



# ACCREDITATION EVIDENCE

**Title:** WWCC Strategic Plan 2013-2016

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*2013-2016 Strategic Plan  
Fall 2014: Year One Update*

# Western Wyoming Community College Strategic Plan

Western’s 2013-2016 Strategic Plan originated with a cross-institutional planning team in April 2013, who 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. This tracking document was assembled and disseminated by the Planning & Improvement Office. Any feedback regarding the Strategic Plan should be directed to the Western Leadership Council.

**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.

**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

## 2013-2016 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	Status
1.1 <i>Develop and implement a Strategic Enrollment Management plan that targets specific audiences and groups.</i>	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.	★
	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.	Strategic Enrollment Planning Team	Fall 2013	Completed data gathering in February, 2013 with Strengths/Weaknesses/Opportunities/Threats analysis in March, 2013.	★
	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.	Strategic Enrollment Planning Team	Spring 2014 (ongoing)	Initial efforts complete by July 2014; ongoing.	
	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.	★
	E. Accomplish statewide and institutional strategic enrollment and completion goals, as identified in Strategic Enrollment Plan and by Complete College Wyoming. <i>* added October 2014</i>	Western Leadership Council	Spring 2015 (ongoing)	Ongoing. Results anticipated annually with reporting in Factbook.	NEW
1.2 <i>Redefine the Developmental Education Program to facilitate student success and progress at the collegiate level.</i>	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.	
			Fall 2013	English department have been meeting for discussion on developmental education since Fall 2013 and have effected some changes for AY15.	
	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.	
	C. Gather, analyze, and use internal and external data on efficacy of developmental education across multiple levels.	Strategic Enrollment Planning	Fall 2013- Spring 2014	Planned for Fall, 2014 discussions.	
	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.	
1.3 <i>Identify, analyze and use key performance indicators to measure the impacts on student learning and success and to identify areas for celebration and action.</i>	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.	★
	B. Identify specific metrics and measures for each KPI in this area.	Key Performance Indicator Subcommittee	Fall 2013	Indicators are in alignment with best practices. Measures identified; benchmarks still being established.	

	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.	
	D. In coordination with other efforts within the Strategic Plan, establish a regular and systematic process for gathering and reporting KPIs.	Planning & Improvement	Spring 2014		
1.4 <i>Develop and implement a comprehensive student advising model that encompasses the range of students from potential students to those who are graduating.</i>	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.	★
	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.	
	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.	
	D. Develop materials and/or training for advisors.	Advising, Career, Employment, Internship and Transfer	Fall 2014	Planned for Fall, 2014; ongoing.	
	E. 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.	
1.5 <i>Create a culture where excellence in teaching and learning is championed, demanded, and rewarded.</i>	A. Target some action projects focused on promoting a culture of teaching and learning.	Student Learning	Fall 2013 (ongoing)	Academic Rigor Action Project (official Academic Quality Improvement Pathway [AQIP] Project) initiated Fall 2013; ongoing through Fall, 2014. 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.	
1.6 <i>Create a seamless and meaningful process for gathering and evaluating student learning data.</i> <i>*added August 2014</i>	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. The proposed process was presented to the Student Learning Assessment Taskforce for review in Fall 2014. Roll-out is planned for the January 2015 in-service and outcomes assessment will take place in May 2015 during teacher contract day.	NEW
1.7 <i>Identify opportunities for improvements in admissions model, student success center, and financial aid model</i> <i>*added October 2014</i>	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.	NEW
	B. Design student success center and integrate activities to enhance student success.	Student Success Services	2014-2015	Results anticipated spring 2015.	NEW
<i>Other Activities Related to this Theme:</i> The College's Learning Center provides educational opportunities for students who need further development in math and English prior to enrollment in college-level courses. The College					

**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	Status
2.1 <i>Develop a Vision Statement that reflects a shared understanding and allows for future development and relevant initiatives.</i>	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.	★
	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.	★
	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.	★
	D. Develop and implement a marketing approach to publicize and share 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.	
2.2 <i>Encourage WWCC employees to participate in activities and groups that benefit the College community.</i>	A. Identify current involvement levels from employees.	Vice Presidential Councils	2014-2015	Results anticipated spring 2015.	NEW
	B. Celebrate employee involvement throughout the institution.	Marketing Office	2014-2015	Results anticipated spring 2015.	NEW
2.3 <i>Create a culture of consistency and accountability in which each committee, team, and council facilitates communication across campus.</i>	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.	★
	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.	
	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.	
	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.	
	E. Develop and implement strategies to ensure that committees and councils self-monitor and hold themselves and their members accountable.	Planning & Improvement	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.	
	F. Representatives take responsibility for reporting back to their respective areas. <i>*added as a tactic August 2014</i>	Vice Presidents	Fall 2014	Academic Council meetings now taking and disseminating minutes; Student Success Services Council taking minutes and distributing.	NEW
	G. Restructuring Student Learning area with Division Chairs. <i>*added as a tactic August 2014</i>	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.	NEW
2.4 <i>Provide quality staff development that encourages employees to further develop skills and competencies necessary to accomplish institutional and divisional goals, while also allowing employees to grow personally and professionally to prepare themselves for advancement.</i>	A. Review and redesign the Professional Development Funding Procedures for the paraprofessional and professional staff. <i>*added August 2014</i>	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.	★

	B. Implement ongoing development for best practices in classroom instruction. <i>* added August 2014</i>	Great Teachers Seminar	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.	
	C. Conduct regular and appropriate professional development for supervisors. <i>* added August 2014</i>	Human Resources	2014-2015	Supervisor training conducted in Spring, 2013; ongoing into FY15.	★
2.5 <i>Develop a comprehensive plan for bringing new employees on board, retaining quality employees through positive and proactive management, and acknowledging employee growth and contributions.</i>	A. Appoint Taskforce to define other outside of primary job functions (i.e. committees, PSBs, engagement efforts, student success, assessment, administrative functions, community work, etc.)	President's Cabinet	Fall 2014	Not done.	
	B. The Taskforce reviews and revises the process for new employees based on best practices in new employee onboarding. The VP Councils reviews and refines. HR finalizes. EC approves. VP Councils will review process for first year employees.	President's Cabinet	Fall 2014	Not done.	
	C. Substantive new employee orientation developed and deployed.	Human Resources	Fall 2014	Not done.	
	D. The employee evaluation process is reviewed and revised to add levels beyond "Satisfactory" and "Unsatisfactory" based on best practices in HR.	Human Resources	Fall 2014	Institutional action project to review and revise employee evaluations planned for spring 2015.	
	E. Develop consistent and effective methods for acknowledging employee growth and contributions. <i>* added August 2014</i>	Western Leadership Council	Fall 2014	No progress to date.	NEW
	F. Develop sustainable adjunct support system, including, but not limited to mentoring, guidebook and other materials, hiring, and job descriptions. <i>* added August 2014</i>	Student Learning	2014-2015	Work on this will be ongoing through the 2014-15 academic year. Hiring – including developing job descriptions for adjunct instructors and continuous sourcing of candidates – is the first priority.	NEW
	G. Build and strengthen concurrent faculty pool and connection to College. <i>*added September 2014</i>	Student Learning	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 2014-15 academic year.	NEW
	H. Revise and encourage use of Board Orientation Manual for new Board of Trustees members, including Board interaction with BOCES. <i>*added September 2014</i>	President's Office	Spring 2015	Results anticipated spring 2015.	NEW
	I. Develop orientation manual for Western Wyoming College Foundation members. <i>*added September 2014</i>	President's Office	Spring 2015	Results anticipated spring 2015.	NEW
2.6 <i>Review and evaluation Compensation system for equity and sustainability. * added August 2014</i>	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.	NEW
	B. 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.	NEW
2.7 <i>Employee Satisfaction * added August 2014</i>	A. Conduct Great Colleges to Work For survey annually.	Human Resources	Spring 2015 (ongoing)	Results anticipated Fall 2015.	NEW
	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 anticipated Fall 2015.	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	Status
3.1 <i>Develop and promote a culture of gathering, analyzing, using, and communicating data for making decisions.</i>	A. Data-based decision-making examples are identified and shared campus-wide.	Data Advisory Group	Summer 2013 - Spring 2014	Data Advisory Group formed in Fall 2013 with representative membership to report data-based decisions back to constituents.	
	B. Administrative support for data-based decision-making is provided.	President's Cabinet	Spring 2013	Members of the Data Advisory Group include the President, VPs, and AVP.	
	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.	
	D. Communicate and share current and new uses of data, and outcomes.	Planning & Improvement	Fall 2013	Data and resulting outcomes highlighted in College newsletter (monthly newsletter to begin Fall, 2014) and during in-service.	
3.2 <i>Develop, monitor, and maintain key performance indicators that support institutional mission, vision, goals, and strategic directions.</i>	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.	★
	B. Specific metrics and measure are clearly identified for each KPI and other pertinent information.	Key Performance Indicator Subcommittee	Fall 2013	Measures identified; benchmarks still being established.	
	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.	
	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.	
3.3 <i>Establish a centralized location to serve as a resource to the campus community for the dissemination of data.</i>	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 fully staffed and functional.	
	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.	
	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.	
	D. Through training in Blackboard Analytics and the Pyramid reporting tool, develop strategies for long-term longitudinal data warehousing and reporting. * added September 2014	Information Technology Services	Fall 2014	Training sessions for Blackboard Analytics and Pyramid scheduled for key users in November 2014.	NEW
	E. Develop an annual fact book to serve as a common data resource, primarily for internal audiences. * added September 2014	Planning & Improvement	Fall 2014	Factbook on track to publish in Fall 2014.	NEW
	F. Develop an online data request system that provides for more accurate and complete data requests. * added September 2014	Planning & Improvement	Spring 2015	Planning and Improvement Office working on a draft of the request site. Initial draft will be verified by Data Advisory Group.	NEW



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.	★
	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.	★
	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.	
	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.	★
	E. Implement an efficient method for housing and reporting existing survey data for program assessment purposes. * added September 2014	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.	NEW

#### 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	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.	
	B. Conduct a needs and market analysis	Marketing Committee	Fall 2013-Spring 2014	Not done in strategic manner.	
	C. Identify categories of students, industry trends, emerging technology, and employment expectations in the next three years.	Western Leadership Council	Spring-Summer 2014	Not done in strategic manner.	
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	Not done in strategic manner.	
4.3 Encourage WWCC employees to participate in activities and organizations that benefit the community.	A. Identify current involvement levels from employees and share in employee newsletter, with permission. * added August, 2014	Vice Presidents	2014-2015		NEW

**Other Activities Related to this Theme:** Sweetwater County School District #1 has leased land from the College and is constructing an "alternative high school" building on site. The College supports the efforts of SW#1, and

#### Theme 5: Institutional Stability (formerly called "Fiscal Stability"; established as a separate theme and name changed in August 2014)

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	Status
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.	★
	B. Establish and publicize metrics for annual statewide comparison of relevant expenditure and revenue data. * added August 2014	Administrative Services	Spring 2015	Work in progress during 14-15 academic year.	NEW

	C. Develop plans for annual fiscal environmental scan (i.e. coal lease bonus, extraction industry standing, etc.) * <i>added August 2014</i>	Administrative Services	Spring 2015	No progress to date. Will work on this item in 14-15 academic year.	NEW
5.2 <i>Review organizational structure for effectiveness and efficiency. * added August 2014</i>	A. Vice presidents work with the College President to evaluate organization.	President's Cabinet	2014-2015 (ongoing)		NEW
	B. Identify areas for cross training for sustainability.	Vice Presidents	2014-2015 (ongoing)		NEW
5.3 <i>Regularly assess and update enterprise Risk Management plan and develop strategies to address areas of concern. * added August 2014</i>	A. Identify and prioritize current potential risks.	President's Cabinet	Fall 2014	Results expected in Spring 2015.	NEW
	B. Create a schedule and implementation plan to regularly evaluate practices; document successes and failures.	President's Cabinet	2014-2015	Results expected in Spring 2015.	NEW

**Theme 6: Campus Safety and Compliance** (formerly called "Campus Safety"; established as a separate theme and name changed in August 2014)

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	Status
6.1 <i>Develop and implement a safety plan and protocol.</i>	A. Update and publicize the safety plan and protocol. Establish a schedule for drills; discuss lessons learned following drills. * <i>second sentence added August 2014</i>	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.	★
	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.	★
	C. Conduct tabletop exercises for violence on campus. Train Western Leadership Council on security protocol, command center setup, and crisis management and communications. * <i>second sentence added August 2014</i>	Administrative Services	Fall 2013-Spring 2014	Tabletop exercise completed Fall 2013. Need to continue efforts to standardize this activity.	
	B. Conduct Campus Violence Policy Review and Site Vulnerability Assessment; review and implement as appropriate. * <i>added August 2014</i>	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.	
6.2 <i>Ensure compliance with current federal and state regulations. *added September 2014</i>	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 training for investigating and acting upon reported incidents.	NEW
	B. Identify and develop training programs for employees and students.	Human Resources	2014-2015	Training completed for full-time on campus students and other full-time students in fall 2014.	NEW
6.3 <i>Develop and implement a Technology Disaster Recovery Plan *added September 2014</i>	A. Create the plan and publish it in an accessible location to College officials.	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.	NEW
	B. Create a schedule to regularly test implementation practices and document the successes and failures.	Administrative Services	Spring 2015	No progress.	NEW
	C. Update the plan upon completion of the Disaster Recovery Plan test to address any shortcomings, new findings and technology.	Administrative Services	Ongoing	No Progress.	NEW

	D. Purchase hardware and software required to implement the plan and address 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.	<b>NEW</b>
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**Theme 7: Facilities Planning** (Established as a separate theme July 2014; objectives added in August, 2014.)

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	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.	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	Due to transition in staffing and technology, this has not fully been accomplished.	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	2015-2017	Initial discussions have occurred regarding the future of various technological systems. A more definitive plan needs to be developed.	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 is occurring in fall, 2014.	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: <ul style="list-style-type: none"> <li>Classroom renovations previous wrestling and weight rooms</li> <li>STEM classroom completion</li> <li>Student success center completed by July 2015</li> <li>Family locker room for pool</li> <li>GEAR UP and Engagement offices</li> <li>Women's varsity locker room</li> </ul>	Administrative Services	2014-2015	All in process, with expected completion in fiscal year 2015.	NEW
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.	NEW

**Theme 8: Communication** (Established as a theme by Western Leadership Council in August 2014)

Defining Statement, Guiding Principles Addressed, Objectives, and Tactics to be set in Fall 2014.

Objectives	Tactics	Lead	Timeline	Results	Status
		President's Office			