



## VISION

Through a superior teaching, learning, and living environment, Northwest College will be a dynamic and distinguished educational leader that shapes a positive future for students and the many communities it serves.

## MISSION

Through exceptional, dynamic living and learning environments, Northwest College dedicates itself to individual student achievement, diversity, global citizenship, and community vitality.

## ENDURING VALUES

### *High expectations*

We set high standards for our students and ourselves. We blend challenge and support to create success. We each strive to be an inspiration and positive role model for others.

### *Purposeful learning*

We dedicate ourselves to self improvement and the support of others as they progress toward their goals. We promote education that fosters satisfying work, creative interests, and continued learning. We are committed to the development of the whole person—mind, body, and spirit.

### *Social responsibility*

We value social responsibility on a local and global scale and are dedicated to building a more humane society and world. We foster both individual and organizational social responsibility through our interactions, use of resources, and consideration for others near and far.

### *Intellectual curiosity*

We welcome change, the open exchange of ideas, inclusion of multiple points of view, consideration of existing knowledge, and the generation of new ideas.

### *Diversity and inclusion*

We promote equal access to educational services and programs. We model civility, mutual respect, and appreciation of differences. We offer a welcoming, safe, and inviting campus community and dedicate resources to provide an attractive, collegiate environment that supports learning.

### *Community engagement and vitality*

We enrich our service-area communities through educational and cultural offerings and partnerships. We create educational opportunities both within and beyond the classroom for those in the College and service-area communities.

### *Celebration of accomplishment*

We honor the College's rich history of student success in academic transfer, applied arts, science and technology fields, and workforce training. We continue to build on the positive legacy of the productive College members who have come before us. Moving forward, we dedicate ourselves to providing a culture of excellence and mutual support that will continue to inspire our students, staff, faculty, and service communities.

## 2008–2011 PRIORITIES & STRATEGIC GOALS

### *Priority: Access*

#### **Strategic Goals:**

- Increase the number of part-time students by 1% per year
- Implement the new scholarship plan and assess its impact on year-to-year retention
- Develop two new instructional degree and/or certificate programs to expand technical and transfer options
- Increase distance education FTE enrollment by 2% per year

*Amended goal: Increase distance education FTE enrollment by 7% per year (for 2nd & 3rd years)*

## Priority: Support

### Strategic Goals:

- 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*
- 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
- Develop a phased approach to implementing the Facilities Master Plan priorities to facilitate new program development and services to students
- Develop and implement a college-wide professional development plan
- Develop a succession plan for key positions to ensure organizational continuity and quality

## Priority: Partnerships

### Strategic Goals:

- Implement a three-year pilot program to provide new concurrent enrollment (CE) options in the high schools
- 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
- Expand collaboration with businesses on the design and delivery of new workforce training programs that lead to two new or redesigned certificates and degrees
- 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*

## Priority: Institutional Vitality

### Strategic Goals:

- Increase FTE enrollment by 2% per year
- Increase minority student head-count enrollment by 2% per year
- Enhance and streamline shared governance by clarifying the advisory roles of constituency groups, College Council, and standing committees
- Produce a comprehensive self-study accreditation document through broad College involvement

## Priority: Student Achievement

### Strategic Goals:

- Increase the number of degree/certificate student completers by 1% per year  
*Amended goal: By 3rd year, increase numbers to 07-08 levels*
- 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*
- Increase the first-time, full-time student fall-to-fall retention rate by 1.5% per year  
*Amended goal: 62.0% retention rate for 2nd & 3rd years*
- 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*
  - 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  
*Amended goal: Math – 18.1% for 2nd year, 19.1% for 3rd year; English – 25.0% for 2nd & 3rd years*

## *Priority: Communication and Image*

### **Strategic Goals:**

- Evaluate Web site redesign and the new content management system in terms of increased internal and external usability
- Develop a new initiative to improve internal communication
- Implement additional digital communication strategies to enhance communication with prospective and current students