

2019-2025 WNC Strategic Plan Vision, Values, and Mission

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VISION:

WNC is an integral and innovative educational partner fostering equity and a life of learning in an inclusive environment for the evolving, diverse communities we serve.

Intent:

WNC aspires to be an educational leader across a changing Nevada and beyond, while maintaining our foundation as an inclusive open-door institution. Our focus on equity and inclusion affirms support of every student's success, as well as our commitment to foster personal, professional, and academic growth across a lifetime.

Alignment:

- Emphasizes "equity," "inclusion," and other key language recommended by students, faculty, staff, and the communities we serve.
- Full alignment with NSHE goals.

VALUES:

WNC is student centered, inquiry driven, and data informed as we nurture community connections and promote an environment of equity and inclusion.

Intent:

Keeping students at the center of all we do reflects the heart of our purpose as an institution of higher education. Valuing equity, inclusion, and community connection that is informed by evidence and strives for improvement through inquiry ensures meaningful service to our students and surrounding communities.

Alignment:

- Addition of a Values statement and the values represented came from student, staff, and faculty feedback.
- Full alignment with NSHE goals.

MISSION:

WNC contributes to solutions for the 21st century by providing effective educational pathways for the students and communities of Nevada.

Intent:

Our students and communities all have diverse needs and goals, and WNC is committed to providing educational pathways that best serve and reflect that diversity. Expanding our view to solutions for 21st century problems prepares our students to be global citizens while remaining rooted in our Nevada home.

Alignment:

- WNC community consistently positioned educational pathways and community connections as key elements of our mission.
- Full alignment with NSHE goals.
- Addresses NWCCU Standard 1.A.

2019-2025 WNC Strategic Plan Core Themes and Objectives

CORE THEMES:

- **Transfer Education**
- **Professional Education**
- **Lifelong Learning**

Intent:

Our three Core Themes center on students' pathways through higher education, including transfer degrees and workforce preparation. Lifelong Learning is both a product of and a purpose for a community college, recognizing that educational opportunities outside of formal degree paths drive innovation and access for all populations of learners.

Alignment:

- Aligned with community feedback to keep educational pathways at heart of our Strategic Plan.
- Allows for clear alignment with NSHE goals via Objectives.
- Addresses NWCCU Standard 1.B.

OBJECTIVES:

Access:

- WNC provides access to educational pathways and opportunities.
- WNC students make an efficient transition from preparatory to college level coursework.
- WNC provides equitable access for students regionally and demographically.
- WNC provides access to dual credit pathways

Success:

- WNC supports student learning, progress, and completion.
- WNC advances student achievement of learning outcomes at course, program, and institutional levels.
- WNC builds student engagement with education and the WNC community.

Close the Achievement Gap:

- WNC identifies and closes achievement gaps across student populations by supporting achievement across demographic groups in traditional and non-traditional fields.
- WNC sustains a learning environment that promotes equity and inclusion.

Workforce:

- WNC responds to the needs of industry and provides effective pathways for students toward in-demand occupations.

Research:

- WNC contributes solutions to the critical issues facing 21st century Nevada.

Intent:

WNC has selected Objectives that are shared across all Core Themes and maintain alignment with NSHE goals. Under each Objective, specific Key Performance Indicators (KPIs) measure progress toward success in these areas for Transfer Education, Professional Education, and Life Long Learning.

Alignment:

- Objectives are organized with direct alignment to NSHE goals of Access, Success, Close the Achievement Gap, Workforce, and Research.
- Language reflects WNC community feedback emphasizing support and opportunity for all students across all demographics.
- Addresses NWCCU Standard 1.B.2.

2019-2025 WNC Strategic Plan Core Themes, Objectives, and KPI Grid

		WNC Core Themes		
NSHE Goals	WNC Institutional Objectives	Transfer Education	Professional Education	Lifelong Learning
		<i>Key Performance Indicators</i>	<i>Key Performance Indicators</i>	<i>Key Performance Indicators</i>
Access: Increase participation in postsecondary education	WNC provides access to educational pathways and opportunities	Fall Enrollment	Fall Enrollment	Annual enrollment (unique and total headcount)
		% <18 yr olds/Dual Enrollment	% <18 yr olds/Dual Enrollment	% <18 yr olds/Dual Enrollment
		% 18-24 yr olds	% 18-24 yr olds	% 18-24 yr olds
		% 25+ yr olds	% 25+ yr olds	% 25+ yr olds
	WNC students make an efficient transition from preparatory to college level coursework	Length of time to enrollment in college-level coursework	Length of time to enrollment in college-level coursework	Adult Language and Literacy SLOs
		Length of time to completion of college-level coursework	Length of time to completion of college-level coursework	
		Developmental course pass rates	Developmental course pass rates	
		Rates of enrollment in college-level courses after passing developmental courses	Rates of enrollment in college-level courses after passing developmental courses	Rates of co-enrollment in credit courses
	WNC provides equitable access for students regionally and demographically	Participation by county, age group, race/ethnicity	Participation by county, age group, race/ethnicity	Participation by county
	WNC provides access to dual credit pathways	Participation in dual credit pathways toward transfer degrees	Participation in dual credit pathways toward certification	Participation by high school students, college preparatory pathways
Success: Improve completions/student success rates and increase the number of individuals with a post-secondary credential	WNC supports student learning, progress, and completion	Graduation Rates	Graduation Rates	Completion rates
		IPEDS Education Outcomes	IPEDS Education Outcomes	
		Number of degree/certificates awarded	Number of degree/certificates awarded	Number of successful completions
		Persistence and Retention Rates	Persistence and Retention Rates	
	WNC advances student achievement of learning outcomes at course, program, and institutional levels	SLO achievement rates for institution, program	SLO achievement rates for institution, program	Engagement survey
	WNC builds student engagement with education and the WNC community	CCSSE/Noel Levitz Survey Results	CCSSE/Noel Levitz Survey Results	

WNC Institutional Core Themes and Objectives Grid Continued

		WNC Core Themes		
		Transfer Education	Professional Education	Lifelong Learning
NSHE Goals	WNC Institutional Objectives	Key Performance Indicators	Key Performance Indicators	Key Performance Indicators
Close the achievement gap among underserved student populations	WNC identifies and closes achievement gaps across student populations by supporting achievement across demographic groups in traditional and non-traditional fields	Enrollment by Race/Ethnicity	Enrollment by Race/Ethnicity	Enrollment by Race/Ethnicity and identified employment barriers
		Number Degree/Certificates by Race/Ethnicity	Number Degree/Certificates by Race/Ethnicity	Completion rate by race/ethnicity, by employment barrier
		Graduation Rates by Race/Ethnicity	Graduation Rates by Race/Ethnicity	
		Persistence by Race/Ethnicity	Persistence by Race/Ethnicity	
		Enrollment and completion for students in non-traditional fields (NAPE/PIPE)	Enrollment and completion for students in non-traditional fields (NAPE/PIPE)	
	WNC sustains a learning environment that promotes equity and inclusion	CCSSE/Noel Levitz Survey Results	CCSSE/Noel Levitz Survey Results	
Workforce: Collaboratively address the challenges of the workforce and industry education needs of Northern Nevada populations	WNC responds to the needs of industry and provides effective pathways for students toward in-demand occupations	Percentage of NSHE in-demand occupations with established WNC pathways	Percentage of NSHE in-demand occupations with established WNC pathways	Number of programs and courses that are career prep/workforce training, and number of those that are for NSHE in-demand occupations
		Student participation in WNC pathways leading to NSHE in-demand pathways	Student participation in WNC pathways leading to NSHE in-demand pathways	Number students participating in workforce training programs/courses, and # participating in those programs/courses for NSHE in-demand occupations
		Percentage of students who transition to next level training or workforce (NSHE in-demand occupations)	Percentage of students who transition to next level training or workforce (NSHE in-demand occupations)	Percentage of students who participate in workforce training programs/courses, and percentage that are for NSHE in-demand occupations
Research: Co-develop solutions to the critical issues facing 21st century Nevada and raise the overall research profile	WNC contributes to solutions to the critical issues facing 21st century Nevada	Rather than having separate KPIs for this objective, progress in this area is measured by evaluating the success of innovative projects and initiatives aimed at increasing access and student success, closing the achievement gap, and preparing students for the workforce. Successful initiatives will have a positive impact on KPIs in these other goal areas.		

**Institutional KPIs are currently under development and are designed to be nimble and responsive to community needs.*