

2012-2018



The Strategic Plan



Western Nevada College



STRATEGIC PLAN

Our Mission

Western Nevada College inspires success in our community through opportunities that cultivate creativity, intellectual growth and technological excellence, in an environment that nurtures individual potential and respects differences.

Theme #1 Student Success

1. WNC students graduate with a degree or certificate
2. WNC students engage in the college experience

Theme #2 Institutional Excellence

1. WNC is the educational institution of choice in western Nevada
2. All academic programming is of the highest quality
3. All support programs and services meet the needs of the WNC community
4. WNC has an exemplary system of governance and management
5. WNC strives for institutional sustainability

Theme #3 One College Serving Many Communities

1. WNC promotes access to higher education in western Nevada
2. WNC serves as a catalyst for personal and community enrichment
3. WNC promotes community connections



STRATEGIC PLAN

Theme #1 - Student Success

I. WNC students graduate with a degree or certificate

I.1 Students identify their educational goals

- WNC provides effective advisement activities that permeate the college culture
- Advisement is intrusive and targeted to guide students to degree / goal completion

I.2 Students successfully complete courses

- Students have necessary requisite skills
- Prerequisite requirements are clear, meaningful and enforced
- Students are provided tools and resources for learning

I.3 Students re-enroll from semester to semester (retention) at WNC

I.4 Students successfully transfer to other institutions

- Students planning to transfer to a four-year institution are provided information and strategies for seamless transfer

Current Supporting Activities

- All classes offered are part of regularly scheduled certificate, 2- or 4-year degree programs
- Students must take placement tests to enroll in college courses
- Faculty advise students on classes, degree programs, and academic plans to help them reach their educational and career goals
- Classes are offered in formats that allow students to complete classes in an accessible and efficient manner
- Individual education plans are created using career exploration
- Maintain viable university articulation agreements for all transfer degrees
- Advise students transferring to other two- or four-year institutions
- Maintain transfer agreements
- Early Alert academic warning system
- Student cohorts
- Academic Skills Center
- Peer mentoring
- Library resources and services
- Information literacy workshops



STRATEGIC PLAN

Theme #1 - Student Success

I. WNC students graduate with a degree or certificate.

2012-2014 Initiatives

- All faculty advise and mentor students from entry to exit
- Mandate advising for all new degree and certificate seeking students
- Implement mandatory advising cohort program for all new degree and certificate seeking students
- Conduct peer mentoring through advising cohorts
- Enforce appropriate prerequisite requirements
- Strengthen reverse transfer process
- Offer certificates to students who complete the first 30 hours towards their degree
- Conduct program consolidation based on graduation rates
- Employ *Project Graduate* and other strategies to increase graduation rates
- Implement mid-semester grade checks

Key Performance Indicators

Measures	Targets
Number of degrees and certificates awarded	Consistent with <i>Complete College America</i> goals
Course completion rates	Increase by at least 5% per year
Graduation rates	Increase by at least 5% per year
Retention rates	Increase by at least 5% per year



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Theme #1 - Student Success

2. Students are engaged in the college experience

- 2.1 Courses engage students in academic content, issues, and critical thinking
- 2.2 Students are involved in campus and community activities
- 2.3 Students are involved in campus governance

Current Supporting Activities

- Wildcats athletics
- Associated Students of Western Nevada - student government
- Clubs and organizations
- Faculty employ instructional strategies that engage students
- Student employment
- Service learning
- Practicums

2012-2014 Initiatives

- Develop internships and service learning opportunities for students
- Implement best practices for distance education
- Promote opportunities for student interaction that foster respect, tolerance and understanding
- Increase professional development and mentoring opportunities for part- and full-time faculty

Key Performance Indicators

Measures	Targets
Community College Survey of Student Engagement Results	Responses equal or exceed the national average for medium-sized colleges



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Theme #2 - Institutional Excellence

3. Western Nevada College is the educational institution of choice in western Nevada

3.1 High school students choose to attend WNC

3.2 Non-traditional students choose to attend WNC

3.3 Ethnicity of WNC students reflects the ethnicity of the service area

3.4 WNC meets the diverse needs of its student populations

Current Supporting Activities

- *Bridge to Success* initiative
- Partnerships with business and industry for employee training and workforce development
- *Tech Prep* program
- Streamline certification and accredited programs
- Community education classes
- Student satisfaction surveys

2012-2014 Initiatives

- Strengthen communication avenues with school districts in the service area
- Strengthen communication and relationships with business and industry
- Ensure alignment of certificate and accredited programs to support the needs of students and employers
- Increase the visibility of WNC within the service area
- Develop services specifically targeted for a diverse student population



STRATEGIC PLAN

Theme #2 - Institutional Excellence

3. Western Nevada College is the educational institution of choice in western Nevada

Key Performance Indicators

Measures	Targets
Percentage of recent service area high school graduates enrolled	Increase by at least 5% per year
Student enrollment - full-time status	30%
Student enrollment - gender, age and ethnicity	Ethnicity, age and gender percentages match the WNC service area; monitor in order to determine specific service needs
Full-time instructional faculty by ethnicity	Ethnicity of instructional faculty match the WNC service area
Student satisfaction survey results	Review results in order to identify strengths and weaknesses within the organization



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Theme #2 - Institutional Excellence

4. All academic programming is of the highest quality

- 4.1 Each degree or certificate granting program is overseen by a full-time faculty member
- 4.2 Accredited AAS programs are offered
- 4.3 Degree and certificate programs demonstrate a coherent course design and sequencing
- 4.4 Courses provide consistent and measurable outcomes
- 4.5 Faculty stay current in their disciplines
- 4.6 Exemplary programs in transfer education will represent an integration of basic knowledge of the humanities and fine arts, natural sciences, social sciences, and mathematics

Current Supporting Activities

- Professional development
- Program review and assessment
- Program accreditation by professional and other organizations
- Peer evaluation of faculty
- Student evaluation of faculty and courses
- Faculty in career/technical divisions maintain active curricular advisory committees of employers for all degree and certificate programs

2012-2014 Initiatives

- Require outcomes assessment at program and course level
- Ensure that certificate and accredited programs support the needs of students
- Assess faculty evaluation tools
- Improve the engagement of program advisory committees
- Participate in the *Quality Matters*™ peer review process to certify quality of web courses



STRATEGIC PLAN

Theme #2 - Institutional Excellence

4. All academic programming is of the highest quality

Key Performance Indicators

Measures	Targets
Ratio of student FTE to instructional faculty FTE	Range: 19:1 - 23:1
Ratio of full-time to part-time instructional faculty	70% part-time / 30% full-time
Percentage of transfer programs with articulation agreements	100%
Amount of funding available for professional development per full-time academic employee	Increase a minimum of 10% over the life of the plan
Percentage of accredited academic programs compared to those eligible for accreditation	100%



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Theme #2 - Institutional Excellence

5. All support programs and services meet the needs of the WNC community

- 5.1 New admission processes accommodate students and college standards
- 5.2 Financial aid resources are available to support students
- 5.3 Services are equally accessible to all members of the WNC community
- 5.4 Library resources support the educational programs of the college throughout the service area
- 5.5 Technology systems and infrastructure support academic programs and operational functions
- 5.6 Campus environment is safe and secure for students and staff
- 5.7 All employees stay current in their job skills

Current Supporting Activities

- ADA and CIP construction projects
- Some evening and Saturday student services available
- Financial aid and scholarships awarded to students
- GED preparation
- Disability support services
- Admissions policies and procedures have been refined



STRATEGIC PLAN

Theme #2 - Institutional Excellence

5. All support programs and services meet the needs of the WNC community

2012-2014 Initiatives

- Development and implement Capital Improvement Program (campus and state) projects
- Development and implement General Improvement Program initiatives
- Move to a network structure that provides for efficient resource allocation and authentication services
- Refine admissions policies and procedures
- Provide job placement services for students

Key Performance Indicators

Measures	Targets
Quality of online sections offered	Adherence to the <i>Quality Matters</i> ™ standards
Quality of web-enhanced sections offered	Adherence to the <i>Quality Matters</i> ™ standards
Library / Library resource use data	Monitor type and quantity of use in order to evaluate types of services offered



STRATEGIC PLAN

Theme #2 - Institutional Excellence

6. Western Nevada College has an exemplary system of governance and management

6.1 WNC operates with integrity

6.2 WNC has an effective system of leadership

6.3 WNC's system of governance allows for the views of faculty, classified staff, administrators and students to be considered

6.4 WNC supports, recruits, and retains highly qualified full- and part-time academic faculty, administrators and classified staff

6.5 WNC hires qualified personnel in sufficient numbers to maintain functions

Current Supporting Activities

- Inclusive strategic planning process
- Promotion of academic faculty
- Multiple and varied communication channels throughout the organization including online, electronic and printed materials
- College Council
- Mentoring of part-time faculty



STRATEGIC PLAN

Theme #2 - Institutional Excellence

6. Western Nevada College has an exemplary system of governance and management

2012-2014 Initiatives

- Review standing college committee structure and recommend changes
- Continue inclusive activities such as the college-wide forums
- President will issue quarterly budget and college updates

Key Performance Indicators

Measures	Targets
Percentage of full-time employees who are members of a committee or governance group	100%



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Theme #2 - Institutional Excellence

7. Western Nevada College strives for institutional sustainability

7.1 WNC maintains institutional financial stability

7.2 WNC practices and supports sustainability in our environment

Current Supporting Activities

- Sustainable energy projects
- American College & University Presidents' Climate Commitment Signatory
- WNC recycling program

2012-2014 Initiatives

- Increase grants and contracts to support workforce development
- Implement water and energy conservation campaigns
- Increase campus use of post-consumer products
- Hold sustainability education events

Key Performance Indicators

Measures	Targets
Beginning fund balance as a percentage of total operating budget	2%
Foundation cash assets	Increase 10% over the life of the strategic plan



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Theme #3 - One College Serving Many Communities

8. Western Nevada College promotes access to higher education in western Nevada

8.1 Western Nevada College maintains a presence in multiple communities

8.2 Western Nevada College provides interactive video (IAV) courses to outlying communities

8.3 Western Nevada College provides web-based courses

Current Supporting Activities

- Dual enrollment for high school students
- Fast Track classes
- Enrollment outreach and marketing activities
- *Tech Prep*
- *Bridge to Success*

2012-2014 Initiatives

- Coordinate with high schools to insure students are prepared for college
- Recruitment

Key Performance Indicators

Measures	Targets
Number of students taking distance education courses	Increase over FY 2012 level
Number of distance education courses	Increase over FY 2012 level
Number of courses offered by campus	Increase over FY 2012 level



STRATEGIC PLAN

Theme #3 - One College Serving Many Communities

9. Western Nevada College serves as a catalyst for personal and community enrichment

9.1 Western Nevada College provides quality-of-life educational opportunities

9.2 Western Nevada College activities and programs enrich our communities

Current Supporting Activities

- Western Nevada Musical Theatre
- Collaboration with existing arts organizations
- “Always Lost: A Meditation on War” Exhibit
- Athletics
- Multicultural festivals
- Art shows and exhibits
- Star Parties at the observatory
- Foundation-supported activities

2012-2014 Initiatives

- Expand personal enrichment offerings through the Community Education department

Key Performance Indicators

Measures	Targets
Number of cultural and quality-of-life events sponsored by WNC	Increase over FY 2012 level dependent upon available funding



STRATEGIC PLAN

Theme #3 - One College Serving Many Communities

10. Western Nevada College promotes community connections

- 10.1 Western Nevada College builds connections with a broad range of groups to respond to the diverse needs of the communities it serves
- 10.2 Western Nevada College seeks out and maintains connections with the business sector in each community it serves
- 10.3 Western Nevada College faculty and staff are involved in the community
- 10.4 Students are involved in the community

Current Supporting Activities

- Economic Development and Community Education department offerings
- “Service” considered as part of full-time employee evaluations
- Advanced Manufacturing Workforce Collaborative
- English Language Learning classes
- Practicums
- Specialty Crop Institute
- Internships
- GED programs
- Veterans services



STRATEGIC PLAN

Theme #3 - One College Serving Many Communities

10.0 Western Nevada College promotes community connections

2012-2014 Initiatives

- Work collaboratively with business and industry, local and state governments, community organizations, and educational partners to accomplish common goals for statewide economic development
- Develop internships and service learning opportunities for students
- Identify and incorporate community interests / business and industry needs in future planning
- Implement *Dream It, Do It* grant initiative
- Foster faculty, staff and student involvement in community organizations and events
- Foster alumni connections
- Develop student volunteers
- Speakers bureau
- Career / Job placement

Key Performance Indicators

Measures	Targets
Number of active technical skills advisory groups	Maintain at least to the FY 2012 level
Number of community members serving on college advisory boards	Maintain at least to the FY 2012 level
Percentage of faculty and staff serving on community boards and groups	60% or more

Principles of Community

As members of the WNC community, we choose to be part of an academic community dedicated to those principles that foster personal and professional integrity, civility, and tolerance.

We strive toward lives of personal integrity and academic excellence. We will encourage in ourselves, and in one another, those responsible actions which lead to lives of productive work, personal enrichment, and useful citizenship in an increasingly interdependent world.

We commit to treat one another with civility. Recognizing that there will be differences of opinion, we will explore the differences in a courteous and forthright manner, always acknowledging individual rights to the freedom of expression and association.

We embrace diversity. We encourage those of all cultures, orientations, and backgrounds to understand and respect one another in a safe and supportive educational environment.



Western Nevada College

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