-style-type: none"> Provide support individually and in groups 	<ul style="list-style-type: none"> Monthly attendance reports for programs 	<ul style="list-style-type: none"> Utilize data for planning future programming 	<ul style="list-style-type: none"> Counselors, Disability Coordinator, Student Health 	2008 – 2009	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5.1	Financial Aid	<ul style="list-style-type: none"> Utilize website redesign to promote federal, state and institution financial aid programs to students, parents, high school counselors and other interests parties 	<ul style="list-style-type: none"> Evaluate data provided by NWC Web Master and NWC Computer Services to determine the number of individuals accessing information provided on the website. 	<ul style="list-style-type: none"> Improve information provided to students, parents, high school counselors, and other parties regarding financial aid programs and application of processes 	<ul style="list-style-type: none"> All Financial Aid 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5.1	Athletics	<ul style="list-style-type: none"> Utilize Booster Club funds and institutional aid to increase enrollment among student athletes in the summer and intersession Work collaboratively with student success center and student advisors Better use of online courses 	<ul style="list-style-type: none"> Tracking and documentation 	<ul style="list-style-type: none"> Improve successful transfers and graduation rates among student athletes 	Coaches and staff	2008 – 2009 2009 - 2010		
5.1	Tutoring	<ul style="list-style-type: none"> Provide and manage a variety of tutoring programs that support academic success to facilitate program completion Provide program information through website and advertising to promote student success 	<ul style="list-style-type: none"> Track number of students utilizing tutoring services and the courses the students were tutored in Survey students to evaluate individual tutors and the tutoring program Track % of students using the services the entire term earning a grade of "C" or better 	<ul style="list-style-type: none"> Increase the number of students utilizing the Tutoring program Increase the number of students successfully completing courses 	Carol Z. Dean of Student Engagement and Success			

5.2 Increase the first-time, full-time student fall-to-spring retention rate by 1.5% per year

5.2	Residence Life	<ul style="list-style-type: none"> ▪ Provide a safe, healthy, and educationally focused living. learning environment through <ul style="list-style-type: none"> - Semester programming expectations - Partnering with Student Activities, Dining Services, the Campus Resource Officer, and various departments across campus - Policy enforcement - Technological support and services (ResTech, computer, labs, etc.) - Provide Professional, Para-Professional Staff development and training 	<ul style="list-style-type: none"> ▪ Monthly Programming reports ▪ Dining Styles Survey ▪ Incident report Data Tracking ▪ ACUHO-I EBI Survey ▪ Internal Housing Exit Survey ▪ ResTech Data Collection Staff Evaluations ▪ Continue to utilize and develop the fall/spring on-campus living marketing plans 	<ul style="list-style-type: none"> ▪ Utilize the data collected from the designated surveys to: <ul style="list-style-type: none"> -Cater/enhance our on-campus spring and fall marketing plan and intent process Continue to provide/enhance a quality living/learning environment in order to increase retention in on-campus living which contributes to the overall retention rates 	<p>2008 – 2009 2009 – 2010 And On-going</p>	<p>Auxiliary budget for surveys, Res Tech position, printing costs and</p> <p>Staff time</p>		
5.2	Activities	<ul style="list-style-type: none"> ▪ Update website and calendar 	<ul style="list-style-type: none"> ▪ Pre/Post surveys ▪ Evaluations 	Website and calendar updates	Director of Activities and Orientation Staff			
5.2	Child Care Center	<ul style="list-style-type: none"> ▪ Provide a safe, friendly, safe and healthy environment ▪ Comprehensive services ▪ Partnerships (DFS, CACFP) ▪ Work Study ▪ Lab Use 	<ul style="list-style-type: none"> ▪ Parent Survey (NAEYC) ▪ Data collection returning ▪ Past parents 	<ul style="list-style-type: none"> ▪ We show longevity of many returning parents 	All Employees			
5.2	Project Succeed	<ul style="list-style-type: none"> ▪ Practice intrusive advising ▪ Collect grades ▪ Provide Peer Mentors ▪ Participate in Kick-Off Weekend ▪ Follow-Up appointments beyond the Student Success Plans dealing with time-management, study 	<ul style="list-style-type: none"> ▪ Count follow-up appointments after the Student Success Pan that deal with academic issues, ask instructors for input on student classroom performance, track work with students on academic probation, 	<ul style="list-style-type: none"> ▪ Increase number of students in good academic standing 	<p>Lisa S. Lisa S. Cindy All Lisa S. All Cindy Cindy All</p>	2008 – 2009	TRIO Funds	Student Access Database beginning 2001-02

		<p>strategies, test and note taking strategies, etc.</p> <ul style="list-style-type: none"> ▪ Offer workshops and cultural events ▪ Provide grant aid ▪ Provide equipment to check out ▪ Communicate with students ▪ Address financial issues 	<p>etc.</p> <ul style="list-style-type: none"> ▪ Pull mid-term and final grades – follow up with students not in good standing ▪ Track application, selection enrollment in leadership skills class, weekly preparation and teaching ▪ Present workshops for trad and non-trad students, serve at information booths, share information about program ▪ Number of these appointments ▪ Count number of workshops and cultural events offered and number of students attending ▪ Record number of eligible students who received grant aid and amount each student received ▪ Record number of laptops, tape recorders, and calculators checked out to students as well as action taken against students abusing policy ▪ Count weekly e-mails, phone calls, letters, cards, etc. ▪ Record help with budgeting, credit, student loans, financial aid, scholarship, etc. 	All			
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5.2	Counseling	<ul style="list-style-type: none"> ▪ Programming in halls to assist student adjustments ▪ Offer health based programming ▪ Provide accommodations and education for disability persons ▪ Hold exit interviews when possible 	<ul style="list-style-type: none"> ▪ Counseling and Student Health data ▪ DS Survey and logs of student use ▪ National College Health Assessment 	<ul style="list-style-type: none"> ▪ Utilize results of surveys for staff education and direction. ▪ Target professional training in needed areas 	Counselors, Disability Coordinator, Student Health	2008 – 2009 2009 – 2010		
5.2	Financial Aid	<ul style="list-style-type: none"> ▪ Work collaboratively with college wide stakeholders to develop a plan 	<ul style="list-style-type: none"> ▪ Designated work group will evaluate 	<ul style="list-style-type: none"> ▪ More efficient format for campus wide communication 	All Financial Aid & Scholarship Office Staff			
5.2	Athletics	<ul style="list-style-type: none"> ▪ Issue monthly academic progress reports ▪ Individual meetings with student athletes ▪ Spirit club activities that make home events more exciting and inclusive 	<ul style="list-style-type: none"> ▪ Eligibility requirements ▪ Track participation 	<ul style="list-style-type: none"> ▪ An on-going evaluation of student needs 	Athletic Staff	2008 – 2009 2009 - 2010		

5.3 Increase first-time, full-time student fall-to-fall retention rate by 1.5% per year

5.3	Residence Life	<ul style="list-style-type: none"> ▪ Provide a safe, healthy, and educationally focused living. Learning environment through <ul style="list-style-type: none"> - Semester programming expectations - Partnering with Student Activities, Dining Services, the Campus Resource Officer, and various departments across campus - Policy enforcement - Technological support and services (ResTech, computer, labs, etc.) - Provide Professional, Para-Professional Staff 	<ul style="list-style-type: none"> ▪ Monthly Programming reports ▪ Dining Styles Survey ▪ Incident report Data Tracking ▪ ACUHO-I EBI Survey ▪ Internal Housing Exit Survey ▪ ResTech Data Collection Staff Evaluations ▪ Continue to utilize and develop the fall/spring on-campus living marketing plans 	<ul style="list-style-type: none"> ▪ Utilize the data collected from the designated surveys to: <ul style="list-style-type: none"> -Cater/enhance our on-campus spring and fall marketing plan and intent process Continue to provide/enhance a quality living/learning environment in order to increase retention in on-campus living which contributes to the overall 	All Residence Life Staff with support from Aramark, Campus Services and staff	2008 – 2009 2009 – 2010 & On-going	Auxiliary Budget	
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		development and training		retention rates				
5.3	Activities	<ul style="list-style-type: none"> Provide opportunities for students to socialize and recreate in a positive and safe environment 	<ul style="list-style-type: none"> Pre/post surveys Evaluations 	<ul style="list-style-type: none"> Website and calendar updated 	Director of Activities and Orientation Staff			
5.3	Project Succeed	<ul style="list-style-type: none"> Practice intrusive advising Collect grades Provide Peer Mentors Participate in Kick-Off Weekend Follow-Up appointments beyond the Student Success Plans dealing with time-management, study strategies, test and note taking strategies, etc. Offer workshops and cultural events Provide grant aid Provide equipment to check out Communicate with students Address financial issues 	<ul style="list-style-type: none"> Count follow-up appointments after the Student Success Pan that deal with academic issues, track follow up with instructors for input on student classroom track performance, work with students on academic probation, etc. Pull mid-term and final grades Application, selection enrollment in leadership skills class, weekly preparation and teaching Present workshops for trad and non-trad students, serve at information booths, share information about program Number of these appointments, total and per student Count number of workshops and cultural events offered and number of students attending Record number of eligible students who received grant aid and amount each student received 	<ul style="list-style-type: none"> Increase the number of students in good standing 	<p>Lisa S. Lisa S. Cindy All Lisa S. All Cindy Cindy All All</p>	2008 - 2009	TRiO Funds	Student Access Database Beginning 2001 - 02

			<ul style="list-style-type: none"> Record number of laptops, tape recorders, and calculators checked out to students as well as action taken against students abusing policy Count weekly e-mails, phone calls, letters, cards, etc. Record help with budgeting, credit, student loans, financial aid, scholarship, etc. 					
5.3	Counseling	<ul style="list-style-type: none"> Programming in halls to assist student adjustments Offer health based programming Provide accommodations and education for disability persons Hold exit interviews when possible 	<ul style="list-style-type: none"> Counseling and Student Health data DS Survey and logs of student use 	<ul style="list-style-type: none"> Utilize results of surveys for staff education and direction. Target professional training in needed areas 	Counselors, Disability Coordinator, Student Health	2008 – 2009 2009 – 2010*		
5.3	Financial Aid	<ul style="list-style-type: none"> Utilize NWC website as home for NWC/STARS on-line scholarship application and record keeping process Utilize NWC website to specifically promote Trapper Scholarship Program 	<ul style="list-style-type: none"> Evaluate the number of students utilizing on-line scholarship application process and assess the impact on the number of scholarship applications and awards 	<ul style="list-style-type: none"> Utilize website functionalities to meet the U.S. Department of Education Consumer Information requirements Provide transparent and simple processes for accessing financial aid resources 	All Financial Aid & Scholarship Office Staff			
5.3	Athletics	<ul style="list-style-type: none"> Summer scholarships Participation in summer camp program Facility improvements 	<ul style="list-style-type: none"> Number of participants in summer programs 	<ul style="list-style-type: none"> Academic progress Professional development Increased enthusiasm 	Athletics, Financial Aid and Residential Life			

5.4 Implement new cross-college initiatives designed to enhance the academic success of students who test into developmental courses

5.4	Project Succeed	<ul style="list-style-type: none"> Focus on student success in developmental courses 	<ul style="list-style-type: none"> Work with faculty in math to develop a math study skills course; work with faculty in English to develop a writing center 	<ul style="list-style-type: none"> Increased retention of developmental students in first year Increased number of students successfully completing first college level course following developmental coursework 	Cindy and Lisa S.	2008 - 2009	TRIO Funds	Institution AI records Student Access Database Beginning With 2008 - 2009
5.4	Counseling	<ul style="list-style-type: none"> Assist students in taking interest inventories Refer to Project Succeed and Career/Transfer Office Assist students with disabilities to explore career paths Improve and expand on counseling alert system Provide in class information on study skills and time management 	<ul style="list-style-type: none"> Documentation in files Evaluations of workshops Monthly contact logs, surveys and counseling alerts Gatekeeper Training 	<ul style="list-style-type: none"> Utilize data from surveys, retention rates, numbers of student using services National College Health Assessment 	Bev Bell, Cynthia Garhart, Dana Young, Cindy Childs – collaborative planning in progress	2008 – 2009 2009 – 2010 *		
5.4	Financial Aid	<ul style="list-style-type: none"> Provide financial resources to support academic goals Collaborative planning with Student Success Center staff Counsel students to align academic coursework load in a manner that is appropriate to desired funding level and at the same time supports academic success 	<ul style="list-style-type: none"> Track satisfactory academic progress of this student population Track developmental courses taken by students to ensure they are within federal student aid limits 	<ul style="list-style-type: none"> Increased number of students completing first year Increased number of students taking college level courses after taking developmental courses Increase number of students completing academic program 	All Financial Aid & Scholarship Office Staff			

				and graduating				
5.4	Athletics	<ul style="list-style-type: none"> Work collaboratively with student advisors, tutors and success center Issue monthly academic progress reports Individual meetings with students 	<ul style="list-style-type: none"> Tracking and documentation 	<ul style="list-style-type: none"> Better understanding of students needs 	Athletic staff, Counseling, Student Success Center, Enrollment Services	2008 – 2009 2009 - 2010		
5.4	Tutoring	<ul style="list-style-type: none"> Collaborate with the Math Tutoring Center and Writing Center to provide tutoring services for developmental courses Collaborate with developmental course faculty to utilize TutorTrac to receive tutor reports on their students 	<ul style="list-style-type: none"> Track development course students through TutorTrac to assess student progress in developmental courses 	<ul style="list-style-type: none"> Increase the number of students completing first year Increase the number of students taking college level courses after taking developmental courses 	Carol Z. Dean for Student Engagement and Success			

COMMUNICATION & IMAGE

6.1 Evaluate Web site redesign and the new content management system in terms of increased internal and external usability

SG#	DEPARTMENT	METHOD (Action/Activity)	ASSESSMENT (Evaluation)	OUTCOME	RESPONSIBLE PARTY			
6.1	Residence Life	<ul style="list-style-type: none"> Partner with Computer Services to produce an online survey to assess the overall usefulness of the Residence Life web page redesign of the NWC website Utilize training offered to learn how to monitor and update the current Residence Life web page 	<ul style="list-style-type: none"> Data collected from online survey Track views of Residence Life web page Semester evaluation of Residence Life web page to ensure current and relevant content 	<ul style="list-style-type: none"> Complete training with Web Master An updated Residence Life web page Continually update the Residence Life web page 	All Residence Life Staff with cooperation from Computer Services and the NWC Web Master	Partner with Computer Services: 2009 – 2010 Utilize training offered: 2008 – 2009	Staff time	
6.1	Child Care Center	<ul style="list-style-type: none"> NWC website 	<ul style="list-style-type: none"> Parent Questionnaire for the self-assessment 	<ul style="list-style-type: none"> Useful information to be utilized to 	All Staff			

				increase communication efforts and improve image				
6.1	Project Succeed	<ul style="list-style-type: none"> Utilize website redesign to promote projects to potential and current students 	<ul style="list-style-type: none"> Determine usages of site by data from Webmaster & from formative & summaries of project student surveys 	<ul style="list-style-type: none"> Useful information provided to students by website 	Cindy, Lisa S., Lisa H.	2009 - 2010	TRIO Funds	Institutional records Project Succeed Surveys Beginning 2009 - 2010
6.1	Counseling	<ul style="list-style-type: none"> Assess Counseling, Disability Services, and Student Health webpage for overall usefulness. Participate in trainings for updating webpage for Counseling, Disability Services, Student Health 	<ul style="list-style-type: none"> Data collected from student surveys of Center. Semi-Annual review of web pages to ensure current and relevant information 	<ul style="list-style-type: none"> Complete training with Web Master Current information presented 	All Staff and Support Person	2009 – 2010		
6.1	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop a plan Provide scholarship support for concurrent enrollment students 	<ul style="list-style-type: none"> With office of Extended Campus, track the number of students utilizing concurrent enrollment scholarship and evaluate their academic success 	<ul style="list-style-type: none"> Increase concurrent enrollment offerings for high school student to promote accelerated academic progress through college Provide challenging courses for high school students which will allow them to qualify for merit based aid (Hathaway Scholarship, Academic Competitiveness Grant) 	Bev Bell Brad Hammond Cynthia Garhart Other stakeholders			

6.1	Athletics	<ul style="list-style-type: none"> Provide necessary information to Web Director Work collaboratively with College Relations, Financial Aid, and Enrollment Services 	<ul style="list-style-type: none"> Survey student athletes, parents, fans and recruits 	<ul style="list-style-type: none"> Create a more effective tool for providing information and attracting interest 	All	2008 – 2009 2009 - 2010		
6.1	Tutoring	<ul style="list-style-type: none"> Utilize website redesign with clearly defined available tutoring services to allow students easy access to tutoring services from any location 	<ul style="list-style-type: none"> Accessibility through student portal Weekly review of web pages to promote current services Develop links for students to obtain information on how to use TutorTrac 	<ul style="list-style-type: none"> Data of TutorTrac showing students accessing tutoring services Improve information and access provided to current and potential students for tutoring services 	Carol Z. Dean of Student Engagement and Success			

6.2 Develop new initiative to improve internal communication

6.2	Residence Life	<ul style="list-style-type: none"> Implementation of an electronic database and online access to current Residence Life documents (i.e. Incident Reports, Information Reports, etc.) 	<ul style="list-style-type: none"> Designated user Group will evaluate the effectiveness and usability of the electronic report system 	<ul style="list-style-type: none"> A more effective and expedited method of report tracking and documentation within the Residence Life department 	All Residence Life Staff with support from Computer Services, the Campus Resource Officer and J.A.R.T.	2009 – 2010	Auxiliary Budget	Staff time
6.2	Activities	<ul style="list-style-type: none"> Produce a fall calendar and budget projections by September 30, 2009 Develop and promote a campus wide “Scheduling Carnival” in Spring 2009 Promote and market programs to students using e-mail and text messaging systems 	<ul style="list-style-type: none"> Documentation for fall budget and calendar Scheduling meetings Documentation/Event calendars Documentation and surveys 	<ul style="list-style-type: none"> Campus wide knowledge of calendar Fewer scheduling conflicts Increased attendance at campus wide programs Increase in attendance at programs 	Director of Activities Staff			
6.2	Child Care	<ul style="list-style-type: none"> Newsletters, Parent Packet, 	<ul style="list-style-type: none"> Informed Parents 	Need	All Staff			

	Center	Phone, Verbal, e-mails						
6.2	Counseling	<ul style="list-style-type: none"> Implementation of electronic database and online access to current Incidence and Information Reports 	<ul style="list-style-type: none"> Designated user will evaluate effectiveness and usability of electronic reporting system 	<ul style="list-style-type: none"> More efficient method of report tracking and documentation 	All Staff with support from Computer Services, Campus Resource Officer and J.A.R.T.	2009 – 2010		
6.2	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop a plan Provide information to high school counselors, students, parents and others regarding merit based financial aid resources available (Hathaway Scholarship, Academic Competitiveness Grant, etc.) 	<ul style="list-style-type: none"> Track number of students who receive Hathaway Scholarships <ul style="list-style-type: none"> By high school GPA, ACT score, etc. By Hathaway Scholarship Level Track number of students receiving scholarships and grants for freshman year and then meeting continuing eligibility requirements for second year awards 	<ul style="list-style-type: none"> Increase in number of students who are academically prepared for college Increased number of students qualifying for merit based financial aid programs Increased retention rates of NWC students 	Bev Bell West Hernandez Financial Office Scholarship Office Staff			
6.2	Athletics	<ul style="list-style-type: none"> Improved database for boosters, fans, parents, and prospects Weekly athletic updates Capture larger medial market through NWC TV (Coaches Corner) and Northwest Trail 	<ul style="list-style-type: none"> Feedback from students, boosters, fans, parents, and prospects Media relations with NWC TV and the Northwest Trail 	<ul style="list-style-type: none"> Promote knowledge, awareness and understanding 	All	2008 – 2009 2009 - 2010		
6.2	Tutoring	<ul style="list-style-type: none"> Develop vodcasts on website for faculty to access TutorTrac “how To” Develop vodcasts on website for students to access TutorTrac’s Whiteboard component 	<ul style="list-style-type: none"> Survey Faculty Tutor survey of participating students 					

6.3 Implement additional digital communication strategies to enhance communication with prospective and current students

6.3	Residence Life	<ul style="list-style-type: none"> Partner with Computer Services to produce an online survey to assess the overall usefulness of the 	<ul style="list-style-type: none"> Data collected from online survey Track views of residence Life web page 	<ul style="list-style-type: none"> Complete training with Web Master An updated residence Life web 	All Residence Life Staff in cooperation with Computer Services and the NWC Web Master	Partner with Computer Services: 2009 – 2010	Staff time	
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		<ul style="list-style-type: none"> Residence Life web page of the current redesigned NWC web site Utilize training offered to learn how to monitor and update the current Residence Life web page 	<ul style="list-style-type: none"> Semester evaluation of Residence Life web page to ensure current and relevant content 	<ul style="list-style-type: none"> Continually update the Residence Life web page 		Utilize training offered: 2008 - 2009		
6.3	Child Care Center	<ul style="list-style-type: none"> Work Study Training 	<ul style="list-style-type: none"> Informed work study with improved skills Evaluations 	Need	All Staff			
6.3	Admissions	<ul style="list-style-type: none"> Active Admissions Trainings Text Messaging Social Network sites 	<ul style="list-style-type: none"> Graduation/Certificate completer numbers each semester 	<ul style="list-style-type: none"> Increase the utilization of On-Line Degree Audits for both students and faculty/staff 	Admissions/Registrar			
6.3	Project Succeed	<ul style="list-style-type: none"> Develop & Implement a face book group for project students Develop & imbed VODcasts on website 	<ul style="list-style-type: none"> Evaluate usefulness through formative and summative student surveys 	<ul style="list-style-type: none"> Effective communication with students 	Lisa S. – phased: Develop 1 year, Implement 2 Year	2008 - 2009	TRiO Funds	Project Succeed Surveys Beginning 2008 - 2009
6.3	Counseling	<ul style="list-style-type: none"> Participate in training for new digital communication with current and prospective students 	<ul style="list-style-type: none"> Tutor Trac & Active Admissions to track and increase contact with students 	<ul style="list-style-type: none"> Improve communications will equal more engagement with students 	Disability Coordinator, Student Health and Counselors	2009 – 2010		
6.3	Financial Aid	<ul style="list-style-type: none"> Work collaboratively with college wide stakeholders to develop a plan Provide scholarship support to students enrolling in new programs Collaborate with Department for Workforce Services to provide financial aid information to individuals attending NWC through state administered training programs 	<ul style="list-style-type: none"> Track numbers of scholarship that support new workforce training programs, certificates and degrees 	<ul style="list-style-type: none"> Increased number of students enrolled in programs that prepared them for employment Increased financial support for Workforce Development programs 	All Financial Aid & Scholarship Office Staff Brad Hammond Other stakeholders			
6.3	Athletics	<ul style="list-style-type: none"> Utilize the new message center in the Cabre Gym 	<ul style="list-style-type: none"> Tracking and Documentation 	<ul style="list-style-type: none"> Reach a broader audience in a more 	Athletic Coaches and Staff	2008 – 2009 2009 – 2010		

		<ul style="list-style-type: none">▪ Utilize text messaging technology▪ NWC – TV▪ Athletic Website		effective manner				
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