

Strategic Planning

2009-2010

Prepared by EWC Institutional Effectiveness Office, June 5, 2009

Eastern Wyoming College



Eastern Wyoming College
Strategic Planning 2009-2010
Key to Acronyms

Acronym	
CR	College Relations
FOE	Foundations of Excellence®
IE	Institutional Effectiveness
IO	Institutional Overall
L	Learning
LB	Learning/Business and Technology Division
LCE	Learning/Community Education
LCS	Learning/Computer Services
LCTC	Learning/Community Training Center
LH	Learning/Arts, Humanities and Behavioral Science Division
LIT	Learning/Instructional Technology
LL	Learning/Library
LLSL	Learning/Learning Skills Lab
LO	Learning/Outreach
LS	Learning/Science Division
LSG	Learning/Student Group
LTC	Learning/Testing Center
LT	Leadership Team
PB	President's Office and Board of Trustees
SS	Student Services
SSAC	Student Services Activities Committee
SSADV	Student Services Advising Committee
SSATH	Student Services Athletics Committee
SSFA	Student Services Financial Aid Committee
SSFS	Student Services Food Services Committee
SSH	Student Services Housing Committee
SSLD	Student Services Learning Disabilities Committee
SSRA	Student Services Recruiting/Admissions Committee
SSSG	Student Services Student Group (Student Senate)
TAC	Technology Advisory Committee

Strategic Directions & Vital Initiatives

Strategic Direction #1 - Thoughtfully prepare our organization and our people for changing and dynamic times.

Vital Initiatives:

- 1.1 – Encourage professional development at all levels.
- 1.2 – Implant opportunities for administration, faculty, and staff to share thoughts; enthusiastically support progressive ideas benefitting one another intellectually and emotionally.
- 1.3 – Standardize and document college practices and processes.

Strategic Direction #2 - Promote high quality, accessible learning experiences through responsive programs of distinction aligned with current and future opportunities.

Vital Initiatives:

- 2.1 – Provide, develop and implement high quality programs.
- 2.2 – Grow programs known for excellence and responsiveness to market needs.
- 2.3 – Seize and expand opportunities for outreach and distance education.
- 2.4 – Provide enhanced student learning experiences through opportunities for achievement and recognition.
- 2.5 – Pursue alternative financial resources that position the college to be responsive to opportunities.

Strategic Direction #3 - Embrace and invest in technology and modern facilities.

Vital Initiatives:

- 3.1 – Implement the use of leading edge technology for instruction and operational efficiencies.
- 3.2 – Create an environment that is user-friendly and responsive to growth.
- 3.3 – Provide modern, progressive, and inviting living environments for students.
- 3.4 – Design facilities that will accommodate changing technology, and that will utilize resources in a responsible manner.

Strategic Direction #4 - Enhance the quality of life for individuals, families, the community and region, and positively influence the economy.

Vital Initiatives:

- 4.1 – Strive to be a focal point of the community.
- 4.2 – Expand educational and training activities for regional businesses and industries.
- 4.3 – Develop mutually beneficial partnerships that respond to the needs of business and industry.

Strategic Direction #5 - Recognize and extend our global reach.

Vital Initiatives:

- 5.1 – Encourage diversity among students, faculty, staff and administration.
- 5.2 – Provide all students and employees with opportunities to expand and meet challenges of an ever-changing world.
- 5.3 – Promote global awareness by committing to innovative practices and programs that protect the world's future.
- 5.4 – Promote the college locally, nationally, and internationally.
- 5.5 – Embody the practices that will lead to a respected, progressive institution of higher learning.

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BS	Bob Cox	5	1.1		Ensure that personnel are afforded training opportunities.	<ul style="list-style-type: none"> • Explore professional development opportunities 	June 30, 2010	Bob Cox, Suzanne Andrews, Keith Jarvis, Dixie Kroenlein, Tom McDowell, Karen Parriott, Vonda Soester	\$12,000	<p>Staff attend relevant trainings and receive some form of certificate of completion.</p> <p>Staff learn and implement training materials to increase efficiency and customer service.</p>
CR	Tami Afdahl	6	1.1		Attend conferences, classes, seminars, training, etc. as opportunities arise.	<ul style="list-style-type: none"> • Research opportunities • Join organizations • Take classes 	ongoing	College Relations	\$10,000	<p>Increase knowledge and skills.</p> <p>Utilize what we learn in our job.</p>
IO/FOE	Dee Ludwig		1.1 1.2 1.3		Professional Development Improvements	See complete action plan for strategies.	2009-2010	Professional Development Committee	TBD	<p>Time and funds are available for professional development activities regarding first year students for all employees. Employees utilize and share information from professional development activities and are rewarded, recognized or acknowledged for their efforts.</p> <p>New student issues and concerns are addressed more effectively by staff and faculty.</p>

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IO/LT	Leadership Team		1.1		Increase budget for Professional Development which will allow more administration, faculty and staff personnel to participate in professional development activities.	<ul style="list-style-type: none"> • Increase budget for Professional Development • Review and revise policies and practices as indicated 	FY10	Leadership Team	\$11,000	<p>Budget is increased to \$22,000 per year. Application and payment process is reviewed and revised.</p> <p>An increased number of administration, faculty and staff have access to professional development funds to finance their participation in professional development activities.</p>
IO/LT	Leadership Team		1.1		Provide informational webinars or other professional development activities for institution wide participation.	<ul style="list-style-type: none"> • Develop and fund budget • Develop guidelines for use of budget • Develop and designate archive area for educational materials 	FY10	Leadership Team	\$10,000/per year (continuing)	<p>Budget is established. Guidelines are established for use of budget. Educational materials have an archive area which can be accessed by all personnel.</p> <p>Increased opportunities for institution wide participation in webinars and other professional development activities.</p>

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IO/SS	Rex Cogdill		1.1 1.2 5.1 5.2 5.5		To contract with nationally-recognized consultant/presenter, Dr. Mario Rivas, for in-service training for all faculty/staff including classified staff, addressing effective theory-based programmatic and individual interventions to produce campus environments that support increased learning, engagement, and persistence for all students including low-income and ethnic minority students.	<ul style="list-style-type: none"> • Contact Dr. Mario Rivas, Vice President for Student Services, Berkeley City College, to ascertain interest in traveling to Torrington, WY to provide training for all EWC staff • In consultation with Dr. Rivas, determine consultant service costs for one (1) full day • Determine best date for in-service training in consultation with EWC Administration • Design training schedule for all staff 	Fall 2009 or Spring 2010	Anne Gardetto Dr. Rex Cogdill	\$3,500 (negotiable) (Fee and travel expenses for one (1) full day if requested)	Evaluations by faculty, staff, and administration. Implementation of learned student strategies for increased retention and student development. Actual implementation of designed in-service training by Dr. Rivas.
LB	Richard Holcomb		1.1		Develop more effective teaching strategies for 3 full-time teachers.	<ul style="list-style-type: none"> • Research Milady's • Communicate with Division Chair • Secure funding • Attending training • Implement in courses 	Spring 2009	Donna Charron, Kimberly Barker, and Pamela Capron	\$2,100	Better student learning retention/communication. Better student retention, involvement.
LCE	Richard Holcomb	1	1.1 4.1		Attend the national LERN (Lifelong Learning) Conference in Savannah, GA on November 19, 20, 21, 2009 in order to improve planning, organizing, and directing CE classes, programs and services and in continuing to strive to be a focal point of the community	<ul style="list-style-type: none"> • Register for conference • Attend the conference • Evaluate conference • Share information with Community Education staff and EWC Outreach staff • Incorporate ideas into planning, organizing, and directing CE classes, programs and services 	November 19-21, 2009	Mike Durfee	\$1,570	Has the knowledge gained from the conference allowed Community Education to better provide life-long learning expericnes for residents of eastern Wyoming? Increase of students enrolled in Community Education classes, programs, and trips.

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LH	Richard Holcomb		1.1		Continued professional development opportunities, and as travel costs increase and more take advantage of opportunities, the division travel budget is inadequate.	<ul style="list-style-type: none"> • Opportunities for development will be investigated • Budget authority will be increased • Other methods of development (webinars, etc.) will be explored 	2009-2010	Division Chair and members	\$3,000	<p>Faculty will be attending and learning from professional development events.</p> <p>Classroom instruction and faculty preparedness will improve.</p>
LH	Richard Holcomb		1.1		Obtain new skills and knowledge in our discipline.	<ul style="list-style-type: none"> • Each of us attend one National Conference in our own discipline within year 	2009-2010	Rick Patterson and Larry Curtis	\$5,000	<p>Attend conference and receive PDUs.</p> <p>Information is incorporated into course work.</p>
LH	Richard Holcomb		1.1 1.2		Engagement of Honors faculty in professional development activities both on and off campus.	<ul style="list-style-type: none"> • Participation in the yearly National Collegiate Honors Council Conference by Honors faculty and Honors Director • Participation in the yearly NISOD conference by Honors faculty and Honors Director • Participation in on campus faculty development activities provided by the Honors program as determined by faculty needs. 	2009-2010	Honors Program Director	\$10,000	<p>Access to faculty development activities on and off campus. Satisfaction of faculty as determined through surveys.</p> <p>Faculty members have adequate opportunities to attend appropriate development activities on and off campus, which ultimately benefits the students.</p>

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LH	Richard Holcomb		1.1 2.3 3.1		Take advantage of a professional development opportunity to enhance teaching techniques, increase content or stimulate teaching ideas and energy. Design or plan new distance course. Obtain laptop for more efficient work. Continue to collect good DVDs for enhancement of student learning.	<ul style="list-style-type: none"> • Be aware of offerings and take advantage of one • Work on development of one as I teach it face-to-face • Ask for a laptop • Continue to purchase good visual aids to enhance learning • Put SmartBoards on sliders so they are not in the way of the boards 	Fall 2009 - Fall 2010 Professional Development Fall 2009-Spring 2010 Work on development of course Fall 2010 offer course ASAP Laptop, visual aids, SmartBoards	Ellen Creagar, Division Chair, VP for Learning, Computer Services	\$500 - Prof. Dev. \$1,600 - laptop \$500 - visuals	I went to one. It's in the 2010 schedule. I have a laptop and some new visuals - DVDs, etc. SmartBoards are on sliders so they are not in the way of the boards. Check KPIs
LH	Richard Holcomb		1.1 2.3 3.1		Take advantage of a professional development opportunity to enhance teaching techniques, increase content or stimulate teaching ideas and energy. Design or plan new distance course. Obtain laptop for more efficient work and work on distance courses. Continue to collect good DVDs for enhancement of student learning.	<ul style="list-style-type: none"> • Be aware of offerings and take advantage of one • Work on development of one as I teach it face-to-face • Ask for a laptop • Continue to purchase good visual aids to enhance learning • Put SmartBoards on sliders so they are not in the way of the boards 	Fall 2009 - Fall 2010 Professional Development Fall 2009-Spring 2010 Work on development of course Fall 2010 offer course ASAP Laptop, visual aids, SmartBoards	Ellen Creagar, Division Chair, VP for Learning, Computer Services	\$500 - Prof. Dev. \$1,600 - laptop \$500 - visuals	I went to one. It's in the 2010 schedule. I have a laptop and some new visuals - DVDs, etc. SmartBoards are on sliders so they are not in the way of the boards. Check KPIs

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LH	Richard Holcomb		1.1 3.1		Take advantage of a professional development opportunity to enhance teaching techniques or stimulate teaching ideas and energy. Obtain laptop for more efficient work in class evaluating speeches. Continue to collect good model speeches for enhancement of student learning.	<ul style="list-style-type: none"> • Be aware of offerings and take advantage of one • Ask for a laptop • Continue to purchase good visual aids to enhance learning 	Fall 2009-Fall 2010 Prof. Dev. ASAP - laptop, visuals	Ellen Creagar, Division Chair, VP for Learning, Computer Services	\$500 Prof. Dev. \$1,600 laptop	<p>I went to one. I have a laptop and some new visuals - DVDs, etc. SmartBoards are on slides so they are not in the way of the boards.</p> <p>Check KPIs</p>
LLSL	Richard Holcomb	LSL #5	1.1 2.4 5.2 5.5		Continue to offer tutoring and develop additional training opportunities for the peer tutors.	<ul style="list-style-type: none"> • Continue to budget for work-study hours to cover full tutoring schedule • Determine topics tutors would be interested in gaining additional skills • Promote tutoring services to campus and outreach students • Assist instructors in facilitating learning by offering directed tutoring opportunities to their students 	2009-2010	Learning Resources Director and ABE Director	No additional cost - built into work-study budget	<p>Tutoring skills after trainings. Utilization of tutoring services. Number and extent of partnerships with faculty in offering and promoting tutoring services.</p> <p>Increased tutoring skills after trainings. Increased utilization of tutoring services. Increased partnerships with faculty in offering and promoting tutoring services.</p>

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LO	Richard Holcomb	1 O #1	1.1		Obtain professional development in marketing future ideas, generational studies, and community education by attending the LERN conference on a three year rotation.	<ul style="list-style-type: none"> • Register for conference • Attend • Present to the entire coordinators at Spring meeting • Implement new procedures 	July 2009 - March 2010	Connie Woehl	\$6,500	<p>Coordinators will be better trained in marketing, leadership, and community education.</p> <p>More effective outreach sites that will increase FTE's.</p>
LO	Richard Holcomb	DC #5	1.1 1.2		Obtain professional development in subject matter related to College Studies (Empowerment curriculum) by attending the On Course Workshop.	<ul style="list-style-type: none"> • Register for conference • Attend • Present information to other faculty members during a brown bag lunch seminar • Utilize knowledge in Empowerment class beginning Fall 2009 	August 2009- Conf. Fall 2009- Brown bag lunch	Sue McBride	\$1,500	<p>Instructors will be better informed regarding best teaching practices.</p> <p>Instructor for Empowerment course will use new strategies that empower students to become active, responsible learners, improving their academic success and retention.</p>
LS	Richard Holcomb	1	1.1		Fund professional development activities for Science faculty and budget for travel costs for Science Division Articulation conferences.	<ul style="list-style-type: none"> • Board and VP of Learning will allocate monies for faculty to attend Articulation conferences and participate in professional development activities 	2009-2010	Board of Trustees, VP for Learning, Science cluster faculty	\$3,600	<p>Science Division faculty will have attended Articulation Conferences.</p> <p>Science Division faculty will have participated in professional development activities.</p> <p>Science Cluster faculty are able to continue offering high quality learning experiences for EWC students.</p>

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LS	Richard Holcomb	1	1.1		Fund professional development activities for VT faculty.	<ul style="list-style-type: none"> Board, VP of Learning and Division Chair will allocate dollars for VT faculty to attend professional development activities 	2009-2010	Board of Trustees, VP for Learning, Science Division Chair, VT faculty	\$6,000	<p>VT Faculty will attend professional meetings and conferences.</p> <p>The Veterinary Technology program continues to offer a high quality education to students who come from far and near. The graduates are successful on the Veterinary Technician National Examination and are successfully employed.</p>
LS	Richard Holcomb	1 Math #2	1.1		Establish a budget to encourage continuing education/enrichment opportunities (professional development) for the math department.	<ul style="list-style-type: none"> Lobby for adequate funding 	FY09	Math Dept., VP for Learning, Faculty Council, Science Division Chair	\$7,500	<p>Budget is established and 100% of the math faculty are attending conferences.</p> <p>Math faculty attend conferences and new ideas/strategies are introduced into the classroom.</p>
LTC	Richard Holcomb	1 TC #1	1.1		Attend the National College Testing Association annual conference in San Antonio, TX August 5-8, 2009.	<ul style="list-style-type: none"> Allocate travel funds from fiscal year 2008-2009 to pay for airline travel and conference registration Allocate travel funds from fiscal year 2009-2010 to pay for hotel and meal expenses 	August 5-8, 2009	Janet Martindale	\$850 FY09 \$700 FY10	<p>Confirmation of registration, hotel reservations, and flights.</p> <p>Janet Martindale attends the conference and uses the information learned at the conference to make the academic testing center more efficient and effective.</p>

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PB	Board of Trustees	3	1.1		Promote and develop professional development opportunities for Board of Trustees' members.	<ul style="list-style-type: none"> • Work closely and communicate with WACCT to develop deeper understanding of community college trends and issues • Continue developing outreach trips and establish rotation schedule to enrich knowledge of service area • Research other professional development opportunities as appropriate • Share information with other Board members 	ongoing	Board of Trustees' members	Travel costs on annual basis - regular budget	<p>Information and knowledge is being shared and professional development activities are occurring.</p> <p>Board of Trustees' members are better informed and more knowledgeable about community college issues.</p>
SSATH	Rex Cogdill	5	1.1 1.2 1.3		Restructure the Athletic Secretary position from 3/4 time (6 hours per day) 10-month to full-time (8 hours per day) 10-month (+420 hrs).	• Additional hours needed with Women's Basketball	Fall 2009-2010	Dr. Rex Cogdill	\$5,288 (continuing)	<p>With addition of Women's Basketball, we need the hours to complete the work.</p> <p>Better use of hours and increased productivity.</p>
SSATH	Rex Cogdill	24	1.1		Full-time employees with assistant coaching responsibilities (1/4 time assignment)-women's basketball, volleyball, men's basketball, rodeo.	• In combination with Academic, Student Development, Administration positions + 1/4 time assistant coaching to equal full-time position (intramurals, student activities, athletic training, sports information director, teaching, recruiting)	<p>April 1, 2009- advertise and form committee</p> <p>May 15, 2009- interviews</p> <p>August 1, 2009- contract</p>	Personnel, Student Development, Learning, coaches	?	<p>Development of job description. Advertise.</p> <p>Form interview committee. Conduct interviews. Selection and hiring.</p> <p>Full-time employees hired.</p>
SSFA	Rex Cogdill	11	1.1		Increase opportunities for all Financial Aid staff to attend national and regional conferences.	• At least two staff members attend specific conferences/workshops (NASFAA, RNASFAA, WYASFAA, RMUG, EdFund, VA, Hathaway, etc.) to maintain overall departmental training due to constantly changing Federal and State Regulations.	2009-2010	Director of Financial Aid and Financial Aid staff	\$5,000 (increase current budget by...)	95% participation by FA staff. Accountability-Director of Financial Aid and Dean of Student Services.

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SSLD	Rex Cogdill	7	1.1 1.3 2.1 2.2 2.3 3.1 3.2 3.4 5.1		Increase and update Resaonable Accomodations for students with learning disabilities.	<ul style="list-style-type: none"> • Increase funding for assistive technology • Provide funding for Director of Counseling to attend a national conference regarding the services colleges provide to students with learning disabilities and also a conference that addresses the laws that oversee Reasonable Accommodations 		Director of Counseling and Testing	\$5,000-modern equipment and programs \$1,000-membership to "Recordings for the Blind & Dyslexic \$4,000-Nat. Conf./ Training	<p>When we update assistive equipment, programs, technology and students with learning disabilities retention rates will increase.</p> <p>Student reports and increased retention rates for students with learning disabilities.</p>
SSSG	Rex Cogdill	1	1.1 2.1 2.4		Provide specialized programs and training for students, faculty and staff that are aimed at decreasing substance use and abuse, increasing knowledge regarding mental health and stability and encouraging healthy community living.	<ul style="list-style-type: none"> • Fund and implement "Training for Intervention Procedures" (TIPS-Alcohol abuse prevention) • Fund and implement "Gate Keepers" training (Suicide prevention program) • "Going Green" awareness programs and activities 	Fall 2009-Spring 2010	Student Senate officers, members and sponser Club & Organization officers, members and sponser Resident Assistants and Resident Life Director and Assistant Director	\$5,000	<p>Student reports. Faculty and staff reports. Dean of Student Services reports. Director of Counseling reports. Goshen County Sheriff's Dept. reports. Torrington Police Dept. reports. Diversified Services recyclable materials reports.</p> <p>Decreased numbers of EWC sanctions and legal violations. Increased reports of mental health and stability. Increase in recyclable materials.</p>

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SSATH	Rex Cogdill		1.2		Build an Olympic size swimming pool.	<ul style="list-style-type: none"> Bond issue, partnership State funding Needs collaboration with City, County, Public Schools With Recreation Center 	Fall 2012	Joint Power Board with Town of Torrington, Goshen County Public Schools	\$3,500,000	<p>Survey student body and community.</p> <p>Provide physical education class, revention and rehabilitation to public.</p>
BS	Bob Cox	3	1.3		Implement an electronic preventative maintenance work order system for HVAC, fire extinguishers, emergency lighting, grounds equipment and other systems to be identified.	<ul style="list-style-type: none"> Standardize numbering system for equipment Set up preventative maintenance schedule with standard procedures Train Phycial Plant personnel on the use of the program 	June-2010	Keith Jarvis, Pat Eilert, Eme Escamilla	None	<p>Quarterly meetings to determine progress made toward goal.</p> <p>When equipment has been entered into system and is running on automatic.</p>
BS	Bob Cox	9	1.3		Update purchasing policy and procedures to align with the most current practices.	<ul style="list-style-type: none"> Revise current purchasing policy Create a review committee Prepare a final draft for Board review and approval 	June 30, 2010	Clyde Woods, Karen Parriott, Bob Cox	\$500	<p>A new purchasing policy will be put into effect after Board approval.</p> <p>Purchasing will become more efficient, which in turn will generate savings for the institution.</p>
BS	Bob Cox	10	1.3		Increase employee morale with more understandable policies.	<ul style="list-style-type: none"> Develop and review personnel policies Personnel Advisory Council will review current policies and recommend changes 	Dec. 1, 2009	Personnel Advisory Council, Tom McDowell	\$5,000	<p>Board approves policy changes.</p> <p>Users are satisfied with policies.</p>
CR	Tami Afdahl	3	1.3		Implement project management software.	<ul style="list-style-type: none"> Research Recommend appropriate product 	Dec. 1, 2009	College Relations	\$1,500 one-time	<p>Product purchased.</p> <p>Meet deadlines, better efficiency.</p>

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IE	Dee Ludwig	1	1.3		Increase the IE budget by \$10,000 to support the grant writing activities and increase the IR budget by \$2,000 to support increased data requests.	<ul style="list-style-type: none"> • Support grant writer and grant writing activities • Mailings • Surveys • Webinars • Travel • Trainings • Strategic Planning materials and activities 	July 1, 2009-ongoing	Dee Ludwig	\$10,000 continuing \$2,000 continuing	<p>Budgets are increased.</p> <p>Grant writing activities and increased data requests are supported.</p>
IO	Dee Ludwig		1.3		Attend the Higher Learning Commission Annual Meeting as representative of self-study team in preparation for PEAQ visit in October 2010.	<ul style="list-style-type: none"> • Plan trip • Continue educating ourselves on AQIP • Plan for PEAQ team visitation 	April-2010	Institutional Effectiveness	\$15,000	<p>Continue gaining knowledge of accreditation process.</p> <p>Successful PEAQ visit.</p>
IO/BS	Bob Cox		1.3		Comply with new IRS regulation.	<ul style="list-style-type: none"> • Prepare and adopt 403(b) retirement plan document • Hire a consultant team comprised of a benefit specialist and an attorney to draft the plan document • Follow the procedures outlined in the plan 	<p>March 2009 Hire consultants</p> <p>April 2009 Expected completion</p>	Bob Cox, Lori Moore, and Tom McDowell	\$3,500	<p>Knowledgeable people doing the work.</p> <p>When plan is completed and submitted.</p>
IO/BS	Bob Cox		1.3		Ensure that internal equity and external parity compensation goals are met.	<ul style="list-style-type: none"> • Develop/implement salary and position consultant recommendations • Distribute salary monies as modeled by Fox Lawson & Assoc. • Implement the Fox Lawson recommendations into a salary strategy • Develop a plan to fund the strategy 	Sept. 1, 2009	Personnel Advisory Council, Tom McDowell	N/A	<p>EWC salaries are more in line with external markets.</p> <p>Position salaries are reflective of the responsibilities of the position.</p> <p>Able to recruit and maintain quality staff without exceptionalizing the salary schedule.</p>

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IO/FOE	Dee Ludwig		1.3		Assessment Tools and Institutional Data Usage	See complete action plan for strategies.	2009-2010	Outcomes Assessment Committee and Institutional Effectiveness	TBD	Assessment tools are developed for a variety of uses in college processes. College processes are improved through effective use of assessment tools and data analysis.
L	Richard Holcomb	1	1.3		Update procedures; and document program and course learning outcomes.	<ul style="list-style-type: none"> • Review simple process of moving objective based curriculum to student learning outcomes • Review best practices in student learning outcomes • Determine an effective number of learning outcomes for programs/Gen ed/transfer • Develop a chart documenting program outcomes and course outcomes • List learning outcomes and forms of assessments • Review of learning outcomes and assessments by Assistant Dean and VP for Learning • Edits to faculty • Complete new course outlines with Student Learning Outcomes • Collate all materials for website 	Fall 2009	Faculty, Division Chairs, Asst. Dean, and VP for Learning	Limited cost outside of department faculty and staff time	Simple process that works for Vocational and transfer programs. Placing the learning expectations and the success to which the student meets the expectations in the control of student.

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L	Richard Holcomb	1	1.3		Develop standards of practice and update procedures. Develop career paths that incorporate all transfer, vocational, workforce and community education offerings.	<ul style="list-style-type: none"> • Form a committee to review the career path possibilities • Review current offerings and place into one of the career paths • Create initial visuals with easy to see the progression from community ed to certificate to transfer or work • Review the project with the faculty • Collect comments and edit • Review the catalog and website for new look and impact on time • Implement the changes in the Catalog and website • Proof all career paths and read thoroughly • Create new brochures based on the Career Path model • Target completion date before March 2010 	Fall 2009 Form committees February 2010 Target date for catalog changes	Division Chairs, Asst. Dean, Assoc. Dean, Tami Afdahl, and VP for Learning	Possible costs in design, time away from duties, developing new advertising	Students identify learning opportunities leading to a career and future life-long learning opportunities and growth.

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L	Richard Holcomb	1	1.3		<p>Programs-develop standards of practice and update procedures.</p> <p>Develop criteria upon which new programs can be developed in an atmosphere where space is at a premium, review current practices, modes of delivery and recommend future new programs.</p>	<ul style="list-style-type: none"> Form a committee to review the conditions, opportunities and possibilities Review facilities for possible space Gather possible future programs Review needs assessments from the community Review low enrollment programs Collect necessary data Consider programs that could be Centers of Excellence Consider modes of delivery Establish criteria and avenues of development for new programs Determine development of student base Provide recommended start dates over a projected 5-10 year period 	Fall 2009 Form committee	Division Chairs, Asst. Dean, Assoc. Dean, and VP for Learning	Possible costs in needs assessments, start up funding, advertising the new program	<p>Students interest in new programs, meeting the needs of the service area, and healthy programs.</p> <p>New programs are offered using the recommendations.</p>
LTC	Richard Holcomb	1 TC #2	1.3		Develop a comprehensive training manual for all standardized tests administered in the academic testing center.	<ul style="list-style-type: none"> Write instructions for the administration of exams and save them electronically Print a copy of the instructions, and keep it in the academic testing center for reference Train back-up examiners on how to use the manual 	Completed by December 2009	Janet Martindale	Indirect costs	<p>Instructions completed and printed.</p> <p>Procedures to administer tests are available for use.</p>
PB	Board of Trustees	1	1.3		Monitor performance of college for serving current and future community learning needs.	<ul style="list-style-type: none"> Identify items to be included for monitoring Develop calendar of monitoring reports Monitor adherence to policies Receive and review appropriate institutional information and reports 	July 1, 2009-ongoing	Development assigned to Leadership Team members	None	<p>Regular and ongoing reports and information being presented to Board of Trustees.</p> <p>Calendar established and monitoring occurring.</p>

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PB	Board of Trustees	4	1.3		Review and update the Governance and Operations section of the EWC Policy Manual.	<ul style="list-style-type: none"> Identify Board policies which need to be updated Bring forward updated Board policies for first reading Hold public hearings on updated Board policies and approve on final reading 	Bring forward for first reading at July board meeting with public hearing and final reading at September board meeting	Board of Trustees, Dr. Armstrong, and Holly Branham	None	<p>Positive feedback on updated policies and Board approval received.</p> <p>Board approval on final reading.</p>
SSADV	Rex Cogdill	17	1.3		Summer advising schedule.	<ul style="list-style-type: none"> People designated to do summer scheduling when faculty are not available 12 month contracted person Provide thorough training to those who will be doing summer scheduling 	In place for 2009-2010 semesters	Rex Cogdill and team	\$1,000- compensation for additional duties to current contract (?)	<p>Better assistance to students in summer.</p> <p>Better advised students.</p> <p>Graduation rates.</p> <p>Retention of students.</p> <p>Success in academics.</p> <p>GPA.</p>
SSADV	Rex Cogdill	20	1.3 1.1 2.3 2.4 3.2 5.2		Create a new position-Director of Advising/Coordinator. Add to duties of Assistant Dean of Students.		In place for 2009-2010	Dean of Students, VP for Learning, Division Chairs	\$30,000-\$35,000 salary \$5,000 compensation package	<p>Student surveys for graduates.</p> <p>Student surveys for transfer students.</p> <p>Better advised students.</p>

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SSADV	Rex Cogdill	22	1.3 1.1 2.3 2.4 3.2 5.2		Improve advising procedures.	<ul style="list-style-type: none"> • Process for keeping handbook current • Re-write Advisor Handbook for current procedures • Distribute document to all faculty involved in advising both on and off campus • Provide thorough training for advising techniques and guidelines using manual 	In place for 2009-2010	Dean of Students, Student Services	\$1,000-printing	Better advised students.

Strategic Direction #2

•Promote high quality, accessible learning experiences through responsive programs of distinction aligned with current and future opportunities.

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IE	Dee Ludwig	3	2.1 2.4 2.5		Research, write grant, receive funding for student support services program prior to deadline.	<ul style="list-style-type: none"> • Work with committee • Continue with SSS list serve • Develop draft • Analyze data • Develop budget • Utilize track changes and finalize draft with input • Submit grant • Receive funding • Transition to key functional area 	June 2009 - or as soon as deadline is announced	Grant writer, Institutional Research Director, Dean of Student Services, SSS Committee	\$1.2M over a 5-year period	<p>Get grant submitted on time. Keep data updated. Receive grant.</p> <p>Students are benefitting from grant activities.</p>
IO/FOE	Dee Ludwig		2.1		Advising Improvements	See complete action plan for strategies.	2009-2010	NACADA Advising Team	TBD	<p>Advising processes are revised. Advisors are appropriately trained.</p> <p>Students are successfully advised for their programs, courses and activities.</p>
IO/FOE	Dee Ludwig		2.1		College Studies Improvements	See complete action plan for strategies.	2009-2010	Curriculum and Learning Council Subcommittee	TBD	<p>Committee is formed to review and set outcomes for the College Studies course. Standardized instruction methods are developed for College Studies course.</p> <p>All students receive consistent information from their experiences within the College Studies course.</p>

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IO/FOE	Dee Ludwig		2.1		Retention Initiatives	See complete action plan for strategies.	2009-2010	Student Retention Team	TBD	<p>A complete and effective student retention program is in place. The student retention rate is increased.</p> <p>There is an increase in the number of returning students for the second year.</p> <p>Students are successful in their first year of college.</p>
IO/FOE	Dee Ludwig		2.1 1.3		First Year Communication Improvements	See complete action plan for strategies.	2009-2010	Curriculum and Learning Council Subcommittee	TBD	<p>Philosophy statement and First Year Experience statement are written.</p> <p>First Year processes and activities are restructured.</p> <p>Communication processes are developed and in place.</p> <p>Administration, faculty and staff receive and utilize effective, consistent communication processes.</p> <p>All students receive effective, consistent communications from all areas of the college.</p>

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IO/SS	Rex Cogdill		2.1 4.1		Re-establish an annual career awareness educational conference involving regional and service area high schools hosted on-campus at EWC in order to increase enrollment.	<ul style="list-style-type: none"> Identify chair person Solicit and obtain commitment of area public schools Create campus/community advisory committee Design and develop conference format (See action plan for details of format) Establish sufficient budget (\$10,000) Provide necessary secretarial/resource support and facility space Provide snacks and meals Design and create advertisement and news releases Actual implementation Review evaluations for improvement 	Planning-Early Fall 2009 (Preferably commitment from schools Summer 2009) Conference-Spring 2010	Anne Gardetto Rex Cogdill Mike Durfee	\$10,000	<p>High level of response from area/regional school districts. Successful design and implementation of quality conference. (Anticipated number of attending students: 400)</p> <p>Surge in high school graduate/community enrollment at EWC. Positive evaluations from attending participants, presenters, advisory committee members. Increased sense of connectiveness between the college and participating communities and regional school districts.</p>
LB	Richard Holcomb	Bus. Dept. #1	2.1		Business Administration exit assessment revision.	<ul style="list-style-type: none"> Fund "business team" for 2 full days in the summer at the rate of \$50 per person per day to build an effective assessment instrument for the business transfer degrees. 	Each year between May and August	Business Dept. and Division Chair, Business faculty	\$500	<p>We met over the summer and revised the assessment plan.</p> <p>The assessment plan is kept current.</p>
LB	Richard Holcomb		2.1		New program--Fluid Power	<ul style="list-style-type: none"> Research Need ? Where ? Who ? 	Fall 2011	Leland Vetter	?	<p>Hire instructor.</p> <p>Program start up Fall 2011.</p>

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LB	Richard Holcomb		2.1		Continue budget allocation for business administration at present level.	<ul style="list-style-type: none"> • Insure current amount is in budget 	Each year's budget	Business Dept., Division Chair, and Business faculty	Continue budget allocation for business administration at present level.	<p>It is in the budget.</p> <p>Budget allocation for business administration is kept at present level.</p>
LB	Richard Holcomb		2.1		Develop a preparatory lab for fulfilling requirements in CSMO 1020,	<ul style="list-style-type: none"> • Review current curriculum • Assess time requirements • Develop course objectives • Board approval • Embed into cosmetology program 	Spring 2009	Donna Charron, Kimberly Barker, Pamela Capron	N/A	<p>Student is more prepared to complete CSMO 1020 course.</p> <p>Grade improvement in course CSMO 1075.</p>
LB	Richard Holcomb		2.1 2.2 2.5		Increase the Agriculture department budget by \$10,000.	<ul style="list-style-type: none"> • During the budget process, find \$10,000 to put into the ag budget. We need this money to cover the cost of the AI course. Feed, labor, equipment, yardage have all come way up in the last 10 years and this course needs more money to cover these costs. We also need to cover the realistic aspects of owning cattle-they may die, and the market may go down. Our budget doesn't cover this. We also need more money for the increased cost of postage, mileage, copying, etc. Our budget hasn't increased to cover these increased costs, which in affect reduces the money we have to spend on learning materials, etc. 	Spring 2009	Rick Vonburg	\$10,000	<p>We find our budget increased. This will help maintain a course fee for the AI course that is affordable for students. It will also help us obtain modern materials for classes.</p> <p>No more budget problems due to not enough money to cover costs.</p>

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LH	Richard Holcomb	1	2.1 2.2 2.4		Organize and hold orientation for Honors students.	<ul style="list-style-type: none"> Organize activities for Honors students including activities, trips, personal assessments, and academic projects during a two to three day event Provide financial incentives for the assistance of faculty members and other individuals including speakers Provide room and board for Honors students 	Fall 2009	Honors Program Director	\$2,000	<p>Enrollment in orientation. Student surveys gauging the impact of the orientation on factors such as preparedness, integration and understanding of college expectations.</p> <p>Students would begin to form an Honors community before classes begin, would be prepared for college, would be beginning the process of critical thinking and would have met several faculty and staff members.</p>
LH	Richard Holcomb		2.1 2.2 2.4		Development of curricular and co-curricular activities and events for Honors students.	<ul style="list-style-type: none"> Offer cultural trips as co-curricular activities Offer trips as part of Honors curriculum Bring in speakers as part of an Honors Speaker Series or speakers related to Honors courses 	2009-2010	\$5,000	Honors Program Director and Instructors	<p>Increased amount of off-campus opportunities available for students.</p> <p>Increased on-campus academic events for students and the college community.</p> <p>Success could be all engaged Honors student population that have access to multiple on and off campus opportunities to learn, apply knowledge and to encourage critical thinking.</p>

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LH	Richard Holcomb	PSYC #1	2.1		Increase media library and digital resources by 20 titles and/or site licenses.	<ul style="list-style-type: none"> • Purchase educational media and site licenses such as Atomic Learning 	ASAP	Heidi Smith, Diana Quealy-Berge, Kate Steinbock, Janan McCreery	\$1,000	<p>Instructors are able to purchase necessary media and/or site licenses.</p> <p>Instructors will utilize resources to enhance student learning.</p>
LH	Richard Holcomb		2.1		Explore re-instituting a theatre program at EWC.	<ul style="list-style-type: none"> • Investigate other programs in Wyoming and the region, including possible transfer opportunities • Establish a prioritized needs list, including costs • Investigate possible student interest • Examine annual costs 	2009-2010	Wayne Deahl, Dr. Richard Holcomb, others as needed for resources	None during exploration stage	<p>A recommendation will be made to the Vice President for Learning.</p> <p>The recommendation will be made.</p>
LH	Richard Holcomb		2.1		Reinstate newswriting & reporting class to offer to journalism/ communication majors and to students in Publications Production (JOUR 1010).	<ul style="list-style-type: none"> • Approval of course by VP for Learning and Faculty Council to reinstate course • Offer course on schedule each semester • Hire instructor 	Fall 2010	Angie Babcock, Wayne Deahl	\$1,845/per semester for adjunct instructor	<p>Students enroll in class to accompany Publications Production class.</p> <p>Students' enrollment and improving newswriting skills. Students have more than 1 hour production class-have a class to learn newswriting skills.</p>

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LH	Richard Holcomb		2.1 2.2 2.4 2.5		Provide scholarships or other monetary incentives for Honors students to participate in a travel experience - either nationally or internationally.	<ul style="list-style-type: none"> Identify a funding source either through budgeting or scholarships Coordinate student trips that are heavy on an academic component during Spring Break or summer Ensure that Honors students have the opportunity to attend as an incentive to join the program - could be used to recruit students 	2009-2010	Honors Program Director and instructors	\$20,000	<p>Opportunities for student travel increase.</p> <p>Student surveys indicate satisfaction.</p> <p>Success would be a dynamic academic travel component to the Honors Program that would allow students to experience new places and experiences, increasing their self-awareness, truly making EWC students engaged world citizens.</p>
LH	Richard Holcomb		2.1 2.4		Provide resources for speakers to travel to EWC to discuss important issues with students to engage them on a different level.	<ul style="list-style-type: none"> Identify speakers that would be appropriate for class topics Provide travel reimbursement and all honorarium for speakers 	Fall 2009 - beginning	Political Science	\$500 a year	<p>Increase the number of opportunities students currently have to participate in discussions with experts in their field with the number of opportunities after the departments are properly funded to provide students with these ethical opportunities.</p> <p>Student surveys.</p> <p>Students will be engaging issues with experts in their fields, allowing vital opportunities for discussion, debate, and critical thought.</p>

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LH	Richard Holcomb		2.1 2.4		Provide a Perspectives Series each semester.	<ul style="list-style-type: none"> Identify and bring in qualified speakers from the region Identify a steady funding stream to ensure that EWC students have access to the program and the information from the speakers Coordinate the program with the Honors Program and the Art Department 	ongoing twice a year	Honors Program and Art Department	\$1,400	<p>Program participation - # of participants.</p> <p>Response from students and faculty and community - surveys.</p> <p>Students participate in the series and critically reflect on the issues facing their communities, state, nation and world.</p>
LL	Richard Holcomb	1	2.1		Establish a process to keep all department in Learning informed of new programs prior to approval and implementation.	<ul style="list-style-type: none"> Review current practices Establish research requirements needed for potential programs Establish minimum requirements for software and library needs Research area industry for support as well as transfer opportunities Establish a timeline for purchasing needed supplies for new programs Provide adequate funding to assist in processing and growing cost of supplies 	Concurrent with discussion and implementation of new programs	Faculty Council, Learning, Library, Computer Services, Foundation	?	<p>Materials are purchased and processed-ready for students and faculty.</p> <p>Funding is in place to allow for purchases.</p> <p>When new programs begin the library will have in place necessary materials to support the program.</p>

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LLSL	Richard Holcomb	1	2.1 2.4 5.2 5.3 5.5		Continue to offer the Bridge Program to students who test into developmental-level courses.	<ul style="list-style-type: none"> Budget for program to make it possible to be offered to students at no cost or very low cost Hire competent Bridge Program faculty enthusiastic about the program mission and goals 	Program will be held the week prior to Fall 2009	Learning Resources Director	\$4,250	<p>Student performance on COMPASS Placement exam after program completion.</p> <p>Student performance in math, reading, and English classes in Fall 2009.</p> <p>Student performance in all classes in Fall 2009.</p> <p>Retention of students in Spring 2010 and Fall 2010.</p> <p>When compared to the control group, Bridge Program Students perform as well or better than the control group.</p>

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LLSL	Richard Holcomb	LSL #6	2.1 2.2 2.3 2.4		Continue to offer study skills workshops.	<ul style="list-style-type: none"> • Determine topics students would be interested in gaining additional skills • Promote workshops to campus and outreach students • Assist instructors in facilitating learning by offering directed workshop opportunities to their students 	2009-2010	Learning Resources Director	No additional cost - built into LSL budget	<p>Number and type of workshops offered.</p> <p>Attendance at workshops.</p> <p>Partnerships with faculty to offer directed workshops to their students.</p> <p>Consistent number of workshops (generally monthly) on topics relevant to students and instructors.</p> <p>Increased participation at workshops.</p> <p>Increased partnerships with faculty in offering and promoting directed workshop opportunities to students in their classrooms.</p>
LO	Richard Holcomb	DC #1	2.1 2.2 2.3 3.2 3.4 4.1 4.2 4.3		Design and build modern facility that meets the present and future academic and workforce training needs of students, community faculty, and staff. The facility will be energy efficient, built using sustainable materials to meet green-building standards, and capable of implementing leading-edge technology for instructional and operational efficiencies.	<ul style="list-style-type: none"> • Administrators, faculty, staff, students, community members, and architects will work collaboratively to design a "shovel-ready" facility • See and gain necessary approval of the plan • See and gain sufficient funding for the project • Begin building process 	<p>Spring 2009- Plan and design</p> <p>Spring 2009- Seek approval & funding</p> <p>Summer 2010- Turn dirt to begin construction</p>	EWC Board of Trustees, Tom Armstrong, Connie Woehl, Sue McBride	\$6,000,000	<p>Architects' plans are completed.</p> <p>Approval of plans and funding are secured.</p> <p>Contractor is selected.</p> <p>Dirt turned.</p> <p>Enrollment on Douglas Campus increases, more workforce training programs are conducted, community voices pride in new EWC facility.</p>

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LO	Richard Holcomb	DC #3	2.1 2.2		Add Massage Therapy to the programs available on the Douglas Branch Campus for students seeking a degree or certificate in the field.	<ul style="list-style-type: none"> • Approve program • Hire instructor • Acquire necessary materials and supplies • Market new program • Begin program 	April 2009-May 2010	Sue McBride	Full-time instructor salary & benefits \$2,000 startup costs of materials & supplies	<p>Program is approved and students enroll in program fall 2009.</p> <p>Students successfully complete the program and other students look to the Douglas Campus to begin their training in massage therapy in the fall semester 2010.</p>
LO	Richard Holcomb	DC #4	2.1 2.2 2.3 3.1 3.4		Provide sufficient materials, supplies, and modern technology to provide high quality programs, support instruction, and contribute to operational efficiency.	<ul style="list-style-type: none"> • Order copier, scienc equipment, laptops and cart for mobile lab, computer software • Install software • Set up mobile computer lab • Provide any necessary training on new equipment and software 	August-2009	Sue McBride	\$17,902.24-Purchases \$6,000-annual lease on copier	<p>Students are engaged in learning activites with in classes. Brochures, copies, and other printed materials are attractive, of professional quality, and efficiently produced.</p> <p>Students and faculty use new technology and materials to increase teaching and learning; increased FTE's through improved printed marketing and communication materials.</p>

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LO	Richard Holcomb	DC #6	2.1 2.2 2.3		Add an AAS Degree in Administrative Medical Assistant/Medical Transcription, Administrative Medical Assistant Certificate, Medical Transcription Certificate to the programs available on the Douglas Branch Campus.	<ul style="list-style-type: none"> • Receive approval for 3 new programs and 6 new courses (all other courses for the AAS degree and certificates already exist) • Hire instructor • Market new programs • Enroll students into programs 	Spring 2009- Program and course approvals August 2009- Hire instructor Fall 2009- Implement Programs	Sue McBride	Instructor salary & benefits \$4,500- Medical Billing Software	Programs and courses are approved. Instructor is hired. Students enroll in programs. Students graduate with AAS Degree or Certificate; employers are satisfied with EWC graduates.
LO	Richard Holcomb	DC #7	2.1		Add a full-time English/Speech/Communication instructor to the faculty of the Douglas Campus to meet the local demand for non-distance courses.	<ul style="list-style-type: none"> • Advertise for and hire new instructor 	Aug-09	Sue McBride	Instructor salary & benefits	Instructor is hired. Students enroll in program. Increased FTE's through increased course offerings on campus.
LO	Richard Holcomb	DC #8	2.1		Add either a full-time Math or Business instructor to the faculty of the Douglas Campus to meet the local demand for non-distance courses.	<ul style="list-style-type: none"> • Advertise for and hire new instructor 	Aug-09	Sue McBride	Instructor salary & benefits	Instructor is hired. Students enroll in program. Increased FTE's through increased course offerings on campus.

Strategic Direction #2

•Promote high quality, accessible learning experiences through responsive programs of distinction aligned with current and future opportunities.

Group	Supervisor	Priority	Initiative Number	Key #	WHAT? Strategic Objective	HOW? Strategies	WHEN? Timeline	WHO? Team or Responsible Persons for Leading Strategic Objective	RESOURCES: Human Technology Facilities Equipment	Measurements/Accountability Key Predictive Indicators - how do we know if we are on the right track? (KPI) Ultimate Goal - how do we know if we are successful? (measurement to use)
LS	Richard Holcomb	1	2.1		Fund the AVMA site visit for accreditation in the 2010-2011 academic year.	<ul style="list-style-type: none"> Board, VP for Learning and Division Chair will allocate dollars to fund AVMA site visit 	2010-2011	Board of Trustees, VP for Learning, Science Division Chair	\$5,000	<p>Students from across the U.S. will enroll in the VT program as well as other programs at EWC. AVMA site-visit will be funded.</p> <p>The Veterinary Technology program continues to offer a high quality education to students who come from far and near, the graduates are successful on the Veterinary Technician National Examination and are successfully employed.</p>
LS	Richard Holcomb	1	2.1 3.1		Increase lab supply budgets annually to keep up with increasing costs of material and shipping and provide equipment dollars for Four Pasco Passport Xplorer Data Loggers and Biology Models	<ul style="list-style-type: none"> Board will increase supply budgets Equipment dollars will be made available to Science Division Faculty 	2009-2010	VP for Learning, Science Division Faculty	\$9,459	<p>Supply budgets will have increased. Science Division faculty will have purchased equipment.</p> <p>Science Cluster faculty are able to continue offering high quality learning experiences for EWC students.</p>

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LS	Richard Holcomb	Math #3	2.1		Math curriculum development/review.	<ul style="list-style-type: none"> Quality instruction Professional development Ongoing review of courses/programs Compensation for developing a new course or revising curriculum 	Ongoing	Math Department, VP for Learning, Science Division Chair	Release time within the semester or \$200/day for work outside of contract time	100% qualified instructors according to faculty qualification table. Active and ongoing course review. Increase student retention rate by 10%. Best progressive curriculum for students. Increased overall graduation rate.
LSG	Richard Holcomb	1 LJ #1	2.1 2.2 3.1 3.2 5.4		Purchase 2009 Ford 15 Passenger Van.	<ul style="list-style-type: none"> EWC can purchase this vehicle and implement it into motor-pool. A certain percentage of Sagebrush and Roses money can be used to help with the purchase. A budget increase can be implemented to lease a 15 passenger van from a local dealership Foundation can purchase 15 passenger van for livestock judging team 	Spring 2009	JD Sexton, Rick Vonburg, Ron Laher	\$25,000-\$35,000	The livestock judging team will be able to travel all students in one vehicle that is safe. We will not have to have students driving or have to pull a trailer. This purchase of a 15 passenger van will be cheaper to drive and save on fuel costs. Increased recruitment. Safety. Ease of travel for judging students. Retention of judging students.

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LSG	Richard Holcomb	LJ #2	2.1 2.2 2.4		Purchase land lab.	<ul style="list-style-type: none"> EWC Foundation purchases the listed property, and lets the college use the property for "hands on courses." The college in return gets increased FTE's, better labs for the agriculture courses, regional recognition for its facilities and programs, etc. The Foundation could get proceeds from the agriculture operations of the farm in the neighborhood of 5-6% return on the investment. 	Spring 2009	Rick Vonburg, JD Sexton, Monte Stokes	\$450,000-\$850,000	<p>Rick brings this proposal forward to Leadership Team, Facilities Planning, and Foundation. We are told by administration to pursue this purchase.</p> <p>Identify the best property and the best price and where the money will come from.</p> <p>Purchase farm, fence it.</p> <p>Get a farmer to farm the property if one is not already under contract.</p> <p>Increased enrollment in Agriculture courses and Livestock Judging.</p> <p>Increased graduation rates in Agriculture courses.</p> <p>Livestock Judging team improves and recruitment increases due to better facilities.</p> <p>Nationwide recognition for our programs in agriculture.</p>

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LSG	Richard Holcomb		2.1 2.4		Take PTK students to the national PTK conference.	<ul style="list-style-type: none"> Select students from PTK to attend the national conference Take students to the national conference where they will participate in sessions and interact with other students 	Spring 2010	PTK co-advisors	\$5,000	<p>Students attend the national conference. Students offer presentations on campus for students who didn't attend.</p> <p>Students experience opportunities outside of their on campus experience--making them more informed students with real world experiences.</p>
LSG	Richard Holcomb		2.1 2.4 5.1 5.4		The Forensics Team will have an annual budget that can support travel to national tournaments and two coaches in the amount of \$30,000.	<ul style="list-style-type: none"> Assigned through budgeting process 	2009-2010	Chris Hilton	\$30,000	<p>Funds are allocated to Forensics Team.</p> <p>Forensics Team has an assistant coach and funds to travel nationally.</p>
SSAC	Rex Cogdill	1	2.1 1.1 1.2 1.3 3.3 5.1 5.2 5.3 5.5		Increase the scope of Student Activities and the level of student participants to increase activities for on-campus and outreach students.	<ul style="list-style-type: none"> Research amount of Student Fee Allocations that fund student activities Request an increased percentage of allocation for activities Survey students to learn more about students' desire for activities Create activities, plan activities, purchase equipment for activities 	FY 2010	Student Services Activity Committee	\$20,000	<p>Student reports, surveys. # of students participating.</p> <p>Student reports, surveys.</p>

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SSATH	Rex Cogdill	16	2.1 2.4		Add Women's Golf team to our programs.	<ul style="list-style-type: none"> Recruit five (5) females to form the golf team 	Fall 2009	Athletic Director and Golf Coach	\$13,596-scholarships \$12,199-operating budget	When student athletes enroll and compete for EWC. By individuals competing for EWC in the sport of Women's Golf.
SSATH	Rex Cogdill	23	2.1 2.2 2.5 4.1 4.2		Increase budget for Annual Lancer Rodeo Production.	<ul style="list-style-type: none"> Provide means to afford rodeo production annually through institution or community, etc. 	July-2009	Jake Clark, Verl Petsch, Rex Cogdill	\$5,000	Implemented into Rodeo budget. Annual rodeo.
SSATH	Rex Cogdill		2.1 2.2 3.2		Improvement of livestock building, facilities at Goshen County Fairgrounds, weather protections, water.	<ul style="list-style-type: none"> Contract services Welding Water supply 	August-September 2009	Jake Clark, Goshen County Fairground Personnel	\$30,000	Contracting the work to be done. Good quality, healthy livestock pens.
ID	Oliver Sundby	1	2.2		Develop short range and long range development plans for the college development office and the foundation.	<ul style="list-style-type: none"> Establish and maintain critical donor relationships Continue identification of college priorities that are potential funding targets for the Foundation Provide ongoing information, donor information and cultivation for WCC Endowment Challenge Program. Establish planned giving marketing, information within Lancer Luminaries magazine twice annually Identify long term alumni from 1948 to 1995 Create and distribute foundation information within Lancer Luminaries magazine twice annually Monitor foundation investments and expenditure procedures Expand foundation board up to 20 individuals from the college service area 	ongoing	Oliver Sundby, Holly Lara, Foundation Board		

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LB	Richard Holcomb	1 MT#1	2.2		Increase machine tooling class sizes.	<ul style="list-style-type: none"> Add more machine tools and replace some old Purchase 4 Lathes with tooling 	Fall 2009	Leland Vetter	\$80,000 (\$20,000 each)	Equipment is in place and students are using. Improve and grow program.
LB	Richard Holcomb	1 W #1	2.2		Improve welding program.	<ul style="list-style-type: none"> Research and purchase: Bandsaw, pipe beveler, plate beveler, replacement welder, 3 TIG welders 	Fall 2009 - Spring 2010	Leland Vetter	\$12,800 Bandsaw \$12,000 Pipe Beveler \$10,000 Plate Beveler \$6,500 Replacement welder \$5,400 (3) TIG welders	Equipment in place. Improve courses.
LB	Richard Holcomb	W #2	2.2		Explore 3rd year option for welding program.	<ul style="list-style-type: none"> Offering transfer credits 	Fall 2010	Leland Vetter		Welding degree that is transferable.
LB	Richard Holcomb	W #5	2.2		Safety update for welding program.	<ul style="list-style-type: none"> Replace booth walls Paint booths Pipeline maintenance - new valves, pressure test, and paint 	Summer 2009	Leland Vetter	\$4,500	Ready for Fall 2009 classes.

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LCE	Richard Holcomb	CE #2	2.2 3.1 3.4 4.1 5.4		Upgrade and improve Community Training Center.	<ul style="list-style-type: none"> • Install Windows VISTA on computers • New paint, trim and flooring • New marquee signs that say Community Training Center • Update and improve bathrooms • Update to a pleasing, appealing environment 	Summer 2009 and 2010	Community Education Coordinator, and Workforce Director	Engineer, architect, and maintenance staff - prepare budget Upgrades and improvements - major maintenance plan Profits from Workforce Development Training - subsidize improvements.	Improve facilities to attract more students/businesses for Community Education classes or Workforce Development training. Increased number of Community Education classes and students and increased Workforce Development training.
LH	Richard Holcomb	1	2.2		Increase criminal justice enrollment by 10% per year in the following areas: traditional students, non-traditional and in-service students, and non-criminal justice majors taking CJ courses.	<ul style="list-style-type: none"> • Teach at least one (1) CJ course on campus evening class per semester • Contact near-completers to determine completion requirements • Collaborate with College Relations to market to CJ agencies • Market internally to advisors • Career fairs 	2009-2010	Larry Curtis, Rick Patterson	\$2,000 Brochures	Enrollment figures (year end). Increased enrollment.

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LH	Richard Holcomb	LD #1	2.2		Develop and deliver a comprehensive lifespan development (conception-death) course.	<ul style="list-style-type: none"> • Research similar course at regional institutions of higher education • Write curriculum proposed • Submit to appropriate approving bodies 	Spring 2009-Fall 2009 ready for deliver Fall 2009	Kate Steinbock, Diana Quealy-Berge, Heidi Smith, Janan McCreery		<p>Course offered and meets articulation agreement. Enrollment is adequate to ensure course delivery and program requirements.</p> <p>Better met the needs of transfer students.</p>
LH	Richard Holcomb		2.2		Study the feasibility of a dedicated CJ lab/classroom wing.	<ul style="list-style-type: none"> • Work with campus facilities planning group to make our needs known 	2009-2010	Rick Patterson and Larry Curtis	No immediate costs for our input	<p>Inclusion in planning decision relating to CJ's space allotment.</p> <p>Inclusion and opportunity to provide input.</p>
LH	Richard Holcomb	Art #3	2.2 2.1		Provide classroom materials for new program in Associate of Web Design.	<ul style="list-style-type: none"> • Purchase replacement for canon large format, medium format, and small format printers • Increase supply budget for continued purchase of printer cartridges 	Fall 2009	Daniel Fielder	\$5,000	<p>Increase in supply budget to purchase cartridges for digital photo printers.</p> <p>Provide class materials for students to succeed.</p>
LH	Richard Holcomb	Art #4	2.2 2.1		Provide classroom materials for new program in Associate of Web Design.	Purchase six (6) additional canon XSI Rebel 12 MPIX and lens to accommodate growing number of students.	Spring 2010	Daniel Fielder	\$7,200	<p>Cameras are purchased.</p> <p>Provide class equipment meets need of growing program.</p>
SSATH	Rex Cogdill	2	2.2 5.1 5.4		Recruitment resources for all sports.	<ul style="list-style-type: none"> • Provide each sport with means to recruit athletes to our programs 	Fall 2009	Athletic Director and Coaches	\$10,000	<p>Number of athletes in each program.</p> <p>When student enroll--Diversity.</p>

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SSATH	Rex Cogdill		2.2		Increase travel funds for Rodeo team members to defray overall costs.	<ul style="list-style-type: none"> • Provide means for travel expenses to stay competitive in recruiting and retention of students 	Fall 2009	Jake Clark	\$7,500	<p>Team success and ability to recruit quality team members.</p> <p>Retention of team members.</p>
SSRA	Rex Cogdill	10	2.2		Add Central Montana Planning Days to current schedule of tours. This week would add Billings, Bozeman, Butte, Helena, and Great Falls to our visibility.	<ul style="list-style-type: none"> • One week extra to Montana Planning Days • Exposure to 3000 additional juniors & seniors • Good concentration of AG/VTTK students possible 	September 14-18, 2009	Mell Cooper	\$1,200-\$1,400-travel \$400-entry fee	<p>Increase in number of prospect cards.</p> <p>Increase number of applicants/students to AG/VTTK.</p>
SSRA	Rex Cogdill	15	2.2		Supplement campus visit with experience.	<ul style="list-style-type: none"> • After visit, send t-shirt book to campus visitor to "thank" them for visiting EWC. It puts our name in front of of students and parents one more time with unique t-shirt as gift. 	Fall 2009	Recruiting office	\$1,521	<p>Increase percentage of recruits/to contacts.</p> <p>Relationship marketing--EWC awareness unique gift.</p>
LH	Richard Holcomb	1	2.3		Coordinate education course offerings on campus with outreach and distance offerings for each academic year.	<ul style="list-style-type: none"> • Janan McCreery and Kate Steinbock will collaborate and plan on campus education and early childhood offerings as scheduled by the college, generally one year in advance • Janan and Kate will attend the Outreach coordinators meeting each fall on the EWC campus to determine needs at Outreach sites for education course work • Janan and Kate will collaborate with Connie Woehl to determine which classes will be offered each semester to avoid duplication of distance/internet classes, in particular 	Fall 2009 - ongoing	Janan McCreery, Kate Steinbock, and Connie Woehl	None	<p>Enrollment will reflect students' needs for program requirements. Distance courses will not be duplicated at Eastern and at other outreach sites unless student enrollment supports multiple sections.</p> <p>Students' needs will be served in both outreach and on campus. Unnecessary duplication of courses in the same semester will be avoided.</p>

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LL	Richard Holcomb	1	2.3		Assess and address the needs for outreach and distance ed for library resources and services.	<ul style="list-style-type: none"> • Survey distance education instructors and outreach coordinators • Review current services and revise to provide better access • Development of new programs for service • Explore the possibilities of using LancerNet and resources • Pursue internal resources to assist in full understanding of the capabilities of LancerNet • Arrange for a library technical consultant to evaluate and recommend changes and new additions 	Spring 2009	Library, Learning, Outreach, and Aaron Bahmer	?	<p>Positive feedback, increased usage of resources by outreach areas.</p> <p>Increased statistics-see off-campus usage of resources increase.</p>
LLSL	Richard Holcomb	LSL #2	2.3 3.1		Continue contract with SMARTHINKING Online Tutoring Service.	<ul style="list-style-type: none"> • Maintain relationship with state consortium to purchase SMARTHINKING hours 	Finalize purchase and contract early summer 2009	VP for Learning, Resources Director	200-300 hours at \$28/hour \$5,600-\$8,400	<p>Number of hours used.</p> <p>Level of student and faculty satisfaction with service.</p> <p>Students use all purchased hours. High levels of satisfaction by faculty and students based on SMARTHINKING's student survey.</p>

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LO	Richard Holcomb	1 O #4	2.3		Increase awareness and marketing of distance learning classes and communications to all sties (coordinators) and students.	<ul style="list-style-type: none"> DL brochure in fall and spring Improve communications between main campus and coordinators on WEN class lists WYDEC website more visability with advisors and coordinators 	Fall 2009	Connie Woehl	\$1,200 for printing at Pioneer (1000 copies)	<p>Planning with Sondra for brochure. Distributing brochures. Outreach/workforce adminstrative assistant will produce lists of students.</p> <p>Increase FTE's in DL through improved marketing and communication.</p>
IE	Dee Ludwig	4	2.5		Research and identify at least 10 grant opportunities to supplement and complement EWC programs.	<ul style="list-style-type: none"> Research grant opportunities Form committees Discuss opportunities/needs with appropriate stakeholders Network with other grant writers 	Ongoing	Grant Writer, team, and committees	Minimal costs are within departmental budget	<p>Tracking all grants. Increase in number and amount of grants.</p> <p>Institution and students are benefitting from grants.</p>

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BS	Bob Cox	1	3.1		Improve Bookstore operations and streamline texbook ordering process.	<ul style="list-style-type: none"> • Acquire point-of-sale system with inventory control software • Evaluate systems for effectiveness to meet specific needs • Secure funding • Explore partnerships with textbook suppliers • Train bookstore personnel • Implement database and test system 	February 2009 to January 2010	Suzanne Andrews, Bob Cox	\$30,000-\$50,000 one-time \$3,000-\$5,000/yr maintenance fees	Student satisfaction survey. Inventory control. Efficiency. Student satisfaction. More efficient operations.
BS	Bob Cox	7	3.1		Improve communications and services to faculty, staff, students, and community	<ul style="list-style-type: none"> • Implement event scheduler on CMMS System • Time commitment and training 	Summer 2009	Dixie Kroenlein, Keith Jarvis	None	Schedule is up and running. Communication between Information Center and Physical Plant improves. Events are set up on time.
BS	Bob Cox	11	3.1		Create more efficient Physical Plant Department.	<ul style="list-style-type: none"> • Develop plan for Grounds and Custodial department equipment retirement • Continue funding as per written plan 	July-2009	Keith Jarvis, Jim Britton	Funding to adhere to plan. No estimate at this time.	Plan for management and retirement of equipment in place and undated annually. To have a plan and finding in place.
BS	Bob Cox	12	3.1		Reduce costs and increase efficiencies in compensation system.	<ul style="list-style-type: none"> • Implement paperless recording of hours and leave • Datatel time entry system • Establish a small representative test group • Enlarge the group as the bugs are worked out of the system. 	August-2009	Bob Cox, Tom McDowell, Lori Moore, and Jim Maffe	\$637.50	Less dependability on paper time sheets. Comfort levels increase for both employees and supervisors. Employees and supervisors are using the system. People are getting paid in a timely manner.

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CR	Tami Afdahl	1	3.1		Make available all resources necessary to produce high quality photography and video projects.	<ul style="list-style-type: none"> • Upgrade equipment as needed • Purchase equipment/software • Dedicate space 	ongoing	College Relations	\$20,000 one-time	<p>Space dedicated. Equipment purchased.</p> <p>High quality, dynamic materials produced.</p>
CR	Tami Afdahl	2	3.1		Hardware-keep current and up-to-date computers, printers, servers, misc. as needed.	<ul style="list-style-type: none"> • Research • Work with Computer Services on best products • Develop a replacement plan 	ongoing	College Relations	Varies--one-time money	<p>Products purchased.</p> <p>Quality in-house publications.</p>
CR	Tami Afdahl	4	3.1		Maintain the most current software on all computers in College Relations and server software, and license renewals.	<ul style="list-style-type: none"> • Research • Work with Computer Services 	ongoing	College Relations	varies--one-time and continuing money BeSavvy-\$1,000	<p>Products purchased and renewed.</p> <p>Quality in-house publications and continued functionality.</p>
CR	Tami Afdahl	5	3.1		Utilize the EWC website to support the college's mission through the use of web technology.	<ul style="list-style-type: none"> • Research • Training • Professional development 	ongoing	College Relations	varies--on-going one-time	<p>Dymanic/interactive website and tools.</p> <p>Positive feedback.</p>
IE	Dee Ludwig	2	3.1		Research, find, and purchase a strategic planning software solution.	<ul style="list-style-type: none"> • Identify key components required • Research available products • Put out bids if required • Identify guru to help with modifications and/or training • Implement in 09-10 cycle 	Starting March 2009	Institutional Effectiveness	\$10,000.00	<p>Software is purchased. 80% of all area users will become proficient for 1st year of use.</p> <p>New process is in place. More efficient reports. Institutional planning is more effective.</p>

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IO/BS	Bob Cox		3.1		Become better stewards of public funds through increasing efficiencies of infrastructure.	<ul style="list-style-type: none"> Implement WECIP investment-grade energy audit recommendations 	Perform investment grade audit in 2009, start implementing recommendati	Keith Jarvis, Bob Cox	To be determined based on the audit	<p>Conservation measures are being implemented.</p> <p>Lower energy usage.</p> <p>Renewable sources of energy are in use.</p>
IO/BS	Bob Cox		3.1		Provide quality water and increase life of kitchen appliances.	<ul style="list-style-type: none"> Replace Activites Center water softener 	2009	Keith Jarvis	\$8,500	<p>Budget has money to fund project.</p> <p>New water softener has been installed.</p>
IO/BS	Bob Cox		3.1		Upgrade HVAC controls to a digital system, for more efficient climate control. Investigate possibility of solar power for domestic hot water. Upgrade heating boilers to more energy efficient models.	<ul style="list-style-type: none"> Make plan for which buildings to upgrade and in which order Obtain engineering and estimates for upgrade Procure funding and board approval Obtain bids 	As funding is available	Keith Jarvis, Pat Eilert	Not available at this time	When climate control system is operating more efficiently.
IO/LCS	Richard Holcomb	CS #1	3.1 3.2		System-wide purchase of replacement computers on a three-year rotation.	<ul style="list-style-type: none"> Identify any workstation or laptop that has been purchased before January 2007 - estimated to be 150 units Purchase appropriate number of workstations in quarterly purchases Install appropriate software and provide replacement units to users and classrooms 	Within FY10	Computer Services	\$156,000 - 130 desktops \$30,000 - 20 laptops	<p>Continued replacement of computers that are in excess of three years old.</p> <p>No workstation within the system over three years old.</p>

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Group	Supervisor	Priority	Initiative Number	Key #	WHAT? Strategic Objective	HOW? Strategies	WHEN? Timeline	WHO? Team or Responsible Persons for Leading Strategic Objective	RESOURCES: Human Technology Facilities Equipment	Measurements/Accountability Key Predictive Indicators - how do we know if we are on the right track? (KPI) Ultimate Goal - how do we know if we are successful? (measurement to use)
IO/LT	Leadership Team		3.1		Research and recommend an imaging system for EWC to improve efficiencies in data storage.	<ul style="list-style-type: none"> • Determine usage for the following departments: Athletics, Student Records, College Relations, Business Office, Financial Aid, President's Office, Community Education, Instructional areas, and Library • Research imaging systems • Research location for imaging system • Purchase imaging system 	2009-2010	Leadership Team	\$70,000	<p>Imaging system has been purchased and in use.</p> <p>More efficient data storage and retrieval system.</p>
IO/TAC	TAC	TAC #1	3.1 3.2		Increase accessibility for students, staff, and faculty for college related communications and learning.	<ul style="list-style-type: none"> • Identify money for initial purchase of college portal • Purchase Campus Cruiser • Identify money for continuing support of college portal • Identify portal support team leader • Indentify training needs (April & May) • Include component in College Studies courses • Include component in Bridge Program • Include component in Orientation Activities • Integration into classroom work 	March 2009 & ongoing	Technology Advisory Committee	\$15,200 consulting/training costs FY09 one-time strategic dollars- Training in April-May \$37,726 for initial year effective July 1, 2009 FY10 \$40,000 per year service agreement-ongoing	<p>100% of students will have college email accounts.</p> <p>60% of credit headcount will have accessed Campus Cruiser at least once.</p> <p>60% of faculty and staff using portal.</p> <p>Improved college communication both on-campus and off-campus.</p>

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LB	Richard Holcomb	1	3.1		Provide on-campus wireless access throughout the college.	<ul style="list-style-type: none"> • Ask for the wireless to be installed 	Wireless installed over summer	Business Department, Division Chair, Business faculty	\$10,000 mapping survey (main campus only) \$75,000 equipment (main campus only) \$100,000 installation (main campus only)	Wireless installed. Students, faculty and staff have increased computer access through wireless connections.
LB	Richard Holcomb	1	3.1		Need to effectively operate monetary component of department.	<ul style="list-style-type: none"> • Research cash register operation needs • Compare competitive prices • Secure funding • Purchase and program new register 	Spring 2010	Donna Charron, Kimberly Barker, Pamela Capron	\$250-\$600	Quicker and more effective transactions. Students abilities to process transactions will be more efficient.
LB	Richard Holcomb		3.1		Aquire a card reader compatible with student ID cards for time clock.	<ul style="list-style-type: none"> • Communicate with Computer Services 	Fall 2009	Donna Charron	?	Accurate tracking of student hours.

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LCS	Richard Holcomb	CS #2	3.1 3.2		Migration of existing staff email system to newer version of software and equipment, including compliance with archiving rules.	<ul style="list-style-type: none"> • Purchase equipment - front end server, Database server, iSCSI storage unit, Robotic carousel backup unit • Purchase software - MS Exchange Server 07 software license with 250 users • Install equipment and load software • Perform migration to new equipment • Decommission old equipment 	FY 2010	Computer Services	\$8,000-Front svr \$9,000-DB svr \$16,000-iSCSI SAN unit \$6,000-software \$7,000-Robotic carousel unit Total \$46,000 without consultant fees, if needed	Functional, secure email system operating in compliance with applicable regulations for email, including archiving to regulations.
LCS	Richard Holcomb	CS #3	3.1		Replacement of server farm robotic tape backup system.	<ul style="list-style-type: none"> • Existing unit is in excess of 4 years old and insufficient in size to backup servers • Purchase new 1.2 TB LTO-4 robotic tape unit, and tapes • Install new equipment in existing server farm 	FY 2010	Computer Services	\$7,000	Replacement of older, undersized equipment. Functional, dependable backup system of adequate size.

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LCS	Richard Holcomb	CS #4	3.1 3.2		Scheduled replacement of Douglas and Newcastle servers, upgrade of server software, migration to unified domain.	<ul style="list-style-type: none"> Specify and purchase (2) identical servers with RAID bays and tape backup Purchase (2) MS Server 2008 software licenses and (2) Backup utility licenses Create policies for the two locations regarding unified domain and entry of students Install software and setup servers in Torrington to test system Install servers in remote locations to test unified domain Perform migration at each site 	FY 2010, prior to August 2009	Computer Services	\$20,000-servers \$1,600-server licenses \$1,600-backup utility licenses Total cost \$23,200	<p>Functional, secure server system on unified domain at each location.</p> <p>Greater efficiency of management and entry of data.</p> <p>Scheduled replacement of older equipment.</p> <p>Functional, secure server system on unified domain at each location.</p>
LCS	Richard Holcomb	CS #5	3.1 3.2 5.2		Base equipment purchase of wireless network controllers and first stage of WiFi network wireless access points.	<ul style="list-style-type: none"> Upon completion of wireless survey, purchase and install two 50 unit controllers for main communications rack Purchase and install 10 WiFi access points as indicated on wireless survey Evaluate coverage and security issues after installation Measure use by students, staff and visitors 	FY 2010	Computer Services	\$45,000	<p>Functional, secure wireless network available in upper level of Tebbet building and Activities Center.</p> <p>Use by students, staff and visitors.</p> <p>Functional, secure wireless network coverage of entire campus.</p>

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LCS	Richard Holcomb	CS #6	3.1 3.2		Installation of SharePoint server system for increasing collaboration within the local campus.	<ul style="list-style-type: none"> • This is a starter project to provide proof of concept for the utilization of a SharePoint server on the local campus • After completion of the email server project, the previous equipment would be reworked to function as SharePoint server and placed into operation • SharePoint is an existing component of the MS Server operating systems that we own--existing licensing would be sufficient for this project 	After email server project	Computer Services	\$0-surplus equipment will be utilized for the proof of concept.	Functional system, with measurable use of the system.
LCS	Richard Holcomb	CS #7	3.1		Installation RDP server system for increased efficiency of operation of the Colleague software system on the local campus.	<ul style="list-style-type: none"> • Purchase a small server for internal RDP connection to Colleague • Purchase Server '08 license for RDP server • Install equipment 	FY 2010	Computer Services	\$5,000-server \$800-software	Functional system, with measurable use of the system.
LCS	Richard Holcomb	CS #8 TAC #3	3.1		Installation of server-based system to provide secure, reliable access to external users for specialty software (provide access to students and staff for specialty software off-campus, such as Derive).	<ul style="list-style-type: none"> • Purchase a robust server for operation as an external RDP server, or Citrix environment server • Purchase Server '08 license for server • Purchase Citrix software and licenses for 50 concurrent connections • Install equipment 	FY 2010	Computer Services	\$11,000-server \$18,500-software	Functional system, with measurable use of the system.

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LCTC	Richard Holcomb	CTC #1	3.1 3.4		Provide a suitable computer lab for teaching credit face-to-face application courses, Self-Directed Studies courses, Community Education classes and presentations, and Workforce Development classes and programs. This lab is also becoming more utilized for general student use.	<ul style="list-style-type: none"> • Upgrade the computers with Windows Vista in the CTC • Replace the old color inkjet printer with a new color laserjet, like the ones in the ATC and BTC labs • Provide wireless internet in the CTC building • New desk and other office furnishings (cabinets, bookshelf, etc.) with the intention of relocation my full-time office to the Training Center lab • Construction of a permanent office in the CTC building 	Summer 2009 - Computers, printer, wireless internet Fall 2010 - office and furnishings	This should probably be a coordinating effort between Workforce, Comm. Ed. And Learning since all three are taking advantage of and benefitting from the activities in the CTC computer lab. Computer Services, Maintenance Department	If not already in the Computer Services upgrade schedule, funding from an alternative source (BOCES) should be found to upgrade the computers. Computer Applications Department funds could be used to purchase the new printer.	Continue to increase the number of students using the lab. New equipment will enable us to use the facility more efficiently. We could schedule more credit and non-credit courses--freeing up the other computer classrooms for other uses--including non-computer related courses. Potentially, we could keep the lab busy five days a week, with set class hours, as well as set open-lab hours for EWC students and community members. A better office setting would allow me to be housed full-time in the CTC, enabling me to take on more responsibility for scheduling and planning of the facility.
LH	Richard Holcomb	Ed #2	3.1		Research options, explore grant monies to purchase and provide training in the use of 20 "I-clickers" (Individual electronic student responder devices).	<ul style="list-style-type: none"> • Research options in devices/cost • Make an appointment with Chuck Kenyon to explore grant monies • Purchase 20 "I-clickers" • Learn to use for Fall 2009 classes 	For use in Fall 2009	Kate Steinbock	\$2,000	Devices will be in use in classes Fall 2009. Student engagement will be more active.

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LH	Richard Holcomb	PSYC #2	3.1		Enhance student learning experience by using cutting edge technology in the classroom.	<ul style="list-style-type: none"> • Purchase and utilize a SmartBoard in TEB 115 	Fall 2009	Heidi Smith, Diana Quealy-Berge, Kate Steinbock, Janan McCreery	\$5,000	<p>Instruction delivery will support EWC's General Education Requirement to enhance technological skills.</p> <p>Board is in place in TEB 115 and instructors will utilize this device.</p>
LH	Richard Holcomb	PSYC #3	3.1		Enhance student learning experience by using cutting edge technology in the classroom.	<ul style="list-style-type: none"> • Purchase and utilize a classroom response system such as iclicker 	Fall 2009	Heidi Smith, Diana Quealy-Berge, Kate Steinbock, Janan McCreery	\$2,000	<p>Instruction delivery will support EWC's General Education Requirement to enhance technological skills.</p> <p>Classroom response system will be in place and instructors will utilize this device.</p> <p>Software will allow tracking of student participation and progress.</p>
LH	Richard Holcomb	Art #2	3.1 3.3		Update/provide proper equipment and work space for student success.	<ul style="list-style-type: none"> • Research and purchase easels • Purchase new work space tables • Purchase new chairs for students • Update and purchase "potter's wheels" 	Fall 2009	Daniel Fielder	As per bid	<p>New easels in place. Chairs and talbes in place. Wheels in place.</p> <p>Improve learning environment for students.</p>

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LIT	Richard Holcomb	1	3.1		Replace all Gateway brand internet servers including: Webserver, Online (Blackboard front end), WebCT-SQL (Blackboard back end), and Media.	<ul style="list-style-type: none"> • Determine appropriate server specifications • Gather bids for specified servers • Purchase servers • Install servers • Repurpose or retire Gateway servers 	As soon as fiscally possible	Aaron Bahmer, Chuck Kenyon	\$5,500 each for Webserver, Online, Media \$8,800 WebCT-SQL \$25,300 total	Servers are ordered and replaced. Servers are online.
LL	Richard Holcomb		3.1 3.4		Build a new and/or remodel the current library.	<ul style="list-style-type: none"> • Do a needs analysis of the library and library patrons • Update the infrastructure of the current library (electrical, data, wifi, etc.) • Meet or exceed ADA opportunities for disabled patrons • Keep abreast of emerging technologies • Provide for collection growth 		Immediately and ongoing	Library, Learning, Human Relations, state resources, Physical Plant, Computer Services, Faculty	Meet ADA standards. Aware of emerging technologies. Statistics. Surveys. Patron/library interaction. Student/faculty use of the library. Increased use of all services. Provide access to information regardless of format. Provide equal access to all regardless of limitations.
LLSL	Richard Holcomb	LSL #4	3.1 3.2 3.4		Continue computer replacement cycle--replace 1/3 of computers in LSL per year or all computers every three years.	<ul style="list-style-type: none"> • Work with Computer Services to ensure the computers stay current 	Yearly	Computer Services Learning Resources Director	Regular budget (6 computers per year at \$1,200 = \$7,200)	Computers stay up-to-date. Computers are in place and upgraded on a regular cycle.

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LS	Richard Holcomb	1 Math #1	3.1 2.1 2.3		Make math software available to all students enrolled in math classes and have MyMath Lab and Coursecompass easily accessible to on campus students.	<ul style="list-style-type: none"> • Research and review remote access to software packages with applications such as Vmware view • Have Computer Services install plug ins on all campus computers 	Fall 2009	Math Department, VP for Learning, Science Division Chair, Computer Services, Technology Advisory Committee	\$7,500	Remote access software has been purchased, installed and is working properly and available to students. Plug ins for MyMath Lab and Coursecompass are installed on all campus computers. Students have access to software packages necessary for math
LS	Richard Holcomb	Math #4	3.1		Implement appropriate technology for math classes.	<ul style="list-style-type: none"> • Research, recommend and purchase interactive whiteboard • Purchase document camera • Rewire TEB 108 so front lights are on one switch and back lights are on a different switch 	Fall 2009	Math Department	\$5,000- whiteboard \$1,000- document camera	Technology is installed in classroom. TEB 108 is rewired. Utilizing technology in the classroom.
SSATH	Rex Cogdill	4	3.1 3.2 3.4		New safety pads for end walls of gymnasium.	<ul style="list-style-type: none"> • GL Sports Brainerd, MN 56401 	Spring 2009	Athletic Director and coaches	\$4,600	Improve appearance of the gymnasium. Better protection for all players. Improved physical appearance of the gym.
SSATH	Rex Cogdill	14	3.1 3.3 3.4		Replace winches that raise and lower basketball backboards.	<ul style="list-style-type: none"> • Jaypro Sports Hartford, CT 06385 	Summer 2009	Athletic Director and coaches	\$5,500 (4 X \$1,375)	Dependable operation of the system...safety. By the operation of all six systems when necessary.

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SSATH	Rex Cogdill	18	3.1		Provide additional funds for printing of the sporting event programs and Intercollegiate passes which are now being done by the College Relations Department (programs are currently billed at \$0.40 each).	<ul style="list-style-type: none"> • Addition of funds to budget 10-310-520100-9217 (AD/College printing). Programs and season passes done by the College Relations Dept. for the Athletic Dept. will be deducted from this budget. 	July-2009	Verl Petsch, VP for Financial Affairs, Rex Cogdill	\$1,400	<p>Programs and passes will be available in a timely manner by College Relations for each sporting event for which programs and passes have been requested.</p> <p>Programs and passes will be available for the public.</p>
SSATH	Rex Cogdill		3.1		Purchase new statistic program for Volleyball-our current program is six years old.	<ul style="list-style-type: none"> • ACE Dimensional Software Version 6 • Palm Zire 	Fall 2009	Verl Petsch	\$500 total (\$215 for software, \$150 for Palm Zire)	<p>Simplified use with new program.</p> <p>Improved statistic report to NJCAA National Office and Regional report.</p>
SSFA	Rex Cogdill	3	3.1 3.2		Automate Datatel for Financial Aid to provide information to students faster and more efficiently as well as provide training for staff.	<ul style="list-style-type: none"> • Utilizing Datatel's set-up and training comprehensive package - includes training for staff as well as complex as well as complex assistance with auto packaging; Federal, State and EWC awards; SAP, etc. 	Summer or Fall 2009 for 2010-2011 award year	Financial Aid Staff	\$50,000	<p>Complete automation and trained staff.</p> <p>Accountability-FA Director and Dean of Student Services</p> <p>FA Office is automated and fully functional.</p>
BS	Bob Cox	2	3.2		Provide for better supervision of custodial crew during the night shifts.	<ul style="list-style-type: none"> • Authorize lead custodian position 	2009	Keith Jarvis, Bob Cox	\$28,500-\$34,000	<p>Better performance of custodial crew.</p> <p>Less complaints.</p>

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BS	Bob Cox	6	3.2		Improve the efficiency of the annual fixed asset physical inventory process.	<ul style="list-style-type: none"> Identify money to purchase inventory verifications system Purchase system Implement with re-tagging inventory 	June 30, 2010	Dixie Kroenlein, Karen Parriott, and Clyde Woods	\$5,000	<p>System is purchased in place. Inventory time is cut in half the following year.</p> <p>Improve the efficiency time of the physical inventory process.</p>
BS	Bob Cox	8	3.2		Increase efficiency and decrease cost of credit card purchasing.	<ul style="list-style-type: none"> Research and recommend purchasing card system 	June 30, 2010	Clyde Woods, Karen Parriott	\$1,000	<p>New credit card purchasing system is implemented.</p> <p>Decreased cost of credit card purchasing administration.</p>
BS	Bob Cox	13	3.2		Prepare a plan to replace aging telecommunications system and completely rewire the institution.	<ul style="list-style-type: none"> Research new phone system Purchase system All buildings are completely rewired to support the new system System is installed and working properly 	Summer 2010	Dixie Kroenlein, Clyde Woods and Chuck Kenyon	Pending estimate	<p>Telecommunication System is purchased in place. Telecommunication improves and we have enough phone lines.</p> <p>Telecommunication is working throughout the institution.</p>
IO/BS	Bob Cox		3.2		To provide better accessibility, safety, and space efficiency of campus parking area.	<ul style="list-style-type: none"> Redesign parking areas to include drainage, lighting, and better accessibility for Mechanical Arts and Activities Center buildings Benchmark has been contracted to design the project Funding will be through the Capital Construction budget 	ASAP	Keith Jarvis, Jim Britton	Capital Construction/major maintenance (already budgeted)	<p>Project is funded and implemented.</p> <p>More parking, drains properly, and has lighting.</p>

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IO/TAC	TAC	TAC #2	3.2		Provide wireless access on campus (Including dorms) and at the Douglas Branch Campus and other outreach sites to improve student and staff connectivity and to help move the college towards the concept of Tech Savvy.	<ul style="list-style-type: none"> • Research equipment and installation costs • Research possible problems with installation in dorms and outreach sites • Contract for a wireless survey to map campus and outreach sites for positioning of equipment • Purchase equipment • Contract for installation • Decide which outreach sites should be addressed 	Main Campus - Fall 2009 Outreach sites to be determined	Technology Advisory Committee Computer Services	\$10,000 mapping survey (main campus only) \$75,000 equipment (main campus only) \$100,000 installation (main campus only)	Wireless service in place Students, faculty and staff utilizing wireless service. Students, faculty and staff have increased computer access through wireless connections.
IO/TAC	TAC	TAC #3	3.2		Improve security and increase open hours in dedicated computer lab spaces.	<ul style="list-style-type: none"> • Provide lockable door between Student Center lounge area and computer lab • Increase open hours for computer labs • Increase number of computers in Student Center computer lab • Develop a frequently asked Q&A on webpage and posters for passwords • Identify hours of operation and communicate to staff • Install security cameras in computer lab 	Fall 2009	Technology Advisory Committee	\$600 Security camera system	Door is locked between Student Center lounge area and the computer lab. Security cameras are in place. Computer labs are open longer on weeknights and weekends. Students have increased opportunities to use the computers in the computer labs.

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IO/TAC	TAC	TAC #4	3.2		Increase student access to computers by providing laptop computers for short term checkout.	<ul style="list-style-type: none"> • Research grants to purchase laptops, software, and storage unit • Apply for grants to purchase laptops, software, and storage unit • Purchase 10 laptop computers for checkout • Purchase software licenses for laptops • Purchase storage unit • Assign laptop checkout duties to staff member(s) • Assign maintenance of laptop computers to staff member(s) • Develop laptop checkout procedures 	Fall 2009	Technology Advisory Committee	\$10,000 Laptops \$2,000 Software \$300 Storage unit	Laptops purchased and available for checkout to students. Students have increased access to computers.
LB	Richard Holcomb	W #3	3.2		Explore office spaces.	<ul style="list-style-type: none"> • Research and discuss locations • Remodel • Add 	Fall 2009 - Spring 2010	Leland Vetter	\$10,000	Each instructor has an office.
LH	Richard Holcomb	Ed #2	3.2		Change mounting for screen in TEB 111 to be slightly off-set, so when the screen is pulled down, it clears the chalkboard rail and remains a flat surface for video and other media used in this room.	<ul style="list-style-type: none"> • Janan McCreery will complete a work order requesting that the pull down screen be mounted slightly away from the wall • A person from the Maintenance department will complete the work order 	Summer 2009	Janan McCreery, Maintenance dept.		Screen will function correctly without distortion of media.
LH	Richard Holcomb	Math #5	3.2		Reassign TEB 110 as a math classroom.	<ul style="list-style-type: none"> • Advocate for the proximity of math classroom 	Fall 2010	Math Department		Math classes are taught in TEB 110. To have adjacent rooms for math classroom to share printer, laptops, maipulatives and other stored materials.

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LH	Richard Holcomb		3.2 3.3		Assign room or office to student newspaper where they can meet to work on layout on a computer with accessible printer.	Attain a room/office for student newspaper by assignment from administration <ul style="list-style-type: none"> • Obtain computer with Publisher program installed- - Used working computer is viable • Place student-club owned printer in same room • Give students access to room as 1 hr/wk is not enough time to publish a newspaper 	Fall 2010	Angie Babcock, Wayne Deahl	minimal costs-used computer, printer is already available-just need room	Students work together to complete newspapers. Deadlines are met. Teamwork achieved to complete project, including proof reading. Students feel ownership of paper. All students familiar with all facets. Newspaper produced in timely fashion.
LLSL	Richard Holcomb	LSL #3	3.2		Update the Learning Skills Lab to create a modern, user-friendly environment that will facilitate learning.	<ul style="list-style-type: none"> • Replace carpet • Repaint/repair walls • Purchase wheeled computer chairs for computer stations 	Summer 2009	Director of Physical Plant, Learning Resources Director	\$2,500-carpet \$1000-paint \$3,250-chairs	Number of students using space. Level of student satisfaction with space. Increased student use and student satisfaction with LSL environment.

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LO	Richard Holcomb	1 DC #2	3.2		Increase to a full-time classification the on-site maintenance position.	<ul style="list-style-type: none"> Implement a full-time work schedule for current part-time maintenance staff 	July 1, 2009	Sue McBride	\$41,857- \$44,884	<p>Campus facilities will be cleaned on a regular daily time schedule. Grounds are consistently maintained (snow removed quickly, lawn green and appropriately trimmed and maintained). Maintenance personnel are available when emergencies and problems arise with facilities or grounds.</p> <p>Building and grounds are clean and well-maintained such that the campus environment is pleasant, inviting, and safe; life of campus facilities is extended because proper attention can be given to its necessary and appropriate care.</p>

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LO	Richard Holcomb	O #2	3.2		Provide necessary classroom furniture and office equipment for outreach sites so that they can operate effectively and students can be comfortable. Outreach would like to be visually consistnet in its sites and have modern technology to connect to the main campus.	<ul style="list-style-type: none"> • Purchase for Guernsey--computer table , 5 student chairs, coordinator's desk & bookcases • Purchase for Hulett--all-in-one machine • Purchase for Upton--all-in-one machine • Purchase for Newcastle--fax machine, 4 individual testing tables for GED • Purchase for Moorcroft--1 individual testing table, 3 stopwatches • Purchase for Lusk--scanner 	August 2009	Connie Woehl, individual coordinators	\$350-Computer table \$750-chairs \$1500-desk & bookcases \$850 each - all-in-one machine (\$1700 for 2) \$250-fax machine \$700-4 testing tables \$175-1 testing table \$150-stopwatches \$750-scanner Total \$6,425 plus shipping & handling	Meet with Chuck Kenyon to order technology. Order other furniture and equipment. Distribute and set up equipment and furniture. Outreach needs to work towards efficiency to operation for connecting to the main campus.

Strategic Direction #3

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LTC	Richard Holcomb	1 TC #3	3.2		Increase utilization of the testing center for standardized testing.	<ul style="list-style-type: none"> • Provide flexible testing hours, to include evenings • Change scheduled hours to maximize the use of the testing center • Advertise the services offered at the Academic Testing Center 	2010-2011	Janet Martindale	No additional cost anticipated because any increase in costs would be offset by an increase in testing fees collected	<p>Number of standardized examinations administered has increased from previous academic year.</p> <p>Maximize the use of the testing center.</p>
SSAC	Rex Cogdill	9	3.2		Utilize Student Center when food service hours have ended.	<ul style="list-style-type: none"> • Research security door. • Remodel as needed to install security door 	August 2009	Student Services Activities Committee	\$12,300	<p>Security door installed.</p> <p>Use of Student Center after food service hours have ended.</p>
SSATH	Rex Cogdill	19	3.2		Purchase a Semi-Automatic External Defibrillator Machine.	<ul style="list-style-type: none"> • Purchase monitor for any emergency requiring CPR that may occur within the facility in the area of Athletics. As there is only one located in the Fitness Center and not all persons in an emergency have access to this monitor, one located in the gym area in a break-away glass box would be available to staff during an emergency. 	July 2009	Verl Petsch	\$1,000-\$2,000	<p>In case of a cardiac emergency within the lower area of the campus, a cardiac defibrillator would be available. It has been shown that the use of these machines can save lives.</p> <p>We would be ready during an emergency requiring CPR until EMS personnel could arrive.</p>

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SSFS	Rex Cogdill	8	3.2 3.3 3.4		Improve the Student Center visually and functionalty. Increase and imprpove the activities in the Student Center.	<ul style="list-style-type: none"> Research and paint graphics, hood system, grill size, fryer size, counters, (service) counters (work space) storage, popcorn popper, foosball table, cold and frozen food storage 	August 2009	Food Services Committee	\$4,000-paint \$500-graphics \$15,000-hood system \$5,500-grill \$2,000-fryer \$3,000-work space counter \$700-shelving \$400-popcorn popper \$700-foosball table \$5,000-cold & frozen food storage Total \$36,800	New equipment installed, painting and graphics complete, foosball table in place. Improved functionality and visually increased use of Food Services and activities.

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SSFS	Rex Cogdill		3.2 3.3 3.4		Update and modernize cafeteria and create friendly and inviting atmosphere.	<ul style="list-style-type: none"> • Paint walls and add graphics • Remove Distinguished Alumni photos and move to more appropriate viewing area • Replace tables and chairs • Create "eating area clusters" within cafeteria • Add colorful plants and student/staff artwork 	Prior to 8/10/09	Food Services, Physical Plant, Purchasing, Art Department	\$4,000-paint & graphics \$5,000-install portable 4' partitions \$10,373-tables & chairs \$350-plants & artwork	Student/staff comments, increased usage, overall appeal of atmosphere and enjoyment of room by students/staff. Increased usage of room.
LH	Richard Holcomb	Ed #1	3.3		Purchase and have SmartBoard/Starboard installed in TEB 115.	<ul style="list-style-type: none"> • Complete purchase requisition for SmartBoard/Starboard • Meet with Chuck Kenyon to discuss electrical/technical requirements • After installation-utilize in classes 2009-2010 school year 	Fall 2009	Kate Steinbock Chuck Kenyon	\$3,000	SmartBoard/Starboard installed for fall 2009 classes. Instructor successfully utilized technology.

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LH	Richard Holcomb		3.3 3.4		Creation and maintenance of an Honors lounge/study room for students to study, collaborate, and learn.	<ul style="list-style-type: none"> Identify a suitable space for the lounge Construct a suitable environment, conducive to learning, collaborating, and studying Maintain an open academic environment in the lounge Update and maintain technology in the lounge Keep adequate resources in the lounge Furnishings should be welcoming and contribute to the atmosphere 	2009-2010	Honors Program	\$30,000	<p>Use of the lounge by honors students for study, collaboration, speaker series and presentations, academic activities - track the daily use of the facility. Student surveys to track and gauge accessibility, resource utilization, and student needs.</p> <p>A successful honors lounge would be a place where students felt welcome and comfortable and where continuous interaction and collaboration took place outside of the classroom.</p>
SSH	Rex Cogdill	13	3.3		Install card swipe locking mechanisms on main doors of Eastern and Lancer Halls.	<ul style="list-style-type: none"> Order mechanisms Install mechanisms Connect mechanisms to computer software Use mechanisms via student/staff EWC identification cards 	Spring 2010	Housing, Computer Services, Physical Plant	\$10,000	<p>Through successful use of mechanisms.</p> <p>Parent, student and housing staff survey pertaining to sense of security.</p>
SSRA	Rex Cogdill	21	3.3 3.4		Provide an updated, modern facility for Student "Services."	<ul style="list-style-type: none"> Remodel Student Services Computer kiosks--registration & Fin. Aid Electronic bulleting board for SS information Carpet, paint, new walls/offices 	Summer 2009	Computer Services, Physical Plant, Student Services	\$100,000 - facilities \$10,000- bulletin board	<p>Dean of Student Services. Directors.</p> <p>An area that reflects and accommodates students.</p>

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BS	Bob Cox	4	3.4		Improve ventilation/cooling system in Copy Center.	<ul style="list-style-type: none"> • Install 2 ceiling fans in the Copy Center 	Summer 2009	Vonda Soester, Keith Jarvis	\$1,000	<p>When installation is complete.</p> <p>When the Copy Center can ensure a comfortable and a more stable environment for Faculty, Staff, Students, Customers, and equipment.</p>
IO/BS	Bob Cox		3.4		Improve electrical distribution in the Tebbet building.	<ul style="list-style-type: none"> • Plan for replacement of obsolete and overloaded electrical sub panels • Obtain estimate for replacement of sub panels from electrical engineer • Procure funding and board approval • Bid and hire electrician to make necessary replacements 	FY 2009-2010	Keith Jarvis, Pat Eilert	\$20,000	<p>When there is a plan for replacment of sub panels and project is put out for bid.</p> <p>When obsolete electrical panels are upgraded.</p>
IO/BS	Bob Cox		3.4		Address safety, sanitation, security, and energy efficiency concerns.	<ul style="list-style-type: none"> • Develop and implement a plan for replacement of doors in the Activity Center, Veterinary Technology, Tebbet, and Mechanical Arts buildings 	Develop plan prior to July, 2009	Keith Jarvis, Eme Excamilla	\$50,000-\$100,000	<p>Plan has been developed. Money has been budgeted.</p> <p>Doors have been replaced according to plan.</p>

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IO/LT	Leadership Team		3.4		Continue replacement of EWC signage to create a consistent and improved overall look both on-campus and at all outreach sites to increase awareness of the EWC brand.	<ul style="list-style-type: none"> • Establish a continuing budget for purchase of signage • Form a signage committee • Determine signage needed • Develop a signage replacement plan • Research costs • Purchase signs 	2009-2010	Leadership Team	\$20,000 Continuing	<p>A budget is established for yearly replacement or new purchase of signage.</p> <p>A committee is in place to determine signage needs, to develop a signage replacement plan, to research signage costs, and to purchase signs.</p> <p>EWC signage is more consistent on campus and throughout the EWC service area to elevate the EWC brand.</p>
LB	Richard Holcomb	1	3.4		More effective communication with suppliers and potential students by purchasing a fax machine.	<ul style="list-style-type: none"> • Contact Chuck Kenyon for price and information 	Spring 2010	Donna Charron, Kimberly Barker, Pamela Capron	\$250-\$300	<p>Quicker and more effective communicational transactions.</p> <p>Smoother transactions with suppliers and retrieval of information more effective.</p>
LH	Richard Holcomb	Art #1	3.4		Improve "safety" in the art room by separating kiln from art room chemicals.	<ul style="list-style-type: none"> • Research storage solutions • Move kiln and 3-D materials to separate room • Create storage for oil paintings and drawings • Remodel outdoor facility (terrace) to accommodate kiln (insulation, electrical, and drywall • Lockable doors 	Fall 2009	Daniel Fielder	As per bid	<p>Storage solution.</p> <p>Kiln is moved to remodeled area.</p> <p>Provide safe environment for students.</p>

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LS	Richard Holcomb	1	3.4		Update facilities by continuing to investigate remodel of Science Wing (Biology, Chemistry & Physics labs), replace old office furniture in Biology faculty office, and replace chalk boards in VT 104 with white boards.	Institution will upgrade Biology faculty office and Science Wing	2009-2010 ongoing	Board of Trustees, VP for Learning, Science Division faculty	\$500,000 Science wing \$1,850 office furniture, white boards	The Biology faculty office and Science Wing will have been upgraded/remodeled. Science Cluster faculty are able to continue offering high quality learning experiences for EWC students.
SSFS	Rex Cogdill	6	3.4		Expanded freezer space and dry storage areas.	<ul style="list-style-type: none"> • Install free standing, outdoor freezer unit • Install free standing outdoor dry storage unit • Install storage cabinets in kitchen 	Prior to 8/10/09	Food Services, Physical Plant, Purchasing	\$13,000-freezer \$5,000-installation costs \$3,000-dry storage \$5,000-cabinetry	Reduced food and labor costs. More effective purchasing power. Expand cold and dry storage spaces to better utilize sale prices on product, volume discounts and maintain inventories which could supply up to 10 days to 2 weeks of foods and ingredients to feed students in the event of foul weather or inability to receive several weekly food shipments.

Strategic Direction #4

•Enhance the quality of life for individuals, families, the community and region, and positively influence the economy.

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LH	Richard Holcomb	1 ART #5	4.1 2.4 5.1 5.4		Provide and create marketing materials to advertise/promote art programs and EWC Fine Arts.	<ul style="list-style-type: none"> • Create and distribute postcards and calendars for Fine Arts events • Increase postage/ mailing budget for art department • Increase budget for gallery materials • Research grants and funding to pay for visiting artist 	Fall 2009	Daniel Fielder	\$1,600 (Four art events at \$400 per event for program) \$300 for printing/ mailing postcards \$1,200 for honoriums \$580 Increase postage budget \$1,000 Increase educational budget	<p>See increase budgets in art department.</p> <p>More effective marketing for art department and increase students and community exposure to the Arts.</p>
LO	Richard Holcomb	1 O #3	4.1		Increased usage of each EWC outreach facility for credit, non-credit, and workforce development.	<ul style="list-style-type: none"> • Meet with College Relations to design outreach signs • Order 14 signs for various locations • Hire local to install signs 	Completed by September 2009	Connie Woehl, Outreach Coordinators	\$15,000 plus shipping and handling	<p>Order signs and install signs.</p> <p>College location and visibility is well known throughout the community.</p>

Strategic Direction #4

• Enhance the quality of life for individuals, families, the community and region, and positively influence the economy.

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PB	Board of Trustees	2	4.1 4.3		Develop and strengthen partnerships within the service area.	<ul style="list-style-type: none"> • Arrange and host meetings with school district boards • Enlarge partnerships in working with high school dropouts • Develop and foster stronger community partnerships with Agriculture • Develop and enlarge partnerships with Dept. of Corrections • Create blog to maintain connections with outreach • Gather information on service area graduations or awards assemblies and arrange attendance by Board member or Administrators 	July 2009 - ongoing	Board of Trustees' members, Holly Branham, others as appropriate	\$2,000 Cost of meetings and meals	Meetings occurring, partnerships forming, ongoing dialogue. Strong and vital partnerships throughout the service area.
LB	Richard Holcomb	W #4	4.2		Expand mobil training.	<ul style="list-style-type: none"> • Offer short courses on campus • Offer courses out-of-state 	Spring 2010	Leland Vetter, Dru Rafferty		Mobile lab on the road 50% of the time. The mobile lab turns a profit.
LH	Richard Holcomb		4.3		Expand and strengthen relationships with regional criminal justice agencies.	<ul style="list-style-type: none"> • Establish internship sites with additional agencies • Periodic contacts with agency administrators • Identify and meet training needs for agencies and Wyoming Law Enforcement Academy • Presentations of state boards, organizations, etc. 	2009-2010	Larry Curtis and Rick Patterson	Increase travel budget	# of contacts. # of new contacts. # of internship sites approved. Increased and strengthened partnerships. Increased placement sites.

Strategic Direction #4

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LTC	Richard Holcomb	ATC #4	4.3		Hire additional alternate GED examiner(s) to expand the hours that the GED exams are offered.	<ul style="list-style-type: none"> • Hire additional GED test administrator(s) to administer GED exams one evening a week, on Saturdays, or when Testing Center Coordinator is off-campus for the month of July • Provide training for additional GED test administrator(s) 	2010-2011	Janet Martindale	\$2,500 annually (same amount as budgeted for 2008-2009 fiscal year)	<p>Number of GED examinations administered has increased from the previous academic year.</p> <p>If the number of GED candidates increases due to the convenience of the evening, weekend and summer testing.</p>

Strategic Direction #5

•Recognize and extend our global reach.

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IO/FOE	Dee Ludwig		5.1		Diversity Improvements	See complete action plan for strategies.	2009-2010	Curriculum and Learning Council Subcommittee and Student Services	TBD	Diversity is evident in all aspects of the college. There is an increase of diversity in the student, faculty and staff population. Students, faculty and staff embrace diversity in a variety of
LH	Richard Holcomb	C #2	5.2		Provide multidiscipline education experiences to encourage students to engage in challenges of an ever changing world.	<ul style="list-style-type: none"> Form an informal group to brainstorm ideas and topics Identify 2 events/activities per academic year Host events Informal evaluation 	Summer 2009-Brainstorm ideas Fall 2009-Spring 2010-host events	Diana Quealy-Berge, Heidi Smith, Daniel Fielder, Janet Bass, Angie Babcock	\$1,000 per event	Student and staff feedback. Event occurs. Students will have broader exposure.
LH	Richard Holcomb	W #3	5.2		Provide educational opportunities to assist students understanding of challenges and changes in gender roles and our world.	<ul style="list-style-type: none"> Research similar course at regional institutions of higher education Write curriculum proposal Submit to approving bodies 	Fall 2009-Spring 2010	Diana Quealy-Berge, Kate Steinbock, Heidi Smith, Dee Ludwig	Release time for course development	Course offered. Increase enrollment. Course meets articulation standard. Students enroll and complete course.
CR	Tami Afdahl	7	5.4		Continue to develop and create materials to elevate the EWC brand.	<ul style="list-style-type: none"> Meet regularly with VP for Learning, Division Chairs, Dean of Students, and recruiters Research 	Ongoing	College Relations	This may not have a monetary impact.	Increased awareness and enrollment. Updated style-guide/manual.
CR	Tami Afdahl	8	5.4		Continue to seek out and try new modes of delivering the EWC message.	<ul style="list-style-type: none"> Research Trial projects and modes 	Ongoing	College Relations	varies-one-time and continuing	Increased awareness, visibility and enrollment.

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LO	Richard Holcomb	O #5	5.4		Increased awareness of upcoming events, classes and projects using display cases and marquee for window (Lusk).	<ul style="list-style-type: none"> • Order display cases with glass fronts for Newcastle, Upton, Moorcroft, Douglas, and Hulett • Order marquee for Lusk • Hire local to hang display cases • Install software in Lusk for running the marquee 	Dec-09	Connie Woehl, individual coordinators	\$6,000- display cases \$250- marquee plus shipping & handling	<p>Order displays. Install.</p> <p>Community acknowledges connection between students and college.</p>
LS	Richard Holcomb	1	5.4		Continue to promote EWC and the Veterinary Technology Program nationally and regionally.	<ul style="list-style-type: none"> • Increase advertising budget 	Ongoing	Board of Trustees, VP for Learning, Science Division Chair, VT faculty	\$10,000	<p>Students from across the U.S. will enroll in the VT program as well as other programs at EWC.</p> <p>The Veterinary Technology program continues to offer a high quality education to students who come from far and near, the graduates are successful on the Veterinary Technician National Examination and are successfully employed.</p>
LTC	Richard Holcomb	ATC #5	5.4		Publicize the services offered by the testing center.	<ul style="list-style-type: none"> • Research best practices from other testing centers throughout the state and nation to find effective marketing strategies • Create press releases to advertise the types of testing offered • Partner with the Adult Basic Education and NOWCAP Even Start programs to feature student success stories in the local media 	2010-2011	Janet Martindale	Low cost or no-cost ideas will be evaluated and implemented	<p>Increase in the number of inquiries about the testing services.</p> <p>Increase in the number of tests administered.</p> <p>Maximum utilization of space and increase in fees collected for standardized tests.</p>

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L	Richard Holcomb	1	5.5		Seek out new modes of delivering the EWC message.	<ul style="list-style-type: none"> • Departmental faculty review current websites • Decide what information stays or goes and new information that would be necessary to tell the department's story • Find resources that will be useful to all students (Torrington and Outreach) • Collect images of academic clubs associated with department create a gallery page to show the students learning and working with the faculty • Create links that would enhance the learning and options for future study or work • Select faculty or staff representative to oversee the changes in website • Seek training in the Content Management System 	Fall 2009 Begin December 2009 Completed academic web pages	Department faculty, Division Chairs, Asst. Dean, and VP for Learning, Tami Afdahl, and Darci Duran	Cost in training faculty in CMS, time resources to take digital images, little funding would be required until video and other bells and whistles are added	<p>Shift in focus to images reflecting students learning in groups, with faculty, using technology, working with animals, and clients.</p> <p>The content of the web pages reflect the student-centered aspects of the college and place the learning in the hands of the students.</p> <p>Website will provide links that aid in the learning, career opportunities and discipline information.</p>