



ACCREDITATION EVIDENCE

Title: Academic Master Plan

Evidence Type: Corroborating

Date: 7 June 2022

WAN: 22-0609

Classification: Report

PII: No

Redacted: No





Western Wyoming Community College

ACADEMIC MASTER PLAN

Student Learning

June 7, 2022

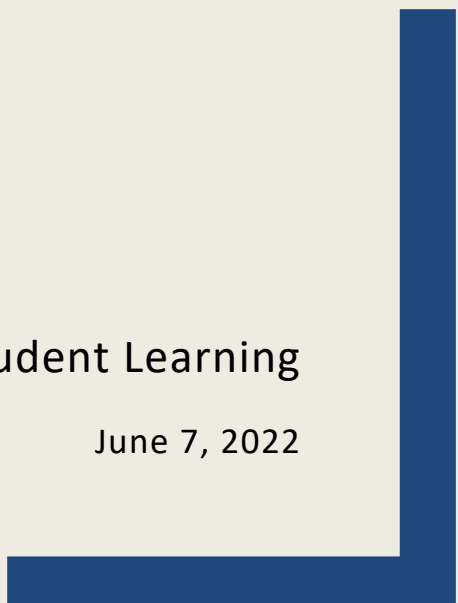


TABLE OF CONTENTS

1. WESTERN'S MISSION	3
2. WESTERN'S VISION	3
3. GOALS FOR STUDENT SUCCESS	3
4. STRATEGIC PRIORITIES	6
A. CREATE A CULTURE OF SUCCESS - SP (A)	6
<u>Tactics Utilized</u>	6
B. STRENGTHEN ACADEMIC EXCELLENCE - SP (B)	7
<u>Tactics Utilized</u>	7
C. CULTIVATE VALUABLE PARTNERSHIPS - SP (C)	8
<u>Tactics Utilized</u>	9
D. OPERATIONAL EFFICIENCY - SP (D)	9
<u>Tactics Utilized</u>	10
APPENDIX A - OFFICE FOR STUDENT LEARNING – AREAS OF RESPONSIBILITY.....	11
APPENDIX B - FIVE SCHOOLS - DESIGNATED DISCIPLINES AND COURSE PREFIXES.....	13
A. SCHOOL OF BUSINESS & COMPUTER TECHNOLOGY	13
1) <i>Business</i>	13
2) <i>Information Systems</i>	13
3) <i>Computer Science</i>	13
B. SCHOOL OF HEALTH SCIENCES & WELLNESS	13
1) <i>Allied Health</i>	13
2) <i>Nursing</i>	13
3) <i>Pre-Health</i>	13
C. SCHOOL OF MANUFACTURING & INDUSTRIAL TECHNOLOGY	13
1) <i>Automotive Technology</i>	13
2) <i>Compression</i>	13
3) <i>Diesel Technology</i>	13
4) <i>Electrical & Instrumentation</i>	14
5) <i>Industrial Maintenance</i>	14
6) <i>Oil & Gas</i>	14
7) <i>Plant Operations</i>	14
8) <i>Powerline Technology</i>	14
9) <i>Welding Technology</i>	14
D. SCHOOL OF MATH & SCIENCES	14
1) <i>Engineering and Physics</i>	14
2) <i>Exercise Science</i>	14
3) <i>Math</i>	14
4) <i>Natural Sciences</i>	14
E. SCHOOL OF LIBERAL ARTS & EDUCATION	14
1) <i>English & Human Development</i>	14
2) <i>Visual & Performing Arts</i>	15
3) <i>Human & Public Services</i>	15
4) <i>Social Science & Language</i>	15
APPENDIX C - STUDENT LEARNING LEADERSHIP	16
A. VICE PRESIDENT FOR STUDENT LEARNING	16
B. SCHOOL CHAIRS	16
1) <i>School of Business & Computer Technology</i>	16
2) <i>School of Health Sciences</i>	16

3)	<i>School of Liberal Arts & Education</i>	16
4)	<i>School of Manufacturing & Industrial Technology</i>	16
5)	<i>School of Math and Science</i>	16
C.	DEAN OF OUTREACH & WORKFORCE DEVELOPMENT – AMY MURPHY	16
1)	<i>Career and College Readiness</i>	16
2)	<i>GEAR-UP</i>	16
3)	<i>Outreach and Dual & Concurrent</i>	16
4)	<i>Workforce Development</i>	16
D.	DEAN OF ENROLLMENT MANAGEMENT – ERIC FRY	16
1)	<i>Advising</i>	16
3)	<i>Registrar – Stu Moore</i>	17
E.	DIRECTORS/COORDINATORS.....	17
1)	<i>Center for Teaching and Learning</i>	17
2)	<i>Library</i>	17

1. Western's Mission

Western is an innovative public college aimed at empowering, educating, and improving our students, employees, community, and environment. Our focus is to inspire the next generation of visionaries by using Wyoming grit and individual development in a diverse array of learning and flexible services. Western is where passion meets purpose.

2. Western's Vision

Western will inspire and empower today's students and our communities to create a better Wyoming.

3. Goals for Student Success

Western Wyoming Community College has identified five essential skills that will help you adapt to the changing demands of the 21st century. You will have opportunities both in and out of the classroom to develop these abilities. We will assess how well you have mastered these skills throughout your academic career:

Communicate Competently

To communicate competently requires you to develop skills in reading, writing, listening, and speaking. During your time at Western, you will learn to:

- Employ the conventions of standard English grammar, punctuation, and sentence structure in oral presentations or college-level writing assignments.
- Use appropriate structure to deliver oral presentations or college-level writing assignments with a clear thesis statement or hypothesis.
- Gather evidence and synthesize information from published work, lectures, or interviews to support the logical, stated conclusion in an oral presentation or college-level writing assignment.
- Present information in a visual form using charts, graphs, or other visual aids.
- Engage in appropriate academic dialog that expresses opinions respectfully and demonstrates comprehension of the topic at hand.

Retrieve and Evaluate Information: Information, Technology, and Media Literacy

In a world of rapidly expanding knowledge, the ability to retrieve and evaluate information is critical to success. During your time at Western, you will learn to:

- Use appropriate technology to strategically search for, select, and evaluate multiple formats and sources of information for their authority, accuracy, credibility, and relevance.
- Distinguish fact from opinion, hypotheses from theories, and identify anecdotal evidence as well as logical fallacies.

- Recognize and interpret different forms of visual, auditory, and observable communication such as works of fine and performing art, graphs or diagrams, text, or media.
- Document sources by following a system of citation appropriate to the discipline.

See Issues from Multiple Perspectives

Seeing issues from multiple perspectives is imperative in a global and diverse society. At Western, you will learn to:

- Describe the social and ethical responsibilities of the individual in society.
- Interact respectfully with persons of different ethnicity's, ages, abilities, economic statuses, languages, religions, cultures, gender identities, sexual orientations, etc.
- Describe how the contributions of fine arts, film, literature, and performing arts influence the human experience.
- Describe how interactions among social, economic, political, cultural, environmental, historical, and biological factors affect the individual, society, and the environment.
- Engage in and contribute to the improvement of the campus, the community, the state, and the world.

Think Critically, Analyze, and Solve Problems

The ability to analyze a problem, think critically about it, and develop a strategy to solve it is one that requires higher-level reasoning. At Western, you will learn to:

- Identify issues, problems, assumptions, or questions being asked.
- Analyze and synthesize information to draw conclusions, propose solutions, identify possible consequences of those solutions, and make recommendations.
- Apply quantitative and qualitative analysis to interpret data.
- Apply appropriate and varied methods to solve problems.
- Employ concepts and scientific methods to form and test hypotheses.

Develop Life Skills: Personal, Academic, and Professional Development

"Life skills" include a diverse group of strengths and strategies that help an individual develop personally, mentally, emotionally, physically, and professionally. At Western, you will learn to:

- Develop and implement a plan, then evaluate progress toward achieving personal and professional growth and development.
- Identify and use available resources to support mental, emotional, and physical well-being.

- Accept the consequences of personal decisions regarding choices related to attendance, time management, and academic integrity.
- Establish and maintain effective relationships by treating others with respect and courtesy.

4. Strategic Priorities

A. Create a Culture of Success - SP (A)

By providing a safe, inclusive, and affordable education, Western will be the college of choice throughout our service area. Western will be accessible to every student wishing to pursue their educational goals.

A1. *Promote Opportunities* – Western will provide personalized service to connect students with resources, tools, technology, and programs.

A2. *Remove Barriers* – Western will remove barriers that prevent students from applying, enrolling, and attending class.

A3. *Create a Diverse Environment* – Western will foster a culture of diversity, equity, and inclusion that welcomes and respects everyone for who they are and who they will become.

Tactics Utilized

- Improve student engagement from initial contact through graduation. (A1)
 - Develop consistent faculty advising training
 - Continue to collaborate with K-12 and community
 - Expand the “College Now” program
 - Collect data on the student experience, via surveys and other methods to maintain, enhance, or remove services.
 - Ensure that Academic Success Advisors work together with Faculty Advisors so that students receive excellent one-on-one service
- Pursue and integrate community, regional, and global learning opportunities. (A1, A3)
 - Continue to collaborate with K-12 and community
 - Collaborate on grant opportunities with institutions and consortiums from across the country
 - Maintain focus on apprenticeships, co-ops, internships, and work-based learning opportunities
 - Exploring social programs and partnerships necessary to assist students in completion of educational goals
 - Develop a Bridge Program for interested students
- Develop innovative technology, resources, and processes for students, staff, and faculty. (A1, A2)
 - Maintain a diverse collection of resources that serves the information needs of students and other patrons and is accessible and diverse in terms of subject matter, material type (physical/print, digital, audio-visual), and representation of our broader community.
 - Use Co-Curricular events to outreach to various interest groups and community groups
 - Ongoing faculty training through the Center for Teaching and Learning
 - Investigate, develop, and implement a Faculty Leadership Academy

- Investigate, develop, and implement the use of Artificial Intelligence and Virtual Reality technology in appropriate courses and programs
- Investigate and promote the use of Open Educational Resources to ease financial burden and improve affordability
- Streamline the prospective application process
- Award all available scholarships
- Expose the college community to various cultural experiences and reinforce and/or expand upon what students are learning in their courses, (cocurricular) which may include diversity, equity, and inclusion issues. (A3)

B. Strengthen Academic Excellence - SP (B)

By focusing our efforts on creating a quality and rigorous learning environment, Western will be looked to as the standard of academic excellence in its service area and throughout the state.

B1. *Build Clear Paths to Success* – Western will align student goals with academic planning facilitated toward reaching those goals in a timely manner.

B2. *Practice Continuous Engagement* – Western will create rigorous and engaging learning experiences.

B3. *Provide Exceptional Value* – Western will maintain learning environments that promote learning, innovation, creativity, accessibility, and safety.

B4. *Deliver Positive Outcomes* – Western will promote the development and expansion of its career and academic programs to increase student attainment of post-secondary credentials.

Tactics Utilized

- Create, maintain, and utilize clear program maps. (B1, B4)
 - Ensure that the website is up-to-date with program maps
- Improve and maintain a robust program review process that informs decisions. (B2, B4)
 - Use course-level assessment to influence departmental decisions
 - Advisory Councils provide input regarding program-level assessment
- Be responsive to industry and community needs when creating, expanding, modifying, and implementing programs to support careers of the future. (B1)
 - Meet with advisory councils twice a year
 - Use Clearing House data to track student outcomes
 - Use EMSI for labor market data to remain responsive to industry needs by informing academic program development and possible expansion of new relevant programs.

- Maintain and support student research opportunities on campus within various departments including biology, psychology, and nursing. Provide avenues and support for other departments and faculty interested in conducting research that involves student collaboration and involvement. (B2)
- Continue a strong relationship with INBRE and partnership with the University of Wyoming to provide exceptional research opportunities for students and support for faculty to conduct research. (B2)
- Student Success Advisors, assigned to schools, will train and support faculty advisors to provide superior academic advising leading to student success and program engagement. (B2)
- Provide course development support for online courses including access to technology resources that enhance teaching quality and the online student experience. (B3)
 - Ongoing faculty training through the Center for Teaching and Learning
- Develop and implement a Student Career Advisement area with appropriate staffing to implement internships, mock interviews, career fairs, and keep the Job Board current. (B1)
- Expand the course, program, and short-term credential offerings in the Workforce Development area. (B4)
- Reorganize the library and related academic support services under a Learning Commons model: a shared virtual and physical space for teaching and learning activity; a communal hub connecting ideas, information, and people. (B3)
- Develop and implement a plan to add a dedicated Testing Center to the Rock Springs campus (B3)
- Expand the programmatic areas that present their work at the Undergraduate Research Day (B3)
- Create a clear process for recognizing and awarding credit for college-level learning outside of the classroom as part of a strong credit for prior learning (CPL) policy. (B1, B2, B3, and B4)
- Explore competency-based education (CBE) as an alternative method for teaching, learning, and awarding credit. Potentially piloting two programs targeted at the post-traditional learning population. (B1, B2, B3, and B4)

C. Cultivate Valuable Partnerships - SP (C)

By being highly responsive to the needs of its community, Western will create partnerships with all industry and community organizations throughout its service area.

- C1. *Brand Recognition* – Western will enhance our image and create awareness of its programs and services through comprehensive and dynamic branding, marketing, recruitment, and promotion strategies.
- C2. *Industry Development* – Western will design programs to fulfill current employment and workforce needs and will explore and implement diverse and innovative programs to expand economic diversity.
- C3. *Community Engagement* – Western will expand and modify programs, services, and activities to best serve the communities through our service area.
- C4. *Alumni Involvement* – Western will create opportunities and campaigns to foster alumni involvement.

Tactics Utilized

- Consistently review and update academic websites. (C1)
- Continue to provide and create new community events. (C3)
 - Expand the “Enrich Wyoming” program
 - Expand the “Discover Western” program
- Provide Electrical & Instrumentation (E & I) training at Outreach Centers through portable E & I workstations. (C3)
- Maintain strong industry partnerships to drive program development and workforce priorities. (C1, C2)
 - Meet with advisory councils twice a year
 - Explore, develop, and implement new programs including, but not limited to: Cyber-Security, Outdoor Leadership, Fiber Optics, and Powerline.
 - Develop and implement Stackable Credentials
 - Expand current programs in Plant Operations and Electrical & Instrumentation.
- Foster relationships with alumni to speak to and promote Western’s academic and cultural excellence. (C4)
 - Partner with the foundation to maintain alumni list

D. Operational Efficiency - SP (D)

Through the responsible and sustainable management of its resources, Western will be able to meet the needs of students, employees, and the community, now, and into the future.

- D1. *Targeted Enrollment* – Western will strengthen our existing programs, expand industry partnerships, and develop new opportunities in order to maintain healthy enrollment and reach new audiences.

D2. *Dedicated Employees* – Western is committed to attracting and retaining high-caliber people who contribute to both their professions and the College’s success.

D3. *Resource Alignment* – Western will continually review and adapt operations to best serve our stakeholders.

D4. *Sustainability* – Western will practice sound financial planning, while maintain modern technologies and facilities to support a nimble, high-performing institution.

Tactics Utilized

- Partner with enrollment management to increase enrollment in targeted programs. (D1)
- Expand Dual Enrollment course offerings to our Outreach Center through appropriate technology (D1)
- Western is committed to researching and securing grant opportunities at the local, state and federal levels to strengthen program enrollment opportunities. (D1)
- Maintain adequate faculty and staffing to align with educational best practices. (D2, D3)
- Committed to the practice of searching for faculty that match our student population (D2)
- Use data to determine the optimum number of course sections offered per year. (D3)
- Develop and implement processes to address how assessment of student learning contributes to the thoughtful alignment of college resources to programmatic needs. (D3)
- Expand the Faculty onboarding and mentoring processes. (D2)
- Assessment data is generated annually from its programs, this data helps determine the efficacy of the programs
- Use data to plan and determine budgets. (D4)

APPENDIX A - Office for Student Learning – Areas of Responsibility

- School of Business & Computer Technology
 - Business
 - Computer Science
 - Information Systems
- School of Math & Science
 - Aquatic Center
 - Exercise Science
 - Mathematics
 - Natural Sciences
 - Biology
 - Chemistry
 - Geology
 - Outdoor Leadership
 - Physics & Engineering
- School of Health Science
 - Allied Health
 - Nursing
- School of Manufacturing & Industrial Technology
 - Automotive Technology
 - Diesel Technology
 - Electrical & Instrumentation
 - Industrial Maintenance Technology
 - Plant Operations
 - Welding Technology
- School of Liberal Arts & Education
 - Art
 - Communication
 - Criminal Justice
 - Education
 - English
 - Human Development
 - Languages
 - Psychology
 - Social Science
 - Theatre
- Dean of Enrollment Management
 - Academic Advising
 - Admissions
 - Financial Aid
 - Mustang Central Front Line
 - Recruiting

- Registration & Records
- Dean of Outreach and Workforce Development
 - College & Career Readiness
 - GEAR-UP
 - Green River Center
 - Outreach
 - Workforce
- Center for Teaching and Learning
- Library Services

APPENDIX B - Five Schools - Designated Disciplines and Course Prefixes

A. School of Business & Computer Technology

- 1) Business
 - ACCT
 - BADM
 - BUSN
 - DSCI
 - ECON
 - FIN
 - MGT
 - MKT
- 2) Information Systems
 - BOTK
 - CIS
 - CMAP
 - IMG
 - INET
 - MEDC
- 3) Computer Science
 - COSC
 - CSEC

B. School of Health Sciences & Wellness

- 1) Allied Health
 - EMT
 - PHLB
 - HLTK
- 2) Nursing
 - NURS
 - NRST
- 3) Pre-Health.

C. School of Manufacturing & Industrial Technology

- 1) Automotive Technology
 - AUTO
- 2) Compression
 - CMPT
- 3) Diesel Technology
 - DESL

- 4) Electrical & Instrumentation
 - ELAP
 - ELTR
- 5) Industrial Maintenance
 - INDM
 - MCH
- 6) Oil & Gas
 - OGPT
- 7) Plant Operations
 - PLOP
- 8) Powerline Technology
 - PLOT
- 9) Welding Technology
 - WELD

D. School of Math & Sciences

- 1) Engineering and Physics
 - ES
 - PHYS
- 2) Exercise Science
 - HLED
 - KIN
 - PEAC
- 3) Math
 - MATH
 - STAT
- 4) Natural Sciences
 - BIOL
 - CHEM
 - G&R
 - GEOL
 - MOLB

E. School of Liberal Arts & Education

- 1) English & Human Development
 - COMM
 - ENGL
 - HMDV
 - HUMN
 - PHIL

2) Visual & Performing Arts

- ART
- DANC
- MUSC
- THEA

3) Human & Public Services

- CRMJ
- CNSL
- EDCI
- EDEC
- EDEL
- EDRX
- EDFD
- EDUC
- ITEC
- PSYC

4) Social Science & Language

- ANTH
- ASL
- FREN
- HIST
- POLS
- SPAN
- SOC
- SOWK

APPENDIX C - Student Learning Leadership

A. Vice President for Student Learning

B. School Chairs

- 1) School of Business & Computer Technology
 - Beth Gard – Chair
 - Office – 1436
- 2) School of Health Sciences
 - Heidi Brown – Chair and Nursing Director
 - Office – 2026
- 3) School of Liberal Arts & Education
 - Dr. Aaron Jensen – Chair
 - Office – A111A
- 4) School of Manufacturing & Industrial Technology
 - Carlton DeWick – Chair
 - Office – 1349A
- 5) School of Math and Science
 - Sarah Pauley – Chair
 - Office – 1436

C. Dean of Outreach & Workforce Development – Amy Murphy

- 1) Career and College Readiness
 - Lianne Lamb - Director
 - Office – 2051
- 2) GEAR-UP
 - Brooke Watts - Director
 - Office – 1126B
- 3) Outreach and Dual & Concurrent
 - Alex Nelson
 - Office - GRC
- 4) Workforce Development
 - Leisa Mathews
 - Office – GRC

D. Dean of Enrollment Management – Eric Fry

- 1) Advising
 - Dr. Molly McClure - Director
 - Office – Mustang Central
 - Student Success Advisor – Peg Larson
 - Student Success Advisor – Open Position

- 2) Financial Aid Director – James Heu
 - Fin. Aid staff – Bill Formanek
 - Fin. Aid staff – Open Position
- 3) Mustang Central – Frontline staff
- 4) Registrar – Stu Moore
 - Assistant Registrar – Jennifer Griffin

E. Directors/Coordinators

- 1) Center for Teaching and Learning
 - Val Toomey – Instructional Technology Assistant
 - Office – A113B
 - Start Date:

 - Instructional Designer – Open Position
 - Office – A113B
 - Start Date: 2022

 - Instructional Technologist - Katie Beckerman
 - Office – A113B
 - Start Date: May 2022
- 2) Library
 - Director – Christopher Murry
 - Office – 2055A
 - Start Date: 2021