WESTERN
WYOMING COMMUNITY COLLEGE

ACCREDITATION EVIDENCE

Title: WWCC Strategic Plan 2015 update

Evidence Type: Corroborating

Date: 2015

WAN: 22-0597

Classification: Report

PII: No

Redacted: No

Western Wyoming Community College
Strategic Plan
Fall 2015: Update and Next Steps

Western's Strategic Plan originated with a cross-institutional planning team in April 2013, which set the initial themes and objectives. Initial tactics were set by the Western Leadership Council in May, 2013. First-year results were drafted by the Vice Presidential Team in August, 2014 and approved by Western Leadership Council in August. Additional themes, objectives, and tactics were added by Western Leadership Council in August 2014. In August 2015, the Strategic Planning Steering Committee was formed to provide guidance on the update and next steps. The Steering Committee is now a standing committee to oversee this evergreen strategic plan.

How to Read this Plan: The current strategic plan consists of eight major themes. These themes are clarified with a narrative statement, and connected to appropriate WWCC Guiding Principles. Each theme includes the following columns:

Objectives: These are the primary goals or outcomes of each of the major themes.

Tactics: These statements indicate the purposeful methods by which we hope to achieve the objectives.
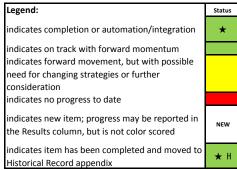
Lead: Although the WWCC Strategic Plan is a College-wide effort, departments or groups leading the particular tactic are indicated in this column.

Timeline: This column indicates a general timeline for "completion" or significant forward movement. Timeline dates refer to July 1 - June 30 Fiscal Year, unless otherwise indicated.

Results: This column clarifies some of the progress made to date on the associated tactic.

Status: This column gives a visual indication of the progress made on each tactic, using the indicators in the legend below

Legend:	Status
indicates completion or automation/integration	★
indicates on track with forward momentum	
indicates forward movement, but with possible need for changing strategies or further consideration	
indicates no progress to date	
indicates new item; progress may be reported in the Results column, but is not color scored	NEW
indicates item has been completed and moved to Historical Record appendix	★ H

NOTE: Words in blue indicate a phrasing change from the previous year's iteration of the Strategic Plan.

Theme 1: Student Learning and Success

Western will use strategic enrollment management (target audiences and high risk groups, advising, retention, and completion) and will provide high quality learning opportunities (credit and non-credit) to ensure student achievement.

Guiding Principles addressed: *Learning is Our Purpose, Students are Our Focus, Employees are Our Most Important Resource, The Community is Our Partner, Adapting to Change Defines Our Future*

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
NEW 1.1: *Update Strategic Enrollment Management Plan and related tactics *NOTE: Phrasing of 1.1 changed in Fall 2015. See Historical Record for previous phrasing.*	A. **Completed and moved to Historical Record appendix**					★ H
	B. **Completed and moved to Historical Record appendix**					★ H
	C. Categories of students, industry trends, and curriculum in the next 5 years. Identify target population and demographic groups as existing and potential FT and PT students inclusive of the changed demographic breakdown of the area population. (Environmental scan)	Strategic Enrollment Planning Team	Spring 2014 (ongoing)	Initial efforts complete by July 2014; ongoing. Target groups identified; data developed. Tied in to Persistence and Completion efforts; in development.		
	D. **Completed and moved to Historical Record appendix**					★ H
	E. Monitor and assess incremental progress and growth statewide and institutional strategic enrollment and completion goals, as identified in Strategic Enrollment Plan and by Complete College Wyoming.	Western Leadership Council	Spring 2015 (ongoing)	Ongoing. Results anticipated annually with reporting in Factbook.	NEW	
1.2 Redefine the Developmental Education Program to facilitate student success and progress at the collegiate level.	A. Appoint and implement Taskforce to research Best Practices in Developmental Education.	Strategic Enrollment Planning	Fall 2013	Math department have been meeting for discussion on developmental education since Fall 2013. Additional dialogue and consensus in 14-15. Sent three math instuctors to the CCA conference on developmental education in Spring 2015.		
			Fall 2013	English department have been meeting for discussion on developmental education since Fall 2013 and have effected some changes for AY15. Changes have been implemented; data needs to be reviewed by SEP; beginning monitoring process.		
	B. Taskforce identifies models for successful developmental education to further research and consider.	Strategic Enrollment Planning	Fall 2013-Spring 2014	English and Math faculty members attended developmental education conferences in Fall, 2013 and Spring, 2014. Developmental education conferences were attended by Math and English faculty in Fall 2014. Done. Research ongoing.		★
	C. Gather, analyze, and use internal and external data on efficacy of developmental education across multiple levels.	Strategic Enrollment Planning	Fall 2013-Spring 2014	Some preliminary data has been developed and reviewed; needs further SEP involvement.		
	D. Share information across the institution regarding the status of developmental education, including analysis and use of data and best practices in open forums, in the College newsletter, and in presentation to various councils and committees. * Cross-referenced in Theme 8	Strategic Enrollment Planning	Spring 2014	Reported progress and best practices in developmental education during Fall, 2014 in-service. Dialogue needs to continue throughout 14-15 academic year. Ongoing; further dialogue occuring as part of the General Education Review.		
1.3 Identify, analyze and use key performance indicators to measure the impacts on student learning and success and to identify areas for celebration and action.	A. **Completed and moved to Historical Record**					★ H
	B. Identify specific metrics and measures for each KPI in this area.	Data NERDS	Fall 2013	Measures identified. Benchmarks and aspirational goals still need work; Levels II and III of KPIs need work. However, KPIs are foundation for some departmental KPIs.		
	C. Complete data and information gathering, data analysis, and use of data. Report information to multiple parties, in multiple venues. * Cross-referenced in Theme 8	Planning & Improvement	Fall 2013 (ongoing)	KPIs will be reported annually in the College fact book, published each fall, beginning fall 2014. Fact book will be disseminated primarily for employee use. Plan to publish annually in September.		★
	D. In coordination with other efforts within the Strategic Plan, establish, document, and communicate protocols for use of data. * Cross-referenced in Theme 8	Planning & Improvement	Spring 2014			★
1.4 Develop and implement a comprehensive student advising model that encompasses the range of students from potential students to those who are graduating.	A. **Completed and moved to Historical Record appendix**					★ H
	B. Select an Advising model based on best practices and College culture focused on student degree completion. Select a specific advising model for the College.	Advising Committee	Spring 2014	Advising Committee selected intrusive advising model in Spring, 2014. More campus-wide dialogue is needed in 14-15 academic year. Informed advising fully implemented in Spring 2015; fine-tuning continues. Implemented related Academic Planning module online concurrently.		★
	C. Develop and articulate a timeline to fully implement the advising model. * Cross-referenced in Theme 8	Advising Committee	Spring 2014	Process initiated in AQIP Action Project in Spring, 2014. AQIP action project completed.		★
	D. Develop materials and/or training for advisors.	Advising, Career, Employment, Internship and Transfer	Fall 2014	Planned for Fall, 2014; ongoing.		★
	E. Refine and share advising information widely with students, faculty, and staff in multiple venues with multiple audiences. * Cross-referenced in Theme 8	Advising, Career, Employment, Internship and Transfer	Fall 2014 (ongoing)	Planned for Fall, 2014. Ongoing. Work to create a more systematic process for training.		
1.5 Create a culture where excellence in teaching and learning is championed, demanded, and rewarded.	A. Target some action projects focused on promoting a culture of teaching and learning.	Great Teachers Seminar	Fall 2013	Great Teachers Seminar (GTS) initiated Fall 2012; now receives institutional funding ($40,000 allocated, in addition to standard professional development funding), and oversight from Senate. The GTS Committee has organized ongoing training and seminars, sent members to several National Conferences. GTS is solid with qualitative informal assessment, but broader participation needs to be expanded.		
		A-Team	Fall 2013	Academic Rigor Action Project (official Academic Quality Improvement Pathway [AQIP] Project) initiated Fall 2013; ongoing through Fall, 2014. Academic Rigor project established but not implemented		
	B. Implement Teaching and Learning Innovations Opportunity, with strategic sharing-out of professional development across the board. * Cross-referenced in Theme 8	Student Learning	Fall 2013 (ongoing)	Funding identified for new Teaching and Learning Center.		NEW
1.6 Create a seamless and meaningful process for gathering and evaluating student learning data.	A. Reconsider and modify collection processes for gathering Student Learning Assessment data.	Assessment of Student Learning Team	Fall 2014	Assessment of Student Learning Team has investigated and proposed a new process for gathering authentic student outcomes data at the course and program level. Faculty Assessment Day took place; departmental work on rubrics and assessment ongoing; plans for May 2016 Assessment day in place; plans for interim work in January; Changes to student requirement going through Curriculum Committee in 15-16.		
1.7 Identify opportunities for improvements in admissions model, student success center, and financial aid model	A. Update and modernize admissions and financial aid processes; review strategies and modernize tactics. Align models to address strategic enrollment plan priorities.	Student Success Services	2014-2015	Results anticipated spring 2015. Done. Refining and fine-tuning. Admissions communications re-vamped. Automated financial aid process. Modernized recruiting strategies.	NEW	
	B. Design student success center and integrate activities to enhance student success.	Student Success Services	2014-2015	Results anticipated spring 2015. Mustang Central opened for business Fall 2015. Assess and refine throughout the year.	NEW	

Theme 2: Valuing Employees

Western will provide structures to support internal communications, promote a supportive working environment, ensure access to employee development, and hire high quality employees for each position.

Guiding Principles addressed: Learning is Our Purpose, Employees are Our Most Important Resource, Adapting to Change Defines Our Future, Ethical Standards Guide Our Actions

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
2.1 Develop a Vision Statement that reflects a shared understanding and allows for future development and relevant initiatives.	**A. Completed and moved to Historical Record appendix**					★ H
	B. Completed and moved to Historical Record appendix					★ H
	C. Completed and moved to Historical Record appendix					★ H
	D. Develop and implement a marketing approach for an ongoing effort to market and publicize the new vision through the campus and its publications.	Marketing Committee	Spring 2014	Vision statement publicized in 2014 Annual Report and the 2014-2015 Catalog. Included on the website, Annual Report, FactBook, Schedule, Legislative postcards.		
2.2 Support and recognize Western employees who participate in activities and groups that benefit the College community.	A. Identify on-campus involvement levels of employees. Community Relations will gather information from Vice Presidential Councils.	Community Relations	Fall 2015	Results anticipated spring 2015. Still working on this. Employees are involved in various efforts, but institution still working to document efforts on a widespread basis.	**NEW**	
	B. Identify community-wide involvement levels of employees. Community Relations will gather information from Vice Presidential Councils.	Community Relations	Fall 2015	Still working on this. Employees are involved in various efforts, but institution still working to document efforts on a widespread basis.		**NEW**
	C. Celebrate employee involvement in institutional and community-wide efforts. *Cross-referenced in Theme 8	Marketing Office	Fall 2014	Still working on this. Need to develop a plan for publicizing and recognizing employee involvement. Various activities are identified in the College newsletter.	**NEW**	
2.3 Create a culture of consistency and accountability in which each committee, team, and council facilitates communication across campus.	**A. Completed and moved to Historical Record appendix**					★ H
	B. Updated Committee and Council information is shared campus-wide and is posted on employee intranet. *Cross-referenced in Theme 8	Planning & Improvement	Fall 2013	Comprehensive list of committees, missions, and members posted on employee intranet. Encourage committee chairs to submit annual updates.		★
	C. Develop a process, and designate a responsible party to facilitate annual updates of committee and council information.	Planning & Improvement	Fall 2013	Planning & Improvement Office will collect and post annual updates. Encourage committee chairs to submit annual updates.		★
	D. Develop a process, and designate a responsible party to ensure that committee and council leadership orients new and existing members regularly.	Planning & Improvement	Fall 2013	Not done in a strategic manner. Senate and A-Team have committed to this process. Process for reporting orientation method exist in the annual update documentation.		★
	E. Develop and implement strategies to ensure that committees and councils self-monitor and hold themselves and their members accountable.	Western Leadership Council	Spring 2014	Some groups (Senate, for example) have evaluated and revised bylaws and reviewed their membership structures. Not done in a systematic manner institution-wide. Ongoing effort; committee chairs will report to Western Leadership Council.		
	F. Members on various working teams, committees, councils, and taskforces report back to their representative areas. *Cross-referenced in Theme 8	Vice Presidents	Fall 2014	Progress has been made in this area, but needs continued and more consistent efforts. Information disseminated needs to be uniform among the various groups.	**NEW**	
	G. Create a more efficient structure for governance of student learning area.	Academic Council	Fall 2014	Roles of Division Chairs and potential Dean defined. Preliminary steps taken to determine direction; recommendation being prepared for fall 2014. Dean of Faculty position advertised October 2014. Dean position is in its third national search.	**NEW**	
	H. Schedule and require a five-minute annual committee/council report to Western Leadership Council using the annual update form for committees and councils. *Cross-referenced in Theme 8	Western Leadership Council; scheduled by WLC recorder	Fall 2015	Committee chairs should bring copies of the form to the Western Leadership Council meeting.		**NEW**
	I. Determine "official" method of communication for the institution and employees. *Cross-referenced in Theme 8	Western Leadership Council	Fall 2015	Western Leadership Council Joint e-mail account established, with regular information disseminated to employee base.		**NEW**
2.4 Provide quality staff development that encourages employees to further develop skills and competencies necessary to accomplish institutional and divisional goals, while also supporting employees to grow personally and professionally.	A. Review and redesign the Professional Development Funding Procedures for the paraprofessional and professional staff.	Vice Presidents	Spring 2014	A new General Administrative Regulation was developed for professional development funding for faculty and administrators in Spring, 2014. The Paraprofessional Alliance developed a revised Paraprofessional Career Development Policy and Procedure. The Alliance developed a new process for requesting and allocating funding for paraprofessional career development and designed a new reporting form in Fall, 2013. Many departments were not clarifying employee choice for professional development options and funding for professional staff members. This should be clarified in supervisor training, and the onboarding process for all employees and evaluated in employee annual review and supervisors' annual evaluation process.	★	
	B. Implement ongoing development for best practices in classroom instruction.	Academic Council	2014-2015	Great Teachers Seminar initiated Fall 2012; now receives institutional funding ($40,000 allocated, in addition to standard professional development funding), and oversight from Senate. The GTS Committee has organized ongoing training and seminars, sent members to several National Conferences. Additional strategies ongoing. Budget has been allocated to develop Teaching and Learning Innovation Center, in collaboration with Academic Technology Team.		
	C. Conduct regular and appropriate professional development for supervisors.	Human Resources	2014-2015	Supervisor training conducted in Spring, 2013; ongoing into FY15. Internal and widespread training has not been conducted in the past two years; needs to be tailored to the needs of Western Wyoming Community College.	★	
	D. Provide opportunities to share learning and ideas from attendance at professional development such as conferences and workshops. *Cross-referenced in Theme 8	Western Leadership Council, HR	Spring 2016	Western Leadership Council will work to define some of these opportunities for sharing out.		**NEW**
2.5 Develop a comprehensive plan for bringing new employees on board, retaining quality employees through positive and proactive management, and acknowledging employee growth and contributions.	A. Define other outside of primary job functions (i.e. committees, PSBs, engagement efforts, student success, assessment, administrative functions, community work, etc.); including volunteerism for classified staff.	Western Leadership Council	Fall 2014	Not done. Portion of Merit Pay Taskforce assignment; also needs to be discussed at AC, ASC and SAC through the WLC.		
	B. Review, formalize, and implement process for new employee orientation based on best practices in new employee onboarding. The VP Councils review and refine. HR finalizes, implements, and maintains. WLC approves. VP Councils will review process for first year employees.	Western Leadership Council	Fall 2014	Not done. New faculty orientation week is in place. Additional workshops throughout the year are planned for new faculty. Student Success Services area assigns a mentor to new employees in that area. New HR Specialist developing employee processes in regard to IT services.		
	D. Review and revise employee evaluation process based on best practices in HR.	Western Leadership Council	Fall 2014	Institutional action project to review and revise employee evaluations planned for spring 2015. Merit Pay Taskforce is leading this effort to structure development of a comprehensive evaluation process. Will report to WLC.		
	E. Develop consistent and effective methods for acknowledging employee growth and contributions. *Cross-referenced in Theme 8	Western Leadership Council	Fall 2014	Employee recognition identified in the Western Dispatch employee newsletter. Still needs significant work.	**NEW**	
	F. Analyze and develop adjunct support system, including mentoring, guidebook and other materials, hiring, and job descriptions; make sustainable recommendations to Western Leadership Council.	Student Learning	2014-2015	Work on this will be ongoing through the 2015-16 academic year. Hiring – including developing job descriptions for adjunct instructors and continuous sourcing of candidates – is the first priority.		
	G. Build and strengthen concurrent faculty pool and connection to College.	Academic Council	2014-2015	Not done. More HLC-accredited high school teachers are needed to help grow concurrent enrollment. A guide to assist potential concurrent instructors in selecting college majors and/or coursework that meets HLC requirements is currently in development. Further actions will be investigated during 2015-16 academic year.		
	H. Revise and encourage use of Board Orientation Manual for new Board of Trustees members, including Board interaction with BOCES.	President's Office	Spring 2015	Board orientation manual, including BOCES information, distributed to new Board members. Board members requested Mustang Cruiser information in the manual.	**NEW**	
2.6 Review and evaluate compensation system for equity and sustainability.	A. Review and revise professional and administrative compensation plan.	Human Resources	2014-2015	Consultants reviewing and developing recommendations for professional and administrative staff pay plan revision. Pay Equity Taskforce formed in Fall 2014. Passed Board of Trustees August 2015	**NEW**	★
	B. Review and revise degree attainment policy.	Pay Equity Taskforce	2015-2016	Work underway; will follow P & P process fall 2015.		**NEW**
	C. Review and revise the merit pay policies and structures.	Human Resources	2014-2015	Merit Pay Taskforce formed in Fall 2014. Board feedback provided September 2014. Work continues.	**NEW**	
2.7 Promote and measure Employee Satisfaction	**A. Completed and moved to Historical Record appendix**					★ H
	B. Analyze and share results from Great Colleges to Work For survey; build action plan for areas of concern. *Cross-referenced in Theme 8	Western Leadership Council	Fall 2015	Results received Fall 2015. Shared with Board and College community, received advising from GCTF consultant, working on point of action.	**NEW**	
2.8 Analyze existing staffing levels and identify opportunities for increasing effectiveness throughout the institution. ("right-sizing") * New Objective added Fall 2015	A. Appoint a strategic staffing team to develop a consistent process for analyzing staffing needs, and make recommendations regarding consistent process to Western Leadership Council.	Western Leadership Council	2015-2016	Known issue and needs to be moved forward strategically.		**NEW**
	B. Conduct staffing analysis based on process suggested by strategic staffing team and approved by Western Leadership Council.	Vice Presidents	Fall 2015	Position and re-structure requests presented during WLC position and budget meeting.		**NEW**

Theme 3: Information Management

Western will systematically gather data, analyze, and use the information for decision making and communicate the results and follow-up actions to interested groups.

Guiding Principles addressed: Learning is Our Purpose, Students are Our Focus, Adapting to Change Defines Our Future, Ethical Standards Guide Our Actions

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
3.1 Develop and promote a culture of gathering, analyzing, using, and communicating data for making decisions.	A. Data-based decision-making examples are identified and shared campus-wide. *Cross-referenced in Theme 8*	Data Advisory Group (Now Data NERDS)	Summer 2013 - Spring 2014	Data Advisory Group formed in Fall 2013 with representative membership to report data-based decisions back to constituents. Membership revised, and name changed to Data NERDS in spring 2015.	(green)	★
	B. Administrative support for data-based decision-making is provided.	President's Cabinet	Spring 2013	Members of the Data NERDS (formerly Data Advisory Group) include the President, VPs; other key offices and groups represented.	(green)	★
	C. Incorporate use of data in multiple venues.	Planning & Improvement	Spring 2013	Data used to inform institutional and AQIP action projects. Various working groups use data for decision making, including A-Team, B-Team, SEP Team, and Senate.	(green)	★
	D. Communicate and share current and new uses of data, and outcomes. *Cross-referenced in Theme 8*	Planning & Improvement	Fall 2013	Data and resulting outcomes previously highlighted in College newsletter. Overview update given during in-service. FYI from P&I newsletter (initiated in May 2015) e-mailed to all employees every other month, with updates on accreditaiton, assessment, and reporting efforts.	(yellow)	
3.2 Develop, monitor, and maintain key performance indicators that support institutional mission, vision, goals, and strategic directions.	A. Completed and moved to Historical Record appendix					★ H
	B. Specific metrics and measures are clearly identified for each KPI and other pertinent information.	Key Performance Indicator Subcommittee	Fall 2013	Measures identified; benchmarks still being established. Level I KPI measures and benchmarks in place; work on Level II and Level III in 15-16.	(yellow)	
	C. KPIs and other pertinent information are gathered, analyzed, used, and reported widely, and in multiple venues. *Cross-referenced in Theme 8*	Planning & Improvement	Fall 2013	KPIs communicated to Board, Western Leadership Council, and Data Advisory Group. Reported in FactBook, starting in December 2014.	(yellow)	
	D. In coordination with other efforts within the Strategic Plan, develop and implement a regular and systematic schedule to annually gather, analyze, use, and report KPIs and other pertinent information. *Cross-referenced in Theme 8*	Planning & Improvement	Fall 2013	KPIs will be reported annually in the College fact book, published each fall, starting in 2014. Fact book will be disseminated primarily for employee use. Institution is using the information, but needs to take next step of scoring how well we are doing in these areas.	(green)	
3.3 Establish a centralized location to serve as a resource to the campus community for the dissemination of data.	A. Market and publicize the Planning and Improvement Office as the College's primary resource for data and information. *Cross-referenced in Theme 8*	Planning & Improvement	Fall 2013-Spring 2014	P&I Office staffed and functional, though recent changes to assessment processes and increasing reporting load limit service to program needs.	(green)	★
	B. Advise and facilitate different offices, individuals, and initiatives to use the P&I office as a resource for data-gathering assistance and information, including support and help in specific efforts such as surveys and data retrieval from Colleague.	Vice Presidents	Fall 2013-Spring 2014	P&I Office serves as the primary resource for data related to external reporting, program-related assessment and data analysis, and curriculum-level assessment of student learning. Staff transitions and technological glitches continue to be problematic.	(yellow)	(green)
	C. Through the use of the Reporting Calendar and knowledge of existing reports, minimize ad hoc and one-off reports unless tied to critical time sensitive or improvement efforts.	Planning & Improvement	Fall 2013-Spring 2014	Data request process continually being streamlined for ad-hoc requests. Requests indicated as ongoing are incorporated into the Reporting Calendar. P&I office encouraging use of existing data, but due to needs of specific departments and grants. Modify information in Reporting Calendar to reflect data included in report, and publicize. Create a centralized reporting hub for employees to seek information on their own.	(green)	(yellow)
	D. Through training in Blackboard Analytics and the Pyramid reporting tool, develop strategies for long-term longitudinal data warehousing and reporting.	Information Technology Services	Fall 2014	Training was completed for key users in November 2014, and reporting dashboards built; however, all strategies in this area have been put on hold until progress is made with the statewide data warehousing project.	NEW	(yellow)
	E. Develop an annual fact book to serve as a common data resource, primarily for internal audiences.	Planning & Improvement	Fall 2014	First iteration of FactBook published December 2014. Second iteration, with improvements, on track for publication December 2015.	NEW	★
	F. Develop an online data request system that provides for more accurate and complete data requests.	Planning & Improvement	Spring 2015	Online data request system functional and has been tested, spring 2015. Was publicized for campus use, beginning fall in-service 2015. Widespread use still to come. Training and education effort.	NEW	(green)
3.4 Establish and implement best practices and professional standards in the program and operating areas in the program review process to ensure accountability, identify success, and prioritize directions.	A. Completed and moved to Historical Record appendix					★ H
	B. Completed and moved to Historical Record appendix					★ H
	C. Include standards and compliance in the program review portfolio annual update process.	Planning & Improvement	Fall 2013	Standards compliance included in annual update template summer 2014.	(green)	★
	D. Completed and moved to Historical Record appendix					★ H
	E. Implement an efficient method for housing and reporting existing survey data for program assessment purposes.	Planning & Improvement	Summer 2015	Planning and Improvement Office drafting initial plans for this effort, with goal of fully-functional Colleague tables ready to search in Fall 2015. This effort proved to be a greater workload than the P&I Office anticipated. Identify centralized hub for sharing survey data with employees.	NEW	(yellow)
Cross-listed from 1.3: Identify, analyze and use key performance indicators to measure the impacts on student learning and success and to identify areas for celebration and action.	D. In coordination with other efforts within the Strategic Plan, establish, document, and communicate protocols for use of data. *Cross-referenced in Theme 8*	Planning & Improvement	Spring 2014	KPIs will be reported annually in the College fact book, published each fall, beginning fall 2014. Fact book will be disseminated primarily for employee use. Plan to publish annually in September.	(green)	★

Theme 4: Community Engagement

Western will ensure two-way relationship building and cultivation with its stakeholders and communities throughout the WWCC service area (open campus, external communications, and marketing).

Guiding Principles addressed: *Employees are Our Most Important Resource, The Community is Our Partner, Ethical Standards Guide Our Actions*

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
4.1 Offer programs and services that facilitate partnerships in the community with individuals, organizations, businesses, and industry.	A. Update and share current programs and offerings with targeted groups.	Community Relations	Fall 2013	Not done in strategic manner. Fine Arts Brochures as an example, Workforce, Dual and Concurrent, SEP Online, ESL brochure, Early College, Resource Rendevouz, Fair booth, Rodeo, Free Day,	YELLOW	YELLOW
	B. Conduct a needs and market analysis	Marketing Committee	Fall 2013-Spring 2014	Not done in strategic manner. Keep working on this.	RED	RED
	C. Identify categories of students, industry trends, emerging technology, and employment expectations in the next three years.	Western Leadership Council, SEP	Spring-Summer 2014	SEM has done significant research in this area and has made goals that will be reviewed this year. Evening program, Online, Summer initiative, Concurrent, GIS, EMT. Academic Technology Team has identified emerging technology to support target populations.	RED	GREEN
	D. Develop implementation Strategies for targeted groups identified by the SEP initiative.	SEP & WLC	Fall 2015	In progress		NEW
4.2. Promote on-campus events, activities, and facilities relevant to community residents and stakeholders.	A. Identify community groups and stakeholders to target for on-campus events, activities, and facilities.	Community Relations, Marketing Committee	Ongoing	On campus we are sharing This Week at Western, shared with BOT, 25 Live, Website, Radio, Alumni, Newsletter, and Postcards, Social Media	YELLOW	GREEN

Theme 5: Institutional Stability

Western will strive for institutional stability through prudent financial planning, maintenance of its competitive position, diversification of funding sources, organizational structure, and proactive risk management approaches.

Guiding Principles addressed: *Students are Our Focus, Employees are Our Most Important Resource, Adapting to Change Defines our Future*

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
5.1 Develop and publicize College's fiscal stability in comparison to the state and the nation.	**A. Completed and moved to Historical Record**					★ H
	B. Establish and publicize metrics for annual statewide comparison of relevant expenditure and revenue data. ** Cross-referenced in Theme 8*	Administrative Services	Spring 2015	KPI finished Level I, not taken on Level II, still in progress	**NEW**	
	C. Develop plans for annual fiscal environmental scan (i.e. coal lease bonus, extraction industry standing, etc.)	Administrative Services	Spring 2015	New VP will continue project started by predecessor	**NEW**	
5.2 Review organizational structure for effectiveness and efficiency.	A. Vice presidents work with the College President to evaluate organization.	President's Cabinet	2014-2015 (ongoing)	Structure has been evaluated and adjusted, however next step looking at staffing levels in conjunction with annual staffing planing in November.	**NEW**	
	B. Identify areas for cross training for sustainability.	Vice Presidents	2014-2015 (ongoing)	Mustang Central successful in this area. Opportunities continue.	**NEW**	
5.3 Regularly assess and update enterprise Risk Management plan and develop strategies to address areas of concern.	A. Identify and prioritize current potential risks.	President's Cabinet	Fall 2014	Finished initial priorities. New priority list needs to be reviewed and evaluated.	**NEW**	
	B. Create a schedule and implementation plan to regularly evaluate practices; document successes and failures.	President's Cabinet	2014-2015	No formal action taken.	**NEW**	
5.4 Align funding strategies to connect to greater institutional priorities.	A. Formalize strategies for budget planning in connection with strategic plan and other initiatives.	President's Cabinet	2016-2017	In progress for FY17 budget.		**NEW**

Theme 6: Campus Safety and Compliance

Western will utilize reasonable and affordable best practices to strive for a safe campus environment appropriate for student learning and community use.

Guiding Principles addressed: *Students are Our Focus, Employees are Our Most Important Resource, Community is Our Partner, Ethical Standards Guide Our Actions*

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
6.1 Develop and implement a safety plan and protocol.	**A.** **Completed and moved to Historical Record appendix**					★ H
	B. **Completed and moved to Historical Record appendix**					★ H
	C. Conduct tabletop exercises for violence on campus. Train Western Leadership Council on security protocol, command center setup, and crisis management and communications.	Administrative Services	Fall 2013-Spring 2014	Tabletop exercise completed Fall 2013. Need to continue efforts to standardize this activity. Further action needs to be taken.		
	D. Conduct Campus Violence Policy Review and Site Vulnerability Assessment; review and implement as appropriate.	Western Leadership Council	Fall 2013	Completed Spring 2014; formal determination of action items and implementation in 2014-2015. Addition of door locks in Fall 2014.		★
	E. Continued training on campus violence response.	Campus Safety Team	Fall 2015	Currently in progress.		NEW
6.2 Ensure compliance with current federal and state regulations.	A. Understand federal laws related to the SAVE Act (Title IX Compliance) and develop strategies for assuring employee and student privacy and safety.	Student Success Services	2014-2015	Review of laws completed in spring and summer of 2014. Summer conference attended May 2014. Fall 2015 training for investigating and acting upon reported incidents complete.	NEW	★
	B. Identify and develop training programs for employees and students.	Human Resources, SAC	2014-2015	Training completed for full-time on-campus students and other full-time students in fall 2014. Training for employees will happen FY 2016	NEW	★
6.3 Develop and implement a Technology Disaster Recovery Plan	*A.* Create the plan and publish it in an accessible location to College officials. Communicate plan to staff members and provide training. ** Cross-referenced in Theme 8*	Administrative Services	Winter 2014/2015	Expert resources have been consulted for best practices. Resources include the SysAdmin Audit Networking and Security institute and the Information Technology Infrastructure Library. This information will be shared with Information Technology Services, Technology Advisory Committee, and Western Leadership Council to create a plan. *Needs to be reviewed and shared annually with WLC.	NEW	
	B. Create a schedule to regularly test implementation practices and document the successes and failures.	Administrative Services	Spring 2015	Have tested certain pieces; however, not comprehensive.	NEW	
	C. Update the plan upon completion of the Disaster Recovery Plan test to address any shortcomings, new findings and technology.	Administrative Services	Ongoing	Ongoing, continually addressing situations as encountered and plan is reviewed and updated.	NEW	
	D. Purchase and implement hardware and software to **address** the plan and future issues.	Administrative Services	Summer 2015	Backup and recovery platforms have been purchased. Hot Sites have been prepared with emergency power, virtual framework, and secondary Internet connections. Future purchases rely on plan completion. Significant purchases made. Work on implementation still in progress.	NEW	

Theme 7: Facilities Planning

Western will strive to manage facilities in a manner that meets the current and future needs of the students and communities we serve.

Guiding Principles addressed: *Students are Our Focus, Employees Are Our Most Important Resource, Community is Our Partner*

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
7.1 Upgrade and maintain existing components of the physical facilities as deemed necessary.	A. Develop and complete Major Maintenance list annually. Gain approval as necessary.	Administrative Services	Fall 2014	Many major maintenance items completed in 13-14 academic year. Process in transition; list for 14-15 will be submitted to State Construction Management Division following completion of Investment Grade Audit. Efforts ongoing.	**NEW**	★
7.2 Establish technology advisory committee to guide technology planning and implementation in accordance with current demand and anticipated future needs.	A. Technology Advisory Committee identified and will begin meeting Fall 2014.	Information Technology Services	Fall 2014	Completed and ongoing.	**NEW**	★
	B. Develop a working group with IT, Student Learning, and Student Success Services to make a recommendation regarding software that supports student learning and success.	President's Cabinet, ITS	*2015-2017*	Definitive plan developed; conversations ongoing.	**NEW**	★
7.3 Implement selected recommendations set forth in the Investment Grade Audit.	A. Within prescribed timeframe, determine appropriate and affordable action steps recommended by the audit.	Administrative Services	December 2014 through February 2015	Audit complete, currently working on implementation of recommendations.	**NEW**	
7.4 Complete building projects as identified in the approved Master Plan and/or approved by Board of Trustees.	A. Complete construction and/or renovation of the following:	Administrative Services	2014-2015	All projects completed in fiscal year 2015 except family locker room, which is in progress.	**NEW**	
	• Classroom renovations previous wrestling and weight rooms					
	• STEM classroom completion					
	• Student success center completed by July 2015					★
	• Family locker room for pool					
	• GEAR UP and Engagement offices					★
	• Women's varsity locker room					★
7.5 Secure funding for remaining Master Plan initiatives (building expansion and renovations).	A. Identify sources and secure funding for variety of master plan initiatives.	President's Cabinet	2015-2016	Master Plan clearly identifies sequence of construction and renovation; funding strategies will be identified on a priority basis. Efforts ongoing	**NEW**	

Guiding Principles addressed: Employees are Our Most Important Resource, Adapting to Change Defines our Future, Ethical Standards Guide Our Actions

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Cross-referenced from 1.2: Redefine the Developmental Education Program to facilitate student success and progress at the collegiate level.	D. Share information across the institution regarding the status of developmental education, including analysis and use of data and best practices in open forums, in the College newsletter, and in presentation to various councils and committees.	Strategic Enrollment Planning	Spring 2014	Reported progress and best practices in developmental education during Fall, 2014 in-service. Dialogue needs to continue throughout 14-15 academic year. *Ongoing; further dialogue occuring as part of the General Education Review.*	(green)	
Cross-referenced from 1.3: Identify, analyze and use key performance indicators to measure the impacts on student learning and success and to identify areas of celebration and action.	C. Complete data and information gathering, data analysis, and use of data. Report information to multiple parties, in multiple venues.	Planning & Improvement	Fall 2013 (ongoing)	KPIs will be reported annually in the College fact book, published each fall, beginning fall 2014. Fact book will be disseminated primarily for employee use. Plan to publish annually in September.		★
	D. In coordination with other efforts within the Strategic Plan, establish, document, and communicate protocols for use of data.	Planning & Improvement	Spring 2014			★
Cross-referenced from 1.4: Develop and implement a comprehensive student advising model that encompasses the range of students from potential students to those who are graduating.	C. Develop and articulate a timeline to fully implement the advising model.	Advising Committee	Spring 2014	Process initiated in AQIP Action Project in Spring, 2014. AQIP action project completed.	(yellow)	★
	E. Refine and share advising information widely with students, faculty, and staff in multiple venues with multiple audiences.	Advising, Career, Employment, Internship and Transfer	Fall 2014 (ongoing)	Planned for Fall, 2014. Ongoing. Work to create a more systematic process for training.	(green)	
Cross-referenced from 1.5: Create a culture where excellence in teaching and learning is championed, demanded, and rewarded.	B. Implement Teaching and Learning Innovations Opportunity, with strategic sharing-out of professional development across the board.	Student Learning	Fall 2013 (ongoing)	Funding identified for new Teaching and Learning Center.		NEW

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Cross-referenced from 2.2: Support and recognize Western employees who participate in activities and groups that benefit the College community.	C. Celebrate employee involvement in institutional and community-wide efforts.	Marketing Office	Fall 2014	Still working on this. Need to develop a plan for publicizing and recognizing employee involvement. Various activities are identified in the College newsletter.	NEW	(yellow)
Cross-referenced from 2.3: Create a culture of consistency and accountability in which each committee, team, and council facilitates communication across campus.	B. Updated Committee and Council information is shared campus-wide and is posted on employee intranet.	Planning & Improvement	Fall 2013	Comprehensive list of committees, missions, and members posted on employee intranet. Encourage committee chairs to submit annual updates.	(green)	★
	F. Members on various working teams, committees, councils, and taskforces report back to their representative areas.	Vice Presidents	Fall 2014	Progress has been made in this area, but needs continued and more consistent efforts. Information disseminated needs to be uniform among the various groups.	NEW	
	H. Schedule and require a five-minute annual committee/council report to Western Leadership Council using the annual update form for committees and councils.	Western Leadership Council; scheduled by WLC recorder	Fall 2015	Committee chairs should bring copies of the form to the Western Leadership Council meeting.		NEW
	I. Determine "official" method of communication for the institution and employees.	Western Leadership Council	Fall 2015	Western Leadership Council Joint e-mail account established, with regular information disseminated to employee base.		NEW
Cross-referenced from 2.4: Provide quality staff development that encourages employees to further develop skills and competencies necessary to accomplish institutional and divisional goals, while also supporting employees to grow personally and professionally.	D. Provide opportunities to share learning and ideas from attendance at professional development such as conferences and workshops.	Western Leadership Council, HR	Spring 2016	Western Leadership Council will work to define some of these opportunities for sharing out.		NEW
Cross-referenced from 2.5: Develop a comprehensive plan for bringing new employees on board, retaining quality employees through positive and proactive management, and acknowledging employee growth and contributions.	E. Develop consistent and effective methods for acknowledging employee growth and contributions.	Western Leadership Council	Fall 2014	Employee recognition identified in the Western Dispatch employee newsletter. Still needs significant work.	NEW	(yellow)
Cross-referenced from 2.7: Promote and measure Employee Satisfaction	B. Analyze and share results from Great Colleges to Work For survey; build action plan for areas of concern.	Western Leadership Council	Fall 2015	Results received and communicated Fall 2015. Shared with Board and College community, received advising from GCTF consultant, working on point of action.	NEW	(yellow)

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Cross-referenced from 3.1: Develop and promote a culture of gathering, analyzing, using, and communicating data for making decisions.	A. Data-based decision-making examples are identified and shared campus-wide.	Data Advisory Group (Now Data NERDS)	Summer 2013 - Spring 2014	Data Advisory Group formed in Fall 2013 with representative membership to report data-based decisions back to constituents. Membership revised, and name changed to Data NERDS in spring 2015.	(green)	★
	D. Communicate and share current and new uses of data, and outcomes.	Planning & Improvement	Fall 2013	Data and resulting outcomes previously highlighted in College newsletter. Overview update given during in-service. FYI from P&I newsletter (initiated in May 2015) e-mailed to all employees every other month, with updates on accreditaiton, assessment, and reporting efforts.	(yellow)	(green)
Cross-referenced from 3.2: Develop, monitor, and maintain key performance indicators that support institutional mission, vision, goals, and strategic directions.	C. KPIs and other pertinent information are gathered, analyzed, used, and reported widely, and in multiple venues.	Planning & Improvement	Fall 2013	KPIs communicated to Board, Western Leadership Council, and Data Advisory Group. Reported in FactBook, starting in December 2014.	(yellow)	
	D. In coordination with other efforts within the Strategic Plan, develop and implement a regular and systematic schedule to annually gather, analyze, use, and report KPIs and other pertinent information.	Planning & Improvement	Fall 2013	KPIs will be reported annually in the College fact book, published each fall, starting in 2014. Fact book will be disseminated primarily for employee use. Institution is using the information, but needs to take next step of scoring how well we are doing in these areas.	(green)	
Cross-referenced from 3.3: Establish a centralized location to serve as a resource to the campus community for the dissemination of data.	A. Market and publicize the Planning and Improvement Office as the College's primary resource for data and information.	Planning & Improvement	Fall 2013-Spring 2014	P&I Office staffed and functional, though recent changes to assessment processes and increasing reporting load limit service to program needs.	(green)	★

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Cross-referenced from 5.1: Develop and publicize College's fiscal stability in comparison to the state and the nation.	B. Establish and publicize metrics for annual statewide comparison of relevant expenditure and revenue data.	Administrative Services	Spring 2015	KPI finished Level I, not taken on Level II, still in progress	NEW	(yellow)

Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Cross-referenced from 6.3: Develop and implement a Technology Disaster Recovery Plan	A. Create the plan and publish it in an accessible location to College officials. Communicate plan to staff members and provide training.	Administrative Services	Winter 2014/2015	Expert resources have been consulted for best practices. Resources include the SysAdmin Audit Networking and Security institute and the Information Technology Infrastructure Library. This information will be shared with Information Technology Services, Technology Advisory Committee, and Western Leadership Council to create a plan. *Needs to be reviewed and shared annually with WLC.	NEW	(yellow)

When tactics or objectives are completed, they are moved to the Historical Record.

Theme	Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Theme 1: Student Learning and Success	*1.1 Develop and implement a Strategic Enrollment Management plan that targets specific audiences and groups.*	A. Establish standing committee to oversee Strategic Enrollment Planning with specific representation and committee rotation defined.	Student Success	Summer 2013	Strategic Enrollment Planning Team formed October 2013 with representation defined. SEP on Intranet collection of committees and councils; minutes included.	★	H
		B. Complete needs analysis and market demographics clearly identifying the current and emerging higher education needs and outlines the population demographics in the service area. (re-evaluate in 3-5 years)	Strategic Enrollment Planning Team	Fall 2013	Completed data gathering in February, 2013 with Strengths/Weaknesses/Opportunities/Threats analysis in March, 2013. SEP team reviewed data and posted on Sharepoint for viewing.	★	H
		D. Established metrics and measures in alignment with other efforts such as KPIs and Complete College America.	Strategic Enrollment Planning Team	Spring 2014	Complete in draft plan July, 2014. Plan publicized and reviewed by all groups on campus; presented twice at all-campus meetings.	★	H
	1.3 Identify, analyze and use key performance indicators to measure the impacts on student learning and success and to identify areas for celebration and action.	A. Identify specific Key Performance Indicators for Student Learning and Success that includes college completion, and which are aligned with best practices.	Key Performance Indicator Subcommittee	Summer 2013	KPI sub-committee formed in fall 2013. Key Performance Indicators identified in March, 2014. Persistence and Completion Academy work; B-Team Measures table. KPI team integrated into NERDS; KPI reporting consistently occurs in annual FactBook.	★	H
	1.4 Develop and implement a comprehensive student advising model that encompasses the range of students from potential students to those who are graduating.	A. Re-establish Advising Committee. Determine whether committee should be ad hoc or standing.	Advising, Career, Employment, Internship and Transfer	Fall 2013	Advising Committee re-established Fall, 2013. Discontinued in Fall 2014; replaced with Advising advisory council that meets twice yearly.	★	H

Theme	Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Theme 2: Valuing Employees	*2.1 Develop a Vision Statement that reflects a shared understanding and allows for future development and relevant initiatives.*	A. Appoint and orient a cross-institutional Taskforce to lead process.	Western Leadership Council	Summer 2013	Strategy changed to include campus-wide effort for visioning.	★	H
		B. Hold campus-wide retreat that educates why a Vision is important, instills personal responsibility, and generates excitement and results in ideas for a cohesive College Vision.	Western Leadership Council	Fall 2013	Consultant facilitated development of a new vision statement during Fall, 2013 in-service.	★	H
		C. Write final vision statement, obtain board approval, and market and publicize new vision.	Western Leadership Council	Fall 2013	Vision statement finalized during visioning session at Fall, 2013 in-service. Vision statement presented to Board in September 2013.	★	H
	2.3 Create a culture of consistency and accountability in which each committee, team, and council facilitates communication across campus.	A. Appoint a sub-committee to gather Role and Scope of existing committees and Councils including composition, membership, purpose, reporting, and other relevant information.	Planning & Improvement	Spring 2013	Committee on committees appointed to initiate information gathering. This process is ongoing from the P&I Office.	★	H
	2.7 Employee Satisfaction	A. Conduct Great Colleges to Work For survey annually.	Human Resources	Spring 2015 (ongoing)	Completed five consecutive years, with plans to continue; MOVE TO HISTORY.	NEW	

Theme	Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Theme 3: Information Management	*3.2 Develop, monitor, and maintain key performance indicators that support institutional mission, vision, goals, and strategic directions.*	A. A clear and concise set of Key Performance Indicators and other pertinent information are identified. These are aligned with best practices.	Key Performance Indicator Subcommittee	Summer 2013	KPI subcommittee formed in Fall 2013; indicators are in alignment with best practices.	★	H
	3.4 Establish and implement best practices and professional standards in the program and operating areas in the program review process to ensure accountability, identify success, and prioritize directions.	A. Revise the program review portfolio template to include professional standards and/or best practices.	Planning & Improvement	2013-2015	Program Review template includes segment to identify professional standards, beginning summer 2013.	★	H
		B. Include a mechanism within the program review portfolio process to indicate compliance/adherence to professional standards and/or best practices, including for specialized accreditation and/or approval that may include a program Self-Study, but not in lieu of the program review process.	Planning & Improvement	Fall 2013	Professional standards compliance segment included in Program Review template summer 2013. CAS Professional Standards for Higher Education incorporated for mapping with program-level goals. Further encouragement is needed for programs to use these resources fully.	★	H
		D. Evaluate program review portfolio process effectiveness in including professional standards and compliance. Revise as necessary.	Planning & Improvement	Fall 2014	Informal feedback received and considered in each year's program review rotation group. Annual meeting with Vice Presidents will further inform this process.	★	H

Theme	Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Theme 5: Institutional Stability	*5.1 Develop and publicize College's fiscal stability in comparison to the state and the nation.*	A. Develop and publicize the College's previous year's fiscal history in the Annual Report, which will be disseminated internally and externally each fall.	Administrative Services	Fall 2013 (ongoing)	Completed each year.	★	H

Theme	Objectives	Tactics	Lead	Timeline	Results	2014 Status	2015 Status
Theme 6: Campus Safety and Compliance	*6.1 Develop and implement a safety plan and protocol.*	A. Update and publicize the safety plan and protocol. Establish a schedule for drills; discuss lessons learned following drills.	Safety Committee	Summer-Fall 2013	Emergency Response Plan updated annually and posted on employee intranet. Campus Safety brochure published and disseminated annually for employees and students.	★	H
		B. Conduct shelter-in-place each semester; fire and weather-related drills at least annually. Residence Halls adhere to federal requirements regarding more frequent drills.	Administrative Services	Fall 2013-Spring 2014 (ongoing)	Done.	★	H

Appendix B: Process for this Evergreen Strategic Plan

Feedback regarding the Strategic Plan should be directed to Planning and Improvement. It will then be forwarded to the Strategic Planning Steering Committee, or to Western Leadership Council, as appropriate.

The Strategic Planning Steering Committee was formed in fall, 2015, with the goal of identifying progress on tactics in the plan and determining next steps for moving forward. The committee is a cross-institutional team with the following membership:

- Permanent Facilitator, Director of Planning & Improvement
- President
- Vice President of Student Learning
- Student Learning Representative, appointed by VP
- Vice President of Student Success Services
- Student Success Services Representative, appointed by VP
- Vice President of Administrative Services
- Administrative Services Representative, appointed by VP
- Faculty Member Representative, appointed by Senate
- Professional Staff Member Representative, appointed by Senate
- Paraprofessional Staff Member Representative, appointed by Para Alliance

Rotation Schedule:

Vice Presidents and President are permanent members of this committee.

Vice Presidential appointees serve two-year terms, beginning in even-numbered fall years.

Senate and Para Alliance appointees serve two-year terms, beginning in odd-numbered fall terms.

The Strategic Plan will be updated annually, with the Strategic Planning Steering Committee conducting a half-day retreat in May and an all-day retreat in August. The draft update will go to all College employees for feedback in September, and then will be presented to the Board for approval in the October Board meeting.

Next Steps: Western will formalize and develop granularity in the budgeting process to more closely tie budget to the strategic initiatives outlined in this document.