Division/Department	Your Name	Primary Institutional Goal Alignment	Secondary Institutional Goal Alignment	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Academic Advising and Access	Lauren Stevens	Student Experience	Access and Success	Enhance the first year experience for students.	1) Promote student engagement to foster connection and sense of belonging, 2) Collaborate with faculty on the FYE, and 3) Provide personalized advising.	1) Review FY 23 promotion, attendance and options for student engagement, 2) Previous faculty collaboration/ involvement in FYE, and 3) Advising set up from FY23.	1) Document what and how options are promoted to students. Track student attendance where applicable and organize with student life, 2) Hold meetings regarding FYE course, invite faculty to engagement opportunities, document opportunities for awareness building, and 3) Work with CPD 123 Instructors on 2nd semester advising plan, calendar all FYE and Advisor set up from FY23.	1) Increased range and participation in planned activities and how its comparing to retention rates, 2) Faculty participation and input with course and activities, and 3) Document how advising process changed.	1) FYE background from FY 23, 2) Collaboration with Student Life and Academic Coaching, 3) Support from Academic Directors, 4) Institutional clarity on best option for FYE course current to future, and 5) Ongoing education about FYE programs.	Maintain and schedule meetings dedicated to FYE goal achievement.	Continuing FYE education about ways to foster connection and a sense of belonging.	Student Life, Division Directors, Supervisors, Advising Team, Instructors, and FYE students.	The FYE is a newer concept to WNC and works to support how we provide access to higher education, outreach to seniors, and retain students. It is a highly valuable way of involving and connecting students in their first year and beyond of college.	FYE starts with the Academic Advising and Access office as we outreach to seniors, provide FYE education/advising, host the FYE Kickoff, assist with cohort scheduling and tracking of student participants, collaborate with other departments for activities and FYE course goals.	This goal is in alignment with the Student Experience, Campus Connections goal to Expand FYE and the WNC Experience.	Yes	January 15th will be the halfway mark to look at fall semester activities held, meetings with faculty about FYE course and documentation, FYE students advised for spring 2024, etc.	lauren.stevens@wnc.edu
Academic Advising and Access	Lauren Stevens	Student Experience	Student Experience	Complete the goals of the NSHE/WNC SAMHSA Mental Health Grant.	1) Offer training opportunities to WNC to increase mental health awareness (primarily Kognito, MHFA, SafeTalk and Start), 2) Promote student awareness of supports, especially 24/7 support line, and 3) Increase the number of MHFA Instructors on campus.	1) Review FY 23 trainings to increase for FY 24, 2) Current strategies for 24/7 support line to new strategies, and 3) Only 1 MHFA Instructor, goal for 5 more to be trained.	1) Document trainings and attendance, 2) Add new strategies to promote and keep on a cycle, and 3) Encourage staff/faculty to follow through on training and recruit more if needed. Note when staff/faculty have scheduled for payment and reported dates of attendance.	1) Increased trainings and attendance, 2) Demonstrate what new strategies used, and 3) 4 more instructors for MHFA plus documented trainings with number of attendees.	Mainly, college involvement and staff/faculty follow through on MHFA Instructor training.	Calendar blocks for grant management.	Review of grant funding spending down plan.	Directors, Instructors and Marketing.	The mental health grant goes with NSHE goals to support mental health, which then support student success.	In overseeing the grant, it aligns with making it a goal and the grant recently received a no cost extension through March 2024.	This goal aligns with the Student Experience, mental health: increase awareness, recognition and response and access to services.	Yes	It is expected that 75% of the grant funds be spent by November, which can act as a halfway mark to observe trainings, attendance, marketing efforts, etc.	lauren.stevens@wnc.edu
Academic Advising and Access	Lauren Stevens	Access and Success	Student Experience	Enhance accessibility by streamlining administrative procedures for dual enrollment.	1) Review current processes to identify challenges and strengths through meetings, 2) Identify system and/institutional policies that create barriers, and 3) Develop and/or improve guides for implementation in schools.	1) Review of existing processes and procedures, 2) Review of number of Advising staff dedicated to dual enrollment, and 3) Time spent on dual enrollment processes.	1) Document meetings and agendas, 2) Demonstrate the barriers and potential solutions, and 3) Receive school feedback.	When there are clear examples of processes being simplified and made more efficient.	Collaboration from other Student Services offices and Divisions.	Scheduled meetings, calendar blocks and DEAT.	How other colleges are working in the dual enrollment space.	Directors, Advisors, Executive Director, VP	Dual enrollment is a large part of the WNC student population and our HS partnerships are important.	Academic Advising and Access dedicates a lot of time and resource to dual enrollment.	At the VP level there is a dual enrollment goal to develop a 5 year plan for strategic implementation, growth and sustainability.	Yes	January 15 can be the halfway mark to demonstrate what barriers have been identified and possible documented solutions.	lauren.stevens@wnc.edu
Academic Advising and Access	Lauren Stevens	Student Experience	Access and Success	Provide opportunities for Advisor professional development.	1) Develop an understanding of funding opportunities, 2) Set expectations for Advisors on participation in professional development, and 3) Review options through Academic Impressions, NACEP, NACADA, etc.	1) Review FY 23 professional development plan, 2) Review FY 23 funding differences, and 3) Connect with Advisors to learn about needs.	1) Maintain document for Advisors to track their attendance and type of professional development, 2) Review check-in data for student satisfaction with Advisor appointment, and 3) Monitor internal training opportunities as available.	1) Advisor report of increased knowledge, 2) Student satisfaction with Advisor appointment, and 3) Advisor connection to wider network of resources.	Possibly funding and strategy to give Advisors calendar time.	Calendar blocks and enlist Advisors to assist with plan.	Educational opportunities for Advisors.	Advisors, Executive Director of Student Services and VP	Advising is critical to student success and a strong, year round primary service provided by our office.	Advising is central to what we do in Academic Advising and Access and helps with professionalism and role with students.	Having competent Advisors helps with access, success and the student experience.	Yes	January 15 can be the halfway mark with expectation in place and documented for Advisors to complete professional development for fall semester and then later for spring semester.	lauren.stevens@wnc.edu
Admissions & Records	Chelsie Hamtak	Infrastructure	Student Experience	Audit A&R OnBase Communications and update for clarity & consistency	1. Identify all automated A&R communications currently in rotation in onBase. 2. Document all communications in rotation & organize in one place for easy access. 3. Review all communications for errors, update with corrections, eliminate or add communications as needed, and send all noted changes to Digital Campus & Technology to update. 4. Test & review corrected communications once updated.	Number of automated messages with broken links, outdated or inaccurate information.	I will document the number of messages, and the number with broken links, outdated or inaccurate information.	100% of A&R OnBase automated communications are accurate, updated, and working properly.	Time, staff support, and a list of communications and templates of all communications currently in rotation from the Digital Campus & Technology office.	Once communications are received, I will set aside blocked time weekly to work on this goal.	What is currently being sent to our students from each of our OnBase forms & queues.	Digital Campus & Technology office (Troy), Other student services directors & A&R staff for feedback on how to improve communications.	When the messages we are sending are wrong, inaccurate, have broken links, etc. we are causing frustration for our students, which could ultimately result in them giving up and possibly leaving the college. I would like to improve our student experience by being as clear and helpful as possible. And also making sure that we have the right voice, and consistency on what is coming from the Admissions & Records office.	This aligns with the institutional goals by updating and/or creating, documenting and archiving processes and procedures that support efficient operations (Infrastructure); and engaging students in a college experience that meets their needs (Student Experience).	It is communication coming from A&R for A&R processes.	Yes	Half-way point - January 15, 2024. I hope to have collected, documented & reviewed all current communications checking for voice, outdated or inaccurate information & errors. Sending updates to Digital Campus & Technology office as they are made.	
Admissions & Records	Chelsie Hamtak	Access and Success	Visibility	Evaluate & Determine students at 60+ credits who may be eligible for a reverse transfer degree. Offer & post degrees & certificates.	1. Identify students who are degree eligible. Run degree audits on students who have completed 60 credits and who have not yet obtained a degree. 2. Obtain list of students potentially eligible for a reverse transfer degree from NSHE and obtain applicable transcripts. Run degree audits to determine degree eligibility. 3. Send a communication to eligible students. Post degrees and certificates of achievement unless student declines.	Increase the number of degrees awarded at WNC by 5% over the number of graduation applicants.	We will compare the number of reverse transfer degrees awarded to the number of graduation applications received for Summer 2023 - Spring 2024 to determine if we have reached our 5% benchmark.	Degrees/Certificates awarded for the 23-24 academic year will increase by 5%.	We have the staff to perform this function. In past years it has been achievable.	A&R staff will set aside time to focus on reverse transfer degrees.	We need to obtain the list of students potentially eligible for a reverse transfer degree from NSHE and obtain applicable transcripts from UNR.	NSHE will send the list of potentially eligible students. UNR will send transcripts for students potentially eligible. A&R & NSHE Specialist 1 will evaluate transcripts, send communications to students, and post degrees when applicable.	Increased degree attainment/number degrees and certificates WNC awards.	Increased degree attainment/number degrees and certificates WNC awards.	Degree/Certificate completion (Access & Success). Systematic outreach of opportunities for our former students allowing them to obtain their degree/certificate (Visibility).	Yes	We will not obtain the list from NSHE until March or April. At that point we will start our audit of students that are potentially eligible, checking the list against our current applications for graduation, and request transcripts for potentially eligible students.	

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Advancement	Rachael Schneider	Student Experience, Visibility	Student Experience, Visibility	I'd like to complete the Digital Engagement Project TV installation throughout campus by December 2023. I want to develop a Cool Classes spotlight section on the website. I also want to begin the Professor Profiles.	I need to begin the purchasing of TVs and find a contractor for the install. I need to spend the 100,000 of Lumina grant funding by December of 2023. I need to film and edit Professor interviews, a selected 4 before end of 2023. I need to develop the Cool Classes spotlight section on the web.	30,000 website hits per month	Website metrics will be my primary source for benchmarks.	Website hits are at the 30,000 mark per month.	I take on a lot at any given time, my tasks for projects will take a backseat while I complete the day-to-day requests. It's a juggle but I'll make it work.	Finding time is always a challenge but sometimes it works out. I launched a website 13 days before having a baby, if I can do that then I can certainly complete these goals.	Purchasing and contracts.	Steve is a tremendous help.	Our website houses a lot of information but sadly much of the content contains information on processes (boring content). In order to create an engaging website the Professor Profiles and the Cool Classes section should make our college website stand out of the ordinary. Our instructors are our best marketing asset, creating a platform to streamline their passions and talents will improve enrollment. Placing media within web pages improves site hits and creates a more interactive landing page. I have to spend the Lumina grant funding asap and having the TVs around campus will improve the student experience by making information more accessible and engaging.	It benefits outreach and engagement which is an aspect of my office.	It directly supports the goals and the mission of the college. It will enhance the student experience by offering an engaging platform and informative signage throughout campus. This also directly impacts visibility.	Yes	I'm hoping I'll be halfway by end of October or November.	
Advancement Team	Steve Yingling	Visibility	Access and Success	Write professor profiles so students can see a different side of instructors and find more interest in those classes. As a result, this should also increase enrollment and more web traffic. The plan is to coordinate the written profiles with Rachael's video profiles of professors. Realistically, we'd like to have four done by the end of the year and 10 by the end of spring semester.	1. Create a template of questions for professors; 2. Include a deadline so the corresponding professors will be held accountable; and 3. Work with Rachael so that her video interviews with professors match the written interviews.	Traffic to website and enrollment numbers.	Metrics from Institutional Research and webmaster.	The plan is write four by the end of the year and 10 total by the end of spring semester.	Cooperation by the selected professors to interview.	The plan is to spread out the interviews in my schedule so they are achievable and not affect my other duties.	Need to come up with five solid and intriguing questions that I can ask all professors.	Professors and division heads.	It is important for students to know more about their professors so they are comfortable in taking those classes.	It is part of our team's marketing goal of growing web traffic to 30,000 users.	It promotes student access and ultimately, success.	Yes	I would like to have five professor profiles at this point.	steve.yingling@wnc.edu
Advancement Team	Steve Yingling	Visibility	Access and Success, Visibility	Drive more traffic to the website and increase enrollment nationally through an expanded outreach of our media releases, which will require emphasizing key words in the releases and providing photos that showcase the college. This will be effective on social media, especially the photos, as well as using the link to our website more often.	It will be important to provide key words, impactful photos and our college link as much as possible in the releases and on social media. At the same it will be necessary to find more resources for our releases on higher education website and through national media outlets.	More enrollment from out-of-state students.	Check to see if online enrollment increases.	Modest enrollment increases initially would be a great starting point.	Access to contact information for higher education websites and national media outlets.	Research.	Need to find out which websites and media outlets are receptive to our messaging.	Outside sources.	I would like to see the stories about WNC and our students published in a wider market. Our market has become stagnant with only a few media outlets utilizing our releases. The goal is relevant to make more students aware of what we offer and spotlight what we do best.	To a degrees its part of the plan to increase web traffic. Students will be more curious about WNC when they see these stories and will explore what we have to offer and then enroll in our online classes.	It will make WNC more visible and provide more student access.	Yes	I plan to have at least five national higher education websites to send our releases to and three national/West Coast media outlets that we can utilize for some of our releases.	steve.yingling@wnc.edu
Advancement/Continuing Education	Lauren Moore	Visibility	Student Experience	Use community feedback to strategically grow in-person continuing/community education offerings by a minimum of 6 courses in FY24 in order to support college visibility goals while maintaining revenue performance.	1. Send out a call for proposals to influential locals by September 1. 2. Involve campus community in reviewing proposals. 3. Publish and distribute a course schedule for January-June 2024 by November 1.	Number of classes offered - should be at least 6.	We will track the number of new in person courses offered. We will also track the total number of students brought on campus by Continuing Education programs and classes.	We will have offered 6 classes.	Assistance from Institutional Research in determining target demographics for courses, community needs, accessing data to make data-informed decisions about which courses to offer and where to target our marketing. Assistance from HR in making the application and onboarding process for instructors as seamless as possible. Assistance from Facilities in making classroom space available and accessible for courses. Support from the campus community in spreading the word about the call for proposals and courses being offered.	Continuing to transfer administrative responsibilities over to my AA wherever possible	Target demographics for courses, community needs, accessing data to make data-informed decisions about which courses to offer and where to target our marketing.	Institutional Research; HR; Facilities; Marketing; my AA; Advancement Team		To increase visibility of WNC	Goal was set as one of the Advancement Team overarching goals	Relevant to the visibility goal of community engagement, community exposure, and educational opportunities	Yes	Finalized class schedule will be published	
Advancement/Continuing Education	Lauren Moore	Access and Success	Student Experience, Visibility	Meet all Department of Labor CDL grant objectives	The Scope of Work document outlines all required grant activities and their timeline.	The Scope of Work document outlines all required grant activities. Completing them on time is the baseline.	An additional column has been added to the Scope of Work document that allows us to indicate the date that each item has been completed; this will be further reported in quarterly reports to the Department of Labor. Student performance data is tracked weekly and updated in a spreadsheet.	All items in the Scope of Work for FY24 will have been completed.	Assistance developing a list of key community partners who can provide program referrals. Assistance distributing program press releases.	The time is built into my schedule, which is divided into blocks that allow for work on current projects.	Local community partners who can provide program referrals.	The Advancement Team will assist in developing a list of key community partners who can provide program referrals.	The goal was set as one of the Advancement Team overarching goals for FY24. It is relevant because we are required to meet the objectives by the Department of Labor in order to maintain this funding for the program.	The goal was set as one of the Advancement Team overarching goals for FY24.	It provides educational opportunities under the visibility goal.	Yes	The following items from the scope of work will be completed: -New striping on the Carson City lot -New tires on the Model Dairy trailer -A list of local employers participating in the FMCSA's apprenticeship program will be developed -A list of potential program mentors will be developed -Meetings with community partners will have been held -The new learning management system will be fully implemented -At least one press release will have been distributed -Community partner visits will have been scheduled -At least one employer visit to campus will have occurred -Orientation video will be complete	

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Advancement/Continuing Education	Lauren Moore	Infrastructure		Develop accountability reports by advancement team segment demonstrating accomplishments that can be shared campuswide quarterly.	1. Complete implementation of new learning management system to ensure accuracy and effectiveness of data reporting. 2. Join the University Professional and Continuing Education Association to access research and benchmarking data. 3. Reach out to TMCC and GBC to access benchmarking data from peer institutions.	I will produce a report monthly.	Whether or not a report is produced.	Whether or not a report is produced.	Benchmarking data	I will complete it as part of my monthly routine.	Benchmarking data at peer institutions	Administrative Assistant	Goal was set as one of the Advancement Team overarching goals for FY24. It is relevant in order to allow the college at large to see how Continuing Education is contributing to the achievement of its goals.	Goal was set as one of the Advancement Team overarching goals for FY24.	It fits into the goal of Infrastructure by developing a system that ensures efficient operations.	Yes	Reports will be produced for July-December.	
Child Development Center	Anna Lisa Acosta-Rogers		Student Experience	Provide educational opportunities for WNC students at the Child Development Center	continue partnerships with WNC programs, provide educational opportunities, connect with students and potential students	project list	track observation hours, educational opportunities, students reached	when I can show that we are reaching students	openness from WNC	incorporate into everything we do	needs from WNC	students at WNC	My division goals are to allow for increase in student experience, infrastructure improvements, and visibility. I believe this is my part in supporting student experience and visibility.	keeping students and the CDC connected	This goal supports the institutional goal of improving student experience and improving visibility.	Yes	how many students we have reached	annalisa.acosta@wnc.edu
Child Development Center	Anna Lisa Acosta-Rog	Visibility		Provide and improve positive WNC visibility	operate a high quality center, meet requirements and best practice, provide opportunities with our community	project list	We can provide positive community events and track inspection reports	When we have shown positive community relations and provide positive inspection reports and/or quick corrections.	continued support from the college	we work on this daily	we work on this daily	staff	My division goals are to allow for increase in student experience, infrastructure improvements, and visibility. I believe this is my part in supporting student experience and visibility.	we are constantly trying to improve WNC visibility and the CDC can assist with this	This goal supports the institutional goal of improving student experience and improving visibility.	Yes	looking at inspection reports and community visibility	annalisa.acosta@wnc.edu
College and Career Readiness	Angela Holt	Access and Success, Infrastructure	Student Experience, Visibility	Enhance access and success in Integrated Education and Training (IET) programming.	1. Access and Success: Expand and replicate existing IET program (Auto) to add a total of two additional IET programs in either CTE (Welding, Advanced Manufacturing, Construction, IT or Allied Health (CNA, EMS, Phlebotomy). 2. Access and Success: Increase enrollment in IET programs by a minimum of 15 students in the next 9 months. 3. Access and Success: Demonstrate persistence and student success through completion and pass rates of at least 80%. 4. Infrastructure: Hire and train staff to manage enrollment, develop curriculum, provide instruction, and track outcomes.	Current number of IET course options (1) and current average enrollment (5).	The goal will be measured by using the baseline, tracked through an established data accountability platform (LACES Literacy Pro), and internal spreadsheets.	1. At least two IET courses have been added and the number of enrollment has increased from 5 participants to a minimum of 20 participants (25%). 2. At least 80% of students completed the course with a passing grade. 3. Career Pathways Specialist, IET instructors for each course, and support staff are hired and trained.	1. Staff - Dedicated staff and instructors including: Career Pathways Specialist to develop IET curriculum and provide training for co-teaching, IET Instructors to provide adult education and English language support in the CTE/Allied Heath classroom	The goal will be achieved through an organized and intentional delegation process and process timeline. Project management tools and strategies will assist with timelines and transparency. Clear cut expectations and guidelines will drive goal attainment.	College systems for enrollment, financial aid, and advising. Employer needs, specialized training needs.	VPASA, WCTE Director/Staff/Instructors, Admissions & Records Director/Staff, Financial Aid Director/Staff, ACCEL Data Manager, Career Pathways Specialist, ACCEL Instructors, ACCEL Staff.	This goal supports current need and is relevant to grant-funding requirement, college enrollment needs, state and local community employment needs.	The goal supports: 1. mandated WIOA Title II, Integrated English Literacy and Civics Education (IELCE) guidelines for IET and concurrent enrollment opportunities for English Language Learners. 2. supports measurable skills gains for WIOA Title II, AEFLA Adult Basic Education students transition to postsecondary education and training.	IET programming supports college enrollment, student success, and career training and employment goals.	Yes	The halfway mark will be January 15, 2024. An indicator of progress at this point will be evident when IET courses are scheduled and staffed with active student enrollment.	angela.holt@wnc.edu
College and Career Readiness	Angela Holt	Student Experience	Access and Success, Student Exp	Development of Career and Employer Services Department (Career Hub)	1. Create a comprehensive student experience: Establish a fully functional Career and Employment Services Department (Career Hub) within our organization to provide comprehensive career development, job placement, and support services for employees and job seekers. 2. Provide access to resources: Hire and provide guidance and training for two full-time positions (Employer Relations Specialist and Career Services Navigator) to fulfill access to career and employment services. Create hours of operation and schedules that align with student/employer need and availability. 3. Support infrastructure: Placement of staffing within newly constructed bookstore space. Purchasing and/or curating furnishings and office equipment for workspaces. Create work orders to with Computing Services and facilities for setup. All staff become trained and well-versed in utilization of Handshake and other internal systems used to engage with students and employers. 4. Create visibility: Work with Advancement team to implement marketing plan in order to promote awareness of Career Hub location, hours, and services to students and employers. Establish or foster partnerships with local employers to enhance job placement and internship opportunities.	The baseline for measurement lies in the fact that this initiative is entirely new and being constructed from scratch.	1. Within the next 8 months, the goal is to have a fully staffed department with at least two dedicated full-time staff members and work study support. 2. Implement system using spreadsheets/online accountability systems to track student engagement with staff and resources. 2. Utilize Handshake to connect employers with students and vice versa. Maintain database and record student engagement. 3. Offer a range of services such as resume workshops, job fairs, and personalized career coaching sessions each semester. 3. Track the number of students who successfully connect with internal college resources and programs or external resources or employers. Track the number of employers who engage with WNC to recruit and engage with students for employment and/or internship opportunities.	1. Career and Employer Services staff positions (2) have been filled, onboarded, and training efforts completed. 2. Bookstore construction of Career Hub location complete with two work spaces for full-time employees. Additional support provided by at least one student worker. 3. Students/employers engaged with Handshake. 3. A minimum of 2 workshops hosted before June 30, 2024.	1. To achieve this goal, the positions must be approved by HR so that staff can be hired and trained before the midway checkpoint. 2. Facilities will need to complete construction of the department's physical space. 3. Budget must be available in order to invest in the equipment and supplies needed for the department and individual workspaces.	Have staff trained to support department operations. Leverage partnerships and utilize support systems provide by third-party vendors, i.e. Handshake. Implement sound organizational systems and sustain ongoing communication with stakeholders.	1. Utilization of Handshake. 2. Timeline for completion of CES department space and where staff will be located if space is not completed/available when they are hired. 3. Perkins grant guidelines and requirements. 4. Who is in charge of the budget. 5. Grant reporting requirements, i.e. time and effort, outcome measures, data collection. 6. Who is responsible for data collection and reporting?	VPASA, Facilities Director, Computing Services staff, Human Resources Director and staff, Handshake support staff, Liberal Arts Director, WCTE Director, Career Hub Staff, Counseling, ASWN, and Advancement/Foundation Director and staff.	The pending development of the Career Employer Services Department.	The goal is aligned with college and career readiness and closes the loop once a student achieves their educational goals.	This initiative is highly relevant as it supports our organization's commitment to employee development and retention while also addressing the broader community's employment needs. It aligns with our mission to provide comprehensive support to individuals seeking career growth.	Yes	January 15, 2024 - Progress will be evidenced by I will have the Career and Employment Services Department fully operational within 12 months from today, with ongoing monitoring and assessments conducted every quarter to ensure that the department is meeting its objectives and making a positive impact. By setting this SMART goal, you establish a clear and actionable plan for developing a Career and Employment Services Department, making it easier to measure progress and success along the way.	angela.holt@wnc.edu

Division/Department	Your Name	Primary Institutional Goal Alignment	Secondary Institutional Goal Alignment	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Computing Services	Troy Wadsworth	Student Experience	Access and Success, Student Exp	Facilitate the integration of technology in teaching, learning, and administrative processes, ensuring that the institution stays up-to-date with digital advancements.	Who? Computing Services which includes DCT, Media and IT. What? Facilitate the integration of technology. Where? In teaching, learning, and administrative processes of the institution. How? By ensuring that the institution stays up-to-date with digital advancements. This could be through regular training, attending technology conferences, collaborating with tech companies, or monitoring the latest digital trends in education.	Percentage increase in the usage of digital learning platforms, online resources, and virtual classrooms.	Surveys and feedback from students and faculty about the effectiveness of digital tools in enhancing the learning experience.	95% of all courses offered will incorporate at least one significant technological tool or platform in their curriculum, and administrative departments will have successfully adopted at least two new digital solutions within the next academic year, as confirmed by departmental reports.	•Items we need to achieve this goal: May need to invest in staff training, possibly need consultants, college community feedback, and funding of technology as needed. •How we will find the time: dedicate time weekly to achieve our goals.	dedicate time weekly to achieve our goals.	Things we need to learn more about: research other IT departments within Higher Education to see how they have achieved their goals, best practices.	People I can talk to for support: direct reports, other NSHE colleagues and colleagues from other colleges, consultants, Computing Services team, and chatGPT.	Integrating technology to enhance teaching and learning is essential for modern education.	Enhancing user experience aligns directly with our IT department's mission to provide seamless and effective technology solutions to students, faculty, and staff.	Providing faculty members with user-friendly tools and platforms for teaching, research, and communication enhances their engagement and effectiveness.	Yes	Our halfway measurement will be 01/01/2024 Intermediate Milestones: These will be smaller, actionable steps that lead up to our primary goals. Each milestone will have its own specific date and will be a step toward the main objective. Check-in Points: Regular intervals (weekly, bi-weekly, or monthly) before our main goal date where we assess our progress. These won't necessarily be milestones but rather moments of reflection. We will use these points to adjust our strategy if needed. Contingency Dates: If we miss a milestone or realize that our primary goal date was too ambitious, we will set a backup date. Plan for Goal Not Completed by Proposed Date: (6/30/2025) Analysis: If we are unable to complete our goals due to unforeseen challenges or lack of resources, we will complete an analysis to determine what we need to adjust. Adjustment: Based on our analysis we will adjust our strategy to reallocate resources, seek additional help, or refine the goal itself. Set New Date: Based on our adjusted strategy, we will set a new date for goal completion. Seek Feedback: Talk to mentors, peers, or colleagues to get an external perspective that may provide clarity on the goal and help refocus efforts. Staying Motivated: Find sources of motivation and inspiration to keep the team working towards our goals. As we achieve milestones we will celebrate with our team and start working on the next milestone. We will be supportive of each other and our team to ensure we have the tools and resources to succeed. Accountability: We will be accountability partners to keep each other on track. We will keep each other updated and motivated to achieve our goals.	troy.wadsworth@wnc.edu

Division/Department	Your Name	Primary Institutional Goal Align	Secondary Institutional Goal Align	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Computing Services	Troy Wadsworth	Access and Success	Access and Success, Student Exp	Provide support for the new CMS for WNC	Computing Services goal will be providing unwavering support to staff in relation to the new curriculum management system for WNC, irrespective of the specific vendor selected.	Completed the project by the deadline that the vendor sets out.	Training Participation Rates: Measure: Track the number of staff who have undergone training sessions for the new system. Benchmark: Aim for at least 90% of staff to be trained within the first three months of system implementation. Support Tickets: Measure: Monitor the number and types of support tickets raised by staff. Benchmark: Aim for a steady decrease in basic usability tickets over a 6-month period, indicating that users are becoming more proficient. Feedback Surveys: Method: Circulate periodic surveys to staff about their experience with the new system and the quality of support they receive. Benchmark: Aim for at least 85% of survey respondents indicating they feel "supported" or "very supported." Response Time: Measure: Track the average response time for addressing support tickets or queries. Benchmark: Aim for an average response time of fewer than 4 hours for priority issues and under 24 hours for non-priority issues. Resolution Rate: Measure: Monitor the percentage of support tickets that are resolved within the first attempt. Benchmark: Aim for a first-attempt resolution rate of at least 90%. User Proficiency Tests: Method: Conduct periodic tests or assessments to gauge staff proficiency with the new system. Benchmark: By the end of the first year, 80% of staff should pass proficiency tests with a score of 80% or higher. Vendor Interaction Metrics: Measure: If issues arise that need vendor support, track how quickly the computing services team can liaise with the vendor to resolve these issues. Benchmark: 95% of vendor-related issues should be addressed within 48 hours of being reported. System Downtime: Measure: Monitor the system's uptime and any unplanned downtimes. Benchmark: Aim for 99.5% uptime over the course of a year. Using a combination of these metrics and methods will give a holistic view of how well Computing Services is supporting staff with the new curriculum management system. Regular reviews of these benchmarks can also help identify areas for improvement.	Support Tickets: Measurable Goal: "There will be a 50% reduction in basic usability tickets raised by staff within the first six months of system rollout, indicating increasing familiarity and proficiency with the new system." Feedback Surveys: Measurable Goal: "85% or more of staff will indicate feeling 'supported' or 'very supported' in feedback surveys conducted six months after the system's launch." Response Time: Measurable Goal: "The average response time to address priority support tickets will consistently be under 4 hours, and non-priority issues will be addressed within 24 hours, three months post-implementation." Resolution Rate: Measurable Goal: "By the end of the first quarter following the system's launch, 90% of support tickets will be resolved on the first attempt."	May need to invest in staff training, possibly need consultants, college community feedback, and funding of technology as needed.	dedicate time weekly to achieve our goals.	research other IT departments within Higher Education to see how they have achieved their goals, best practices	direct reports, other NSHE colleagues and colleagues from other colleges, consultants, Computing Services team, and chatGPT.	Rapid Technological Evolution: The educational landscape is rapidly evolving, with technology playing an increasingly pivotal role. It's paramount for institutions like WNC to not just adopt, but proficiently utilize advanced systems to ensure they remain competitive and effective in delivering education. Staff Efficiency and Productivity: A new curriculum management system, when used to its full potential, can dramatically enhance staff efficiency. Proper support ensures a smoother transition, reducing downtime and frustrations linked to adapting to new technology. Quality of Education: A well-supported curriculum management system directly impacts the quality of education. When staff members are comfortable with the system, they can better focus on curriculum design and delivery, benefiting students. Stakeholder Expectations: Today's stakeholders, including students, expect educational institutions to be technologically adept. Demonstrating commitment to supporting staff in this integration reinforces WNC's reputation as a forward-thinking institution. Cost Efficiency: Any new system represents a significant investment. Offering robust support ensures that the system is used optimally, yielding a better return on investment and reducing costs related to mistakes or underutilization. Change Management: Implementing a new system often comes with resistance or apprehension from staff. Dedicated support not only alleviates these concerns but actively aids in change management, ensuring a more positive reception and quicker adoption rate. Given these considerations, the goal is highly relevant as it aligns with the broader objectives of enhancing educational delivery, improving staff productivity, and meeting stakeholder expectations in today's digital age.	Enhancing user experience aligns directly with our IT department's mission to provide seamless and effective technology solutions to students, faculty, and staff.	Overall, enhancing user experience aligns with and contributes to multiple institutional goals by fostering a technology-enabled environment that enhances learning, teaching, engagement, efficiency, and the overall reputation of the institution.	Yes	Intermediate Milestones: These will be smaller, actionable steps that lead up to our primary goals. Each milestone will have its own specific date and will be a step toward the main objective. Check-in Points: Regular intervals (weekly, bi-weekly, or monthly) before our main goal date where we assess our progress. These won't necessarily be milestones but rather moments of reflection. We will use these points to adjust our strategy if needed. Contingency Dates: If we miss a milestone or realize that our primary goal date was too ambitious, we will set a backup date.	troy.wadsworth@wnc.edu

Division/Department	Your Name	Primary Institutional Goal Alignment	Secondary Institutional Goal Alignment	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Facilities	Jeff Erickson	Infrastructure	Access and Success, Student Exp	Reduce reactive facility management. Increase proactive planning	1.Identify projects and problems in advance of emergency 2.Prioritize project by degree of importance to mission, safety and budget 3.Utilize consultants, inspectors and Building Management System software	Historic and frequent emergency corrections.	I will know when I've reached my goal when building systems are working efficiently, preventative maintenance is scheduled and routine inspections are implemented. Assess hours allocated to emergency projects vs planned maintenance. Assess budgets to understand cost of emergency projects.	Reactive management is significantly reduced by at lease 50%	Increase staffing and dedicate employee time toward routine preventative maintenance	Improve staff time allocation, add additional staff to help distribute workload	Work order software and building management systems, such as Eptura Workplace	Facilities staff, NSHE colleagues and experts in facility management field	Reacting to emergency projects or mechanical failure currently takes the majority of my time. Planned maintenance supports our goal of a properly managed facility.	This goal aligns with the Budget Office's goal to increase student experience, infrastructure improvements and visibility with a focus on long term planning.	This goal aligns with WNC's institutional goal applying to infrastructure and access.	Yes	December 31, 2023	jeffrey.erickson@wnc.edu
Financial Assistance Office	JW Lazzari	Access and Success, Infrastruc	Student Experience	WNC Financial Assistance will implement the required updates from the FAFSA Simplification Act for the 2024-2025 FAFSA.	1.Update the WNC FA PeopleSoft Module to appropriate load ISIRS, calculate aid packages, and provide appropriate disbursements. 2.Update WNC FA Policies and Procedures manual with new methodology for awarding all institutional aid. Rework necessary processes to ensure compliance with the new Federal Methodology and requirements of the FAFSA simplification act. 3.Update all FA materials, website, and provide appropriate training to our internal (WNC Academic Advisors, DSS, A&R & the Controller's Office) & external (High School Counselors, Ron Wood, etc) partners.	TBD, waiting for the release of information from the US Department of Education on the FAFSA release and the appropriate schema for our system set-up.	TBD, waiting for the release of information from the US Department of Education. Upon the release, WNC in conjunction with SCS can develop a testing and implementation timeline.	We will know when we reached my goal when aid processes are implemented and students receive aid in accordance with WNC Disbursement practices (10 days prior to Fall 2024 semester).	NASFAA access, potential SCS support, time to test using the PS Testing Environment, & collaboration from FA staff	This goal is an FA priority and is essential to the success of students and the institution for the 2024-2025 Academic Year. 2023-2024 Staff Meetings will have dedicated time to work on this project and additional work sessions will be developed as required.	New FA Regs, PeopleSoft functionality, & how the new Student Aid Index compares to the old EFC.	NSHE FA Directors, System Office, SS Directors, Controller's Office, NASFAA, & WASFAA Peers	There is not an option on this goal, it is required for FA to implement.	Aligns with Access & Success, Student Experience, & Infrastructure	Aligns with Access & Success, Student Experience, & Infrastructure	Yes	TBD when information is released from the Department of Ed.	john.lazzari@wnc.edu
Financial Assistance Office	JW Lazzari	Access and Success, Infrastruc	Student Experience	Research, review and establish options for the use of Federal Student Aid for flexible learning degrees.	1.Review options of establishing additional financial aid census dates for students to enroll on a more continuous cycle. Seek guidance from NASFAA and Federal Student Aid on the benefits and/or implications of changing our Federal aid delivery model. 2.Research required changes to PeopleSoft set-up. 3.Develop and implementation plan to align with the offering of the identified flexible degrees.	Hitting identified deadlines to determine options.	Hitting identified deadlines to determine options: October 31 – Initial research with NASFAA and FSA November 30 – Initial research with other NSHE and WASFAA PeopleSoft Schools on PeopleSoft functionality. Jan 15 – Outline of Action Steps March 15- Implementation of any actions steps, based on the implementation of the identified flexible degrees.	I will know when I've reached my goal when the implementation plan is developed and in process.	NASFAA access, potential SCS support, time to test using the PS Testing Environment, & collaboration from FA staff.	This goal will require significant research time that can be done by the FA Director and FA coordinators. 2023-2024 Staff Meetings will have dedicated time to work on this project.	FA Regs, PeopleSoft functionality	SS Directors, Controller's Office, NASFAA, WASFAA Peers, & System Office	Flexible learning options have been identified by the President, VP, and the Enrollment Committee as a strategic initiative to remain competitive and accessible.	This goal directly stacks under the VPASA's goal of Flexible and Unique Learning Options.	This goal supports the college's enrollment goals and goal to offer Flexible Learning Options by FY25.	Yes	October 31 – Initial research with NASFAA and FSA November 30 – Initial research with other NSHE and WASFAA PeopleSoft Schools on PeopleSoft functionality. Jan 15 – Outline of Action Steps March 15- Implementation of any actions steps, based on the implementation of the identified flexible degrees.	john.lazzari@wnc.edu
HEPP and Apprenticeships	Deb Conrad	Access and Success	Infrastructure, Visibility	To increase the award of ABC skills certificates by a minimum of 50%.	1. Negotiate to include in the MOUE with ABC the receipt of OSHA card for every student along with the signed form to give appropriate credit to student for successfully completed an OSHA 10 or OSHA 30 training. 2. Develop process with ABC to receive a copy of the OSHA card for every student along with the signed copy of the Petition for Transfer Credit Evaluation no later than the semester they are to graduate with ABC. 3. Streamline tracking process to reduce recurring issues with missing enrollment in course progression that will slow the real-time award of the skills certificates.	The baseline for my goal is: The number of awards has been zero due to not receiving copies of OSHA Cards and the Petition for Transfer Credit Evaluation. As of 10/1/23, a request was made to receive the necessary records to award skills certificates to 30 ABC graduates from Spring and Fall 23.	I will measure/track my goal by using the following numbers, methods, or benchmarks: I will use the semester tracking log to identify which students will earn skills certificates provided we receive the necessary records from ABC and/or the student.	I will know when I've reached my goal when at least half of the students who complete the ABC training progression receive the skills certificates they have earned.	Items I need to achieve this goal: Kara's buy-in.	Embed this in the existing process of tracking ABC students. Negotiate to make this part of the process as outlined in the MOU.	I need information about when students receive their OSHA cards, for how long they are valid and how they are stored by ABC to ensure a smooth process is developed.	Dana Ryan and Chelsie Hamtak	It is in the best interest of the students to receive the skills certificates they have earned. We cannot award the skills certificates until we have proof the OSHA requirement has been met and the student wants it transferred to their transcript. It will help students to connect with WNC because at this point many of them do not know who we are and why their college credits matter. It is also going to indicate that we are indeed getting completions of the skills certificates.	This goal is directly aligned with the VPASA FY23 Goals for Flexible and Unique Learning Options: Apprenticeships – increase enrollment and completion.	This goal aligns to Access & Success by awarding students the skills certificates they've earned, to Visibility by creating a mechanism by which WNC becomes a more a more visible and tangible presence in the students' education, and to Infrastructure by documenting the process by which this will occur.	Yes	My halfway measurement will be 8 certificates awarded on (date) 01/15/2024 Additional dates and milestones I'll aim for: Inclusion in MOU for Fall 23 semester and going forward; Initial process developed by end of Fall 23 semester. Award of physical certificates at ABC's annual graduation ceremonies in June.	deb.conrad@wnc.edu
HEPP and Apprenticeships	Deb Conrad	Access and Success	Infrastructure	My goal is to: formalize the pathway for students at NNCC to make progress in the Automotive Mechanics Certificate of Achievement every semester and start new cohorts in a sustainable fashion.	1.Develop proposed pathway to completion that consistently moves students forward and enrolls new cohorts 2.Work with lead instructor and WCTE director to agree to a defined pathway including timing of enrolling new cohorts. 3.Work with NNCC/Adult Ed to ensure space/time is available to meet the plan 4.Create a plan to best ensure faculty are available to meet the plan.	The baseline for my goal is: the current status which is the program has started, but the plan is not formalized	I will measure/track my goal by using the following numbers, methods, or benchmarks: Agreements are reached with WCTE director and lead instructor as well as by necessary parties and provided to students from NNCC/Adult Ed partners.	I will know when I've reached my goal when A completed pathway and timeline will be approved by necessary parties and provided to students and prospective students.	Commitments from WCTE Director and Lead Instructor, Buy-in from Adult Ed (with whom we share the space).	Hold periodic meetings with the parties involved until an agreement is reached.	Adult Ed scheduling in the auto shop so I know when WNC can use the space.	Kim DesRoches, Dana Ryan, Kim Petersen, DD Quenga, AWP Hartman	We have started our auto program at NNCC and must ensure students who enroll are able to complete in a timely fashion and that new students are able to start the program in a way that sustains the continuity of the program.	This aligns to the VPASA FY24 of developing a five-year plan for strategic implementation, growth and sustainability.	This supports Access and Success by providing access to an additional pathway for incarcerated students to a high-need career field and to Infrastructure by defining the parameters under which the program will run which will allow for planned growth and sustainability.	Yes	My halfway measurement will be that a plan has been presented to WCTE director and Lead Auto Instructor by (date) 01/15/2024	deb.conrad@wnc.edu
Human Resources	Melody Duley	Infrastructure		To continue to provide excellent Human Resources support to the college.	1.Rollout streamlined hiring processes and resources 2.Rollout an improved onboarding experience 3.Review and update HR policies 4.Improve administrative faculty position classification	Each action step	One action step completed every 11 weeks	When each action step is complete	Possibly a membership for CUPA-HR data, or similar resource	Block a minimum of two hours each week and schedule regular meetings with appropriate HR staff	Best practices for conducting position analysis and assigning pay grades	Peers at sister institutions	To improve the infrastructure though HR support by improving the areas which are the HR-related struggles for employees and hiring managers.	The purpose of the department is to administer HR at the college.	The department provides HR to the college.	Yes	Completion of two action steps by January 15, 2024.	
IRE	Christopher Michaels	Infrastructure	Access and Success	Support college-wide decision making with data.	prepare and submit NSHE reports before deadlines.; 2) Work with WNC departments to prepare site level data needed; and 3) compliance (IPEDS), set deadlines	Learning from previous IRE director meeting deadlines well before deadlines. Prioritizing	deadlines are met beforehand	reports are submitted and confirmation received.	Training provided from previous IRE director and adjacent departments	M-F, 8-5. Chart of priorities and updated daily docket	IRE processes	President Dalpe, Cathy Fulkerson, and adjacent departments	guidance from president and administration	Job requirements	data-based decision making. Providing the data needed for strategic goal setting	Yes	12/15/2023. Capable of fulfilling job tasks with minimum assistance.	
IRE	Christopher Michaels	Infrastructure		Accurate Federal and State Reporting, support college-wide decision making using data	Not a rebuild, look at compliance. Work with previous IRE director on correct steps to take on regular basis.	Fulfilling IRE requirements. Measure success on meeting deadlines	Often successful reports are reported as successful on submission. If errors were made, report is redone.	100 percent of necessary IRE reports are submitted.	Support from previous IRE director and successful transition to new data warehouse.	8-5, Mon-Friday	existing and new data warehouses. Which tables contain which data.	Cathy Fulkerson and Mick Haley	As a new hire especially, learning existing processes which work well and are efficient are paramount.	These are direct responsibilities bestowed on the IRE department	Helps maintain state and regional accreditation.	Yes	generating accurate numbers needed for reports with minimal support by Jan 15th.	christopher.michaels@wnc.edu

Division/Department	Your Name	Primary Institutional Goal Alignment	Secondary Institutional Goal Alignment	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Learning and Innovation	Ron Belbin	Student Experience	Access and Success	My goal is to provide beginning teaching materials to every new faculty to include a basic, good quality course outline.	1.Draft Course development policy for presentation to College Council 2.Recruit content experts to collaborate with Instructional Designer to create courses 3.Establish a budget and obtain funding to provide content experts support in creating courses 4.Create quality framework including review process 5.Create course templates in high demand Gen Ed courses for adoption by newly hired faculty 6.Create repository of available courses	The baseline for my goal is: Number of shareable course shells available now Current course review process I will measure/track my goal by using the following numbers, methods, or benchmarks:	Adoption of review process by College Council Number of courses created Number of faculty using courses Number of students impacted. I will know when I've reached my goal when Faculty reimbursement process is in place	Shareable courses have been created for 25% of Gen Ed courses.	•Items I need to achieve this goal: • List of current courses available. •Budget to reimburse faculty or course shells created. •Course review process. •Things I need to learn more about: •Course evaluation process •Canvas as repository for courses •SLOs for each course	•Hire LMS administrator. •Meet with Instructional Innovation Team weekly.	•Course evaluation process •Canvas as repository for courses •SLOs for each course	People I can talk to for support: VPASA, Division Directors, Academic Faculty Chair, Interested Faculty, IR, Division Assistants, HR	There is a persistent problem of hiring faculty at short notice and asking them to teach courses with little time for preparation. A shareable course with supporting materials would allow faculty to begin their first semester with confidence and provide a quality course to support student success.	This goal aligns closely with the charge of the division to provide faculty professional development and support student success.	This aligns with the institutional goals of improving student learning experiences (Student Experience), refining processes and practices that reflect WNC's evolving market competitiveness (Infrastructure), and supporting academic achievement and career success (Access and Success).	Yes	Draft Course development policy for presentation to college council and establish budget.	ronald.belbin@wnc.edu
Learning and Innovation	Ron Belbin	Student Experience	Infrastructure	My goal is to create an effective professional development program that meets the needs of faculty and staff.	1.Provide professional development around new techniques in curriculum development and teaching methods. 2.Provide a safe forum to allow faculty to exchange ideas. 3.Create a calendar of professional development events for each semester.	Number of professional development events currently offered. Number of faculty attending.	Number of professional development opportunities provided. Number of participating faculty. Responses to feedback surveys.	I will know when I've reached my goal when there is a catalog of 12 on demand courses available for faculty professional development.	•Professional Development Coordinator •LMS administrator •Support from Directors •Budget to reimburse content experts for creating courses.	Hire LMS Administrator. Meet with Instructional Innovation weekly. Meet monthly with Division Directors. Meet with Faculty Senate Representatives once per semester.	•Emerging pedagogical and andragogical techniques •Needs of academic faculty	People I can talk to for support: Dana, Division Directors, Faculty Senate representatives, Josh, Justin	Methods of instruction are evolving quickly, particularly with regard to technology. Faculty need support to remain current in teaching methods to meet the needs of students n the highly fluid classroom environment	This goal aligns with the charge of the division to provide faculty professional development and support student success.	This aligns with the institutional goals of improving student learning experiences (Student Experience), refining processes and practices that reflect WNC's evolving market competitiveness (Infrastructure), and supporting academic achievement and career success (Access and Success).	Yes	My halfway measurement will be the creation of a draft list of professional development courses to be developed on (date) __1/31/24	ronald.belbin@wnc.edu
Learning and Innovation	Ron Belbin	Student Experience	Access and Success, Infrastructure	My goal is to Fully develop and implement CTE New Teacher Training and Faculty First Year Experience	1.Review current onboarding resources for faculty 2.Develop curriculum for year-long WCTE and First Year Faculty Experience 3.Develop and present budget to incentivize participation in WCTE and FFYE programs 4.Develop digital badge recognition of completion of WCTE and FFYE programs	Current onboarding professional development resources for newly hired faculty.	Number of program modules created Number of participants in onboarding programs Number of successful completions of programs Student feedback	I will know when I've reached my goal when there are fully developed WCTE New Teacher and FFYE programs in place with 75% of newly hired faculty enrolled.	•Items I need to achieve this goal: •Collaboration of Division Directors and HR. •Lists of incoming faculty •Budget for stipends for attending programs	•Hire LMS administrator. •Meetings with faculty senate representative. •Weekly meetings with instructional Innovation. •Monthly meetings with Division Directors •Monthly meetings with WCTE consultant.	•Needs of incoming faculty. •Needs of Division Directors. •HR Onboarding process	Dana, Division Directors, Josh, Justin, HR, Budget Office	Student success depends heavily on the quality of teaching provided and their experience in the classroom. Consistent, ongoing relevant and effective support of incoming faculty will ensure that student needs are met and faculty successfully transition to WNC. (Student Experience and Access & Success).	This goal is closely aligned with the charge of Instructional Innovation to support faculty and their classroom instruction.	This goal aligns with institutional goals for engaging with students in a college experience that meets their diverse and changing needs (Student Experience); refining processes and practices that reflect WNC's evolving market competitiveness (Infrastructure); and supporting academic achievement and career success (Access & Success).	Yes	My halfway measurement will be the completion of fully drafted WCTE new Teacher and FFYE programs	ronald.belbin@wnc.edu
Liberal Arts	Scott Morrison	Access and Success	Student Experience	Achieve 80% average successful completion rate across all LA classes AY 23-24	__Work with faculty through the year to identify achievement gaps and increase student engagement in these areas__ __Work with Learning & Innovation to offer workshops and support on increasing student engagement__ __Work with ASWN reps. to gather student feedback related to student engagement and share with faculty (periodically to keep the conversation fresh).	23-24 LA Division successful completion rate 80% (or higher) average across all LA classes	WNC Course Success Dashboard, Fall 23 benchmark, Spring 24 final numbers (May 24)	I will know when I've reached my goal when __23-24AY LA Division average successful completion is >= 80%	Regular communication with teaching faculty (initial communication, engagement workshops, Fall 23 Spring 24 faculty orientations, monthly or twice monthly all division communications highlighting engagement.	Commit to communicate twice per month related to student engagement	Other areas of opportunity re achievement gaps	L&I, Faculty Leadership, Student Services, Counselors, IRE	First year successful completion supports persistence and retention which build overall enrollment stability	Stable enrollments in LA help to support faculty workload and growth	Stable headcount, WSCH is a college priority	Yes	Fall 23 average completion rate __ on (date) _1_/31_/24_	
Liberal Arts	Scott Morrison	Access and Success	Student Experience	Develop a 100% Open Entry pathway for the Associate of Arts Degree__	__Multiple OE options in each GE area__ __Sufficient offerings to fulfill all AA required areas (200 level and total electives__ __Develop a timeline for offering OEs (fall/winter/spring/summer) ___	Fulfill all goal components/areas in collaboration with OE coord and VPASA._	OE offerings by AA requirement area (planned, in-development, available)	At least a 60 units of OE classes will be available in combination to fulfill all AA requirements over a 2 year period.	Curriculum development is a regular function of the academic division. Our focus this year will continue to include OE class development.	Faculty from a variety of areas interested in developing OE classes	Current status with OE CoP group	OE coord. Faculty teaching OE courses.	Alignment with college goals, president, vp, division.	Flexible access (LA division has been developing since Fall 2020)	This goal is specifically noted in the WNC President's annual goals outline.	Yes	By January 2024 we will have established current status with OE courses, needed development, personnel, and have a plan with timeline to begin offering the degree in Fall 2024.	
Nursing & Allied Health	Debi Ingraffia-Strong	Access and Success	Student Experience	Develop NSHE Proposal for RN to BSN program and curriculum	Develop Curriculum with Articulation form completion for each course; review with WNC curriculum leader. Complete NSHE Proposal by November 7, 2023, to VP Dana Ryan for review Stakeholder letters of support identify pathway: Traditional, Accelerated, Concurrent WNC with ADN, Open Entry? ACEN Accreditation submission following approval NSBN update for - new program	All required pieces of the proposal completed by November 7th, 2023 and submitted for review and then to AAC & NSHA BOR for the December meeting	Cohort applicants, completion rate, funding through SB 375 for start up 8-% completion rate; 75% testing benchmark as with the ADN nursing program	80% completion rate; trend metrics of qualified applicants	Funding (SB 375); faculty positions filled with qualified instructors	By having support staff assist, B+ contract with this proposal as a deliverable	Accreditation process, NSHE proposal process	All levels of the college, B+ contract (Kathy Cocking), Administrative Asst, VP Ryan for review and to present	Relevancy for rural outreach and to expand the nursing capacity	Aligns with the mission of the Division and WNC; Pathways; Student Success, Pathway and Rural Community Support and Success	Pathway expansion and Rural Community Support and Student Success	Yes	Will have BOR approval for first cohort fall 2024	deborah.ingraffia@wnc.edu
Nursing & Allied Health	Debi Ingraffia-Srtong	Access and Success, Student E	Student Experience	Career preparation and career connection for students entering the healthcare professions	Provide guidance 1:1 consultation regarding healthcare pathways and resources that will benefit the student Offer courses that support student readiness and successful preparation for students: HIT 117 Medical Terminology NURS 129 Basic Nursing Skills NURS pending: Nursing Program Preparation	Fall 23 HIT 117 and NURS 129 Nursing Program Preparation course to be developed Spring 24 (last 8 weeks) based on ATI prep materials	Enrollment, student survey/questionnaire, student success 80% of respondents will identify that the course provided support for entry into healthcare	Enrollment, student survey/questionnaire, student success 80% of respondents will identify that the course provided support for entry into healthcare	Benchmarks met Lowered attrition rate of nursing program cohorts	Currently being developed, NURS 129 & HIT 117 - Fall 23 course enrollment	Student needs and barriers for success; meet with students, both prenursing and those in the nursing program	Instructors, WNC counseling, Fallon staff; Marketing, Academic Coaches Community Partners - hospitals, rural clinics, etc.	Increase capacity and student success within the healthcare educational courses. Students are not the same - are not coming in with the skills needed for success so we can teach and support them to learn.	100% alignment - student success and retention	100% alignment - student success, pathway preparedness, and retention	Yes	Evaluate following the fall 23 courses - evaluations and student feedback	deborah.ingraffia@wnc.edu
Nursing and Allied Health	Debi Ingraffia-Stong	Access and Success	Access and Success	Expand simulation lab and utilization of lab scenarios for alignment with the INACSL standards (International Nursing Association for clinical simulation learning).	Faculty training (INASCL) Staff - lab support training (Laerdal Simulation Network (SUN) Users Conference) Faculty workshops Increase faulty resources - from INASCL and the National League for Nurses (NLN)	Staff certification, Implementation of simulation standards with simulation scenarios - all nursing courses	Faculty input, student surveys, student achievement of course objectives	Benchmark measure of 80% Agree or strongly agree	Funding, Trainings, Support and faculty but in - tie to annual plans and 1 goal	Reinforce each faculty meeting and reinforce the goals of the division	Motivating faculty for change and support to try new things in lab setting	Faculty, lab support staff	Nursing standard of excellence, as more clinical time is being approved by the Board of Nursing to be replaced by simulations, they need to be evidence based and aligned with the industry standard set forth by the NLNB and the INACSL	100% Student success and meeting nursing program outcomes of education	Student success; tudent preparation for entry into nursing practice	Yes	Review fall lab courses with faculty 1:1; align with annual plans of faculty	deborah.ingraffia@wnc.edu

Division/Department	Your Name	Primary Institutional Goal Align	Secondary Institutional Goal Align	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Student Life	Heather Rikalo	Student Experience	Access and Success	Launch a fully operational E-Sports program at WNC.	Establish the infrastructure required for the e-sport program, which includes securing a dedicated gaming facility, equipping it with state-of-the-art gaming stations, high-speed internet, and streaming capabilities. Form and organize e-sport teams or participants by conducting recruitment drives, trials, and tryouts to select skilled gamers. Define the structure of the teams, including roles and responsibilities, and ensure they have access to coaching and training resources. Plan and schedule a series of e-sport events, including tournaments, leagues, and friendly matches. Cater the events to various skill levels, game genres, and formats to engage a wide range of participants and spectators.	Attract and enroll a minimum of 10 students in the e-sport club during the first year, ensuring they actively participate in the club's events and activities. Measure success by tracking the number of registered students and their consistent engagement in training, competitions, and skill improvement initiatives. Additionally, assess their progress and performance throughout the year to monitor their development within the club.	Benchmark: Achieve an average monthly engagement rate of at least 75% of enrolled students in club activities. Measure: Monitor the percentage of enrolled students who attend training sessions, participate in matches, and contribute to the e-sport club.	I will consider my goal achieved when there are two fully formed teams of five participants each.	Allocate resources to create a sustainable and well-rounded e-sport program, ensuring that: Sufficient funding and support are available to recruit a qualified e-sport coach who can provide coaching, strategy development, and mentorship to participating teams. A comprehensive schedule of e-sport events, including practices, tournaments, and training sessions, is established to foster a structured and engaging club experience for participants.	By hiring an e-sport coach, I'll free up my time and get expert help in organizing and managing the club. The coach will handle player development, scheduling, and event planning, allowing me to focus on other crucial aspects of my position.	I need to further educate myself about the process of choosing popular e-sport games that resonate with competitive communities, cater to the interests of our participants, and offer a wide range of gaming experiences. Additionally, I should focus on the formation of teams, ensuring they have the essential resources for active participation in competitive e-sport events, and develop clear guidelines and rules for team competitions that encourage teamwork and sportsmanship among team members.	I can connect with e-sport organizations or associations that can provide resources, best practices, and connections in the e-sport industry. In addition, I can connect with friends or colleagues with experience in e-sports, that can provide valuable insights and support.	I selected this goal because e-sport programs and clubs are increasingly prominent in today's educational environment. They offer a unique and dynamic avenue to captivate the interests of a diverse student body, fostering not only a sense of belonging but also promoting teamwork, strategic thinking, and healthy competition. Additionally, in an increasingly digital world, e-sports serve as a bridge that transcends physical boundaries, bringing together students from various backgrounds and interests. This inclusivity can contribute to a more vibrant and connected campus culture, where students can come together to celebrate their shared passion for gaming and technology. By introducing and successfully nurturing an e-sport program, I aim to not only enhance student engagement but also empower our campus community to thrive in the digital age.	This SMART goal directly aligns with several key objectives of the Office of Student Life: Student Leadership Development: The goal of launching an e-sport club/program involves the development of student leaders who can take on roles related to team management, strategy planning, and event organization within the e-sport teams. This empowers students to become effective leaders in a niche area of interest. Encourage Extracurricular Engagement: The creation of an e-sport club/program provides an exciting extracurricular opportunity for students to engage in It encourages participation in a structured and inclusive environment where students can not only play but also take on leadership roles within e-sport teams and organize events. Foster a Sense of Belonging: A well-organized e-sport club/program fosters a sense of belonging by offering students a community where they can share their passion for gaming. It provides an inclusive space where students with common interests can come together, celebrate their shared passion, and feel connected to the college community. Promote Academic Success: The e-sport club/program can also indirectly promote academic success. While it's an extracurricular activity, participating in team-based gaming encourages strategic thinking, teamwork, and problem-solving skills, which can have a positive impact on students' academic performance. It can also provide additional opportunities for students to access academic support and resources.	This SMART goal is directly related to the institutional goals of access and success, student experience, infrastructure, and visibility in the following ways: Access and Success: By launching a fully operational e-sport club/program, the institution aims to enhance access to a diverse range of co-curricular activities. This inclusive club/program not only offers opportunities for students to engage in e-sport activities but also promotes success by fostering teamwork, skill development, and personal growth. Student Experience: The e-sport club/program significantly contributes to the student experience. It provides a platform for students to pursue their interests, connect with like-minded peers, and be a part of a vibrant and inclusive gaming community. A positive and engaging student experience is essential for retention and overall satisfaction. Infrastructure: The successful establishment of the e-sport club/program requires the development of appropriate infrastructure, such as gaming facilities and equipment. This aligns with the institution's goal of investing in and enhancing the physical and technological resources on campus to provide students with top-notch facilities and experiences. Visibility: Launching and promoting the e-sport club/program enhances the institution's visibility, not only among prospective students but also in the broader e-sport and gaming communities. The program's success can attract attention, sponsors, and partnerships, raising the institution's profile and reputation. In summary, this SMART goal is an integral part of the institution's broader strategy to provide access to diverse opportunities, improve the student experience, invest in infrastructure, and enhance its visibility within and beyond the campus community.	Yes	My halfway measurement will be January 15, 2024. At that point, I aim to have both an e-sport coach hired and a minimum of 5 actively participating students involved in the club/program.	heather.rikalo@wnc.edu
Student Services	Gretchen	Access and Success	Student Experience, Infrastructure	Support Flexible and Unique Learning Options	1. Collaborate with the Division Directors to support their vision for flexible and unique learning options. 2. Provide various model examples of scheduling for the new learning models. 3. Coordinate with Students Services to set up the approved model in people soft.	Identify the current learning options as the baseline	In 1-2 months collaborate with Divisions and Students Services on the unique challenges for setting up additional learning options. In 3-4 months provide models for additional learning options within the perimeters of financial aid, faculty workloads,	An additional learning option is identified and added to the schedule	collaboration among Divisions, Students services, Financial Aid	working in collaboration and adding it to meetings already taking place	impact of financial aid, when timelines can't be standardized	JW, Debi, Scott, Travis, Kyle K., Chelsie	It is important for scheduling to be able to adapt to the student needs	Important for student success and necessary to help advance the goal for steady state enrollment.	Access and Success for students who need non-traditional learning options	Yes	outline of different models	gretchen.stanerson@wnc.edu
Student Services	Gretchen Stanerson	Student Experience	Infrastructure, Visibility	Align communication within the enrollment space	All class notes will be consistent and aligned with the needs for admissions and records, cashiers office and scheduling. Formatting, order, and content will have a flow and criteria. Divisions will update syllabus to include additional information that is not relevant to the registration process.	Currently, there is no standard format for class notes and communications within the registration module.	Month 1-2 identify the necessary notes for admissions and records, cashiers office, divisions, and scheduling. Month 3-5 develop criteria and standardization, and eliminate unnecessary details Month 6-8 align the notes within people soft to the criteria and standard in people soft.	All parties have agreement on necessary class notes	Information from each group on what information they feel is important to include and why. Amount of time it takes to update standard notes in people soft. An aligned format criteria to meet the needs of all parties.	Add the work to meetings already happening.	Information from each group on what information they feel is important to include and why.	Chelsie, Kyle K., Justine, Scott, Debbie, Travis	The current communication in the registration is messy and complicated and confusing for students.	Streamlining communication and increasing student access and success	It aligns with the access and success and student experience by giving students only the information they need and not additional or confusing information.	Yes	Alignment among the constituents and the outline of the criteria for entry.	gretchen.stanerson@wnc.edu

Division/Department	Your Name	Primary Institutional Goal Align	Secondary Institutional Goal Align	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/office?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
Student Services	JW Lazzari	Access and Success, Student E	Infrastructure	Assess current Student Service communications	1. Develop a stipend to hire a	Baseline goals would be	High Priority	New communications	Collaboration (Student	Using a Stipend to	The current	SS Directors, Controller';	The college current	Aligns with Access &	Aligns with Access &	Yes	Completion of the	
Student Services/Disability Support Serv	Susan Trist	Access and Success	Student Experience	Launch mandatory Accessibility Course for all WNC	1. Improve Digital Accessibility	Determine number of	Track course completion	At least 75% of all WNC	Support from Executive	Incorporate time as part		HR, Executive Team,	Digital accessibility is	This goal is relevant and	This aligns with the	Yes	January 15, 2024;	susan.trist@wnc.edu
Student Services/Disability Support Serv	Susan Trist	Student Experience	Infrastructure	Refine bulk email communications from DSS to be	1. Identify existing DSS bulk	Existing DSS	Update website as	All existing	One on one meetings	Gaps in communication		DSS staff members;	Consistent	It is essential to evaluate	This aligns with the	Yes	January 15th 2024; all	susan.trist@wnc.edu
Student Services/Disability Support Serv	Susan Trist	Infrastructure	Student Experience	Conduct cross training for all DSS staff	1. Identify all DSS functions for cross training. 2. Update training materials, share resources/how to guides/log in credentials, among staff. 3. Conduct trainings 4. Include content in DSS 101 Canvas course.	Number/list existing roles/functions within DSS office. Report/track DSS appointment types.	All DSS staff will be familiar enough with DSS functions to step in during employee absence. Staff will demonstrate ability answer basic questions, loan equipment, assign licenses, etc.	By June 2024, all applicable (100%) training sessions will have occurred. All DSS staff will be shared/stored in an accessible drive or in Canvas (DSS 101).	Log in information for Read & Write, Glean, Access text, AST (Verbit) Canvas studio, etc.	Additional time set aside for staff meetings.	All staff need to be able to answer basic questions (even outside of expertise area).	DSS staff; willingness to learn and commitment to share information.	In the event that a staff member is absent for an extended time or transitions away from WNC, cross training will allow services to continue with little interruption.	As our department grows/changes, it is essential to ensure new and existing staff are familiar enough with each function to step in when practical during an absence.	Infrastructure: Develop and refine systems, practices and processes that ensure sustainable, efficient and equitable operations.	Yes	By January 15, 2024 at least 50% of cross training sessions will have occurred and corresponding resources shared.	susan.trist@wnc.edu
Veteran Resource Center	John Jacobson	Access and Success, Student E	Access and Success, Student Exp	Establish a satellite Veteran Resource Center on the Fallon Campus	1.I will collaborate with facilities maintenance to identify a suitable space to utilize for a satellite VRC. 2.I will work with the Fallon campus director to establish operating hours and staffing. 3.I will conduct a survey to identify what the veteran/ dependent population would want in the space.	The baseline for my goal is: there is currently no designated space for veterans/ dependents to use.	I plan to meet with facilities and the Fallon campus director and report progress bi-weekly of what has been completed and what is still needed to be completed.	I will know when I've reached my goal when a designated space has been approved by myself, facilities, and the Fallon campus director and the items needed have been identified.	•Items I need to achieve this goal: an established space at the Fallon campus, furnishings, and equipment.	•How I'll find the time: Within my schedule i plan to use 1-2 hours a day to work on this project.	Things I need to learn more about: I need to learn more about our space allocations for this area and budgeting for this	People I can talk to for support: Facilities director, Fallon campus director, and my direct supervisor.	I chose this goal because having a designated space for the veteran/ dependents could increase student experience enrollment within this group of individuals.	This goal directly relates to the VRC and ensuring the success/ retention of our student veterans and their dependents.	This would provide access and support student experience here at WNC while also helping the students succeed	Yes	My halfway measurement will be when an established location has been approved by myself, facilities, and the Fallon campus director and items needed have been established on (date) 01/15/2024	john.jacobson@wnc.edu
Veteran Resource Center	Jonathon Jacobson	Access and Success, Student E	Access and Success, Student Exp	re-establish an active chartered veterans club for the student veteran population	1.I plan to host club recruitment events. 2.I will collaborate with ASWN and student life to assist me through the processes that they have established for campus clubs. 3.I will work with marketing to update the club logo and apparel to be more modernized	The baseline for my goal is: to re-establish the chartered veterans club that went dormant.	I will measure/track my goal by using the following numbers, methods, or benchmarks: Progress will be tracked by club meetings and recruitment efforts will be adjusted to the attendance of those	I will know when I've reached my goal when the veteran club is established as a chartered club with over 5 members.	Items I need to achieve this goal: ASWN club packet and club members	How I'll find the time: I will establish a 2 hour time frame within my weekly schedule to work on this goal.	Things I need to learn more about: ASWN policies and practices.	People I can talk to for support: the student life coordinator and my direct supervisor	I chose this goal because having a club would provided access and support to this population as well as add to the student experience.	This goal supports the retention and success of our student veterans and their dependents.	This goal relates to access and success and student experience.	Yes	My halfway measurement will be when the veteran club has 5 or more active members and updated constitution on (date) 01/15/2023	john.jacobson@wnc.edu
VPASA	Natalie Wood	Access and Success	Infrastructure	Implement and Rollout Curriculum Management System by June 30, 2024	1. Complete RFP Process by November 2023 2. Finalize Contract with Vendor by November 2023 3. Develop and complete Implementation Timeline/Plan to be complete by June 2023	Initiate Contract and adhere to implementation timeline.	Obligating fund with contract and meeting deliverable with vendor. Training and providing access to staff.	CMS will be functional and staff will be trained. Test process will be complete to start live program.	Funds, committee, meetings, procedures	Build meetings, work groups and testing in the timeline. Identify dates on calendar.	We will need the support of administration, staff, the committee, the vendor and sister agencies. Working with vendor on the implementation will assist in identifying goals and measurables for the project.	JW and Geri	The CMS system will run articulation & curriculum changes for a more automated process. The system should talk to our website for catalog/course updates, and it would serve as a database for all of our course outlines that all faculty & staff would be able to access. This will promote efficiencies and consistency in the process and across curriculum.	This is a goal of our VP.	This promotes modernizing campus procedures and processes to promote access and success.	Yes	Once the contract is in place in November we will work on implementation. This will assist in determining if we are on track for June 30, 2024.	natalie.wood@wnc.edu
WCTE	Travis Carr	Access and Success	Visibility	Develop and implement CTE Dual Enrollment opportunities across all service areas.	1) Develop processes and procedures (internal-WNC and external-High Schools within service areas) 2) Conduct working group and pilot program 3) Identify and determine/predict impact on faculty workloads as well as course offerings overall 4) Streamline and digitize paperwork and processes, aligning with existing school procedures and structures whenever possible 5) Identify existing processes, procedures and policies that create a challenge or bottleneck for high schools and high school students (meet with high school counselors, registrars, administrators)	1) Current WCTE dual enrollment data (# of students, generated revenue, WSCH, # of WCTE affiliates, curriculum development costs, co-teacher costs 2) Disaggregated WCTE data, model and process 3) Existing program definitions, documents, processes and procedures	1) Identified baseline data 2) Setting strategic growth targets 3) Have a defined and digitized process flow	Dual Enrollment programs will increase dramatically in all of the districts within our service area.	1) Continued assistance from each School Districts CTE Director 2) Buy in and participation from our WNC instructors	Each week I will carve out 2 hours to work towards this goal.	Nothing	Vice President of Academics, CTE Directors from each School District, Division Assistant, WNC Instructors and High School CTE Instructors.	We need to provide dual credit services in our CTE pathways, just like we do with Liberal Arts. It is relevant now, because dual enrollment is extremely important to WNC and us in CTE need to step up to the plate.	Dual Enrollment is one of the goals that Dr. Ryan wrote, so it is very much tied into her vision as well as the vision of WNC as a whole.	It supports the College goals since one of the College goals is to increase student access.	Yes	January 1st will be by hallway mark, and progress should look like the following: -Plan is in place for what classes to offer in Fall of 24 -Curriculum has started to be developed in coordination between the WNC instructor and the High School Instructor. -Marketing has begun to push out our dual enrollment plan for WCTE	travis.carr@wnc.edu
WCTE	Travis Carr	Student Experience	Access and Success	Increase institutional support for all WCTE faculty and support staff	1) Provide beginning teaching materials to every new WCTE instructor, to include a basic, good quality course outline 2) Institutionalize and enculturate the CTE New Teacher Training with (develop process around this) 3) Customize CTE program review process that aligns with the CLNA and outside accreditation requirements 4) Ensure relevant, effective instructional delivery methods are meeting the needs of today's diverse learners 5) Align programs to meet changing student and industry needs 6) Review and track student evaluation feedback	1) The number/list of WCTE shareable courses available in Canvas 2) Number of new CTE teachers participating in the CTE New Teacher Program 3) Current processes for tracking student evaluation feedback 4) Development of PD's around curriculum development and teaching methods	1) Identified baseline data 2) Strategic growth targets set 3) Process defined and digitized	Increase the number of new WCTE instructor by 100% (We have not had any instructors go through this process at WNC)	Help from a variety of departments including Adult Ed, Learning and Innovations and VPSA	We are meeting as a group on a weekly basis to achieve this goal.	We are still working out the kinks for this project, but we are making good progress.	Samantha Kaelin (Adult Ed) Ron Belbin (Director of Learning and Innovations) Josh Flemming (Learning and Innovations) Justin McMenomy (Learning and Innovations) Tina Statucki (Contractor)	Having many instructors that are hired right out of industry, and not given much prep time to get their courses built, created a huge issue that hopefully this goal can correct. It is relevant now, because it is of the utmost importance that our students are receiving top quality instruction in all of their courses.	It is aligned with the VPSA's goals	It supports the goal of Student Experience, by providing improved instruction in WCTE classes across campus.	Yes	The halfway mark will be January 1st. We should have our first cohort of 5ish instructors working on the course that has been developed, as well as working on the course which has yet to be developed, but will be developed by then.	travis.carr@wnc.edu
WNC Foundation	Carol McIntosh	Visibility	Access and Success	Achieve a 20% increase in total funds raised for the Reach for the Stars Gala taking place in August 2024, by expanding outreach efforts, optimizing attendee engagement and managing expenses.	Expand outreach efforts, optimize attendee engagement and manage expenses.	Progress can be quantified by comparing the total funds raised from the upcoming event with the funds raised from the previous year's event. A 20% increase is equivalent to $26,400 in unrestricted funds.	A Profit and Loss Statement comparing YOY figures	There will be a 20% increase in event revenue	A 20% increase is attainable with the right strategies and efforts, given the WNC Foundation's historical growth every year since the event was created six years ago.	Time blocking	Engaging new donors in Incline Village.	The Advancement Team, the WNCF Board, the Reach for the Stars Committee and Volunteers	Increasing funds for the annual fundraising event is directly relevant to the Executive Director's goals to increase scholarships awarded, increase the Endowment and its ability to support WNC's mission. Funds raised from this event increase donor awareness of WNC's mission and donor investment in WNC. Scholarships support students attending WNC and completing their degree or certificate because they have financial support.	15% of funds raised will directly contribute to the Executive Director's Goal of increasing scholarship support by $250,000 in FY27.	This goal directly contributes to visibility and access and success by increasing donor investments into WNC and supporting students financially in their education journey.	Yes	January 15, 2024	

Division/Department	Your Name	Primary Institutional Goal Align	Secondary Institutional Goal Align	Write your goal in as few words as possible:	Your goal should be detailed and SPECIFIC (who? what? where? how?). HOW will you reach this goal? List at least three action steps you'll take:	Your goal should be MEASURABLE. What is the baseline that you will measure from?	For your MEASURABLE goal, how will you measure, track or provide evidence using numbers, methods or benchmarks?	How will you know when you have reached your MEASURABLE goal? (Examples: "Enrollment will increase by 75%" or "a report will be complete with x-y-z information")	Your goals should be ACHIEVABLE. What items or information do you need to achieve it?	How will you find the time to ACHIEVE your goal?	To ACHIEVE your goal, what do you need to learn more about?	Which people will support you in ACHIEVING your goal?	Why did you choose this goal and why is it RELEVANT right now?	How is your goal RELEVANT and aligned to your division/department/off ice?	How does your goal support the College goals?	Your goal must be TIMELY. Can you reach this goal by May 30th, 2024 (or no later than June 30)?	The halfway measure for your goal should be no later than January 15, 2024. What is your halfway mark and what progress will you look for at this point?	Email Address
WNC Foundation	Carol McIntosh	Visibility	Access and Success, Visibility	Acquire 30 new donors by the end of FY24 through a targeted and diversified outreach approach that includes community events, WNC Foundation events, donor tours and strategic partnerships.	Community events, WNC Foundation events, donor tours and strategic partnerships.	Progress can be measured by tracking the actual number of new donors acquired throughout the fiscal year.	New donors are tracked through DonorPerfect	30 new donors will invest in WNC through scholarships, endowments or invest in a WNC initiative	Acquiring 30 new donors is attainable through a well-executed outreach strategy, considering the organization's reach and the duration of the fiscal year.	Time blocking	Family Foundations	Niki Gladys, Kristen Lindner and the WNCF Board	Acquiring new donors is relevant to the organization's growth and financial sustainability, enabling it to expand its support base and further its mission.	Increasing donor investment in WNC is directly relevant to the Executive Director's goals to increase scholarships awarded by $250,000 by FY27, increase the Endowment $2,500,000 by FY29 and its ability to support WNC's mission.	This goal directly contributes to visibility and access and success by increasing donor investments into WNC and supporting students financially in their education journey.	Yes	January 15, 2024	