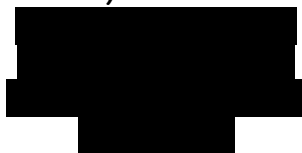


Kathy (Hudson) Wells DNP, MS, RN



PROFESSIONAL EXPERIENCE

VICE PRESIDENT, ACADEMIC AFFAIRS
Central Wyoming College

Riverton, WY
July 2106-present

- Provides leadership, vision and support for performance and achievement of student learning outcomes and academic success.
- Directly supervises and leads five Deans and six Directors: Library Services, College & Career Readiness, High School Dual Credit, Teaching & Learning/LMS Support, BAS Programs, and the Institute for Tribal Learning.
- Oversees 61 full time faculty, 25 full time staff, 25 part time faculty and staff.
- Facilitates innovative strategic planning through short term and long term plans for Academics, consistent with the college strategic plan, mission, vision, and values.
- Serves as a member of the President's Administrative Cabinet to advise the President on local, state and national academic trends, college procedures, budget matters, current academic initiatives.
- Develops and monitors all budgets in academic affairs totalling approximately \$10 million annually, 20% of the total college budget.
- Leads continuous quality improvement in student learning through research, faculty development, assessment of student learning and comprehensive academic program review.
- Serves as the college's Accreditation Liaison Officer to the Higher Learning Commission.
- Facilitates leadership in curriculum development, academic governance, new program development, compliance with institutional and program accreditation requirements, and academic fiscal responsibility.
- Plans, develops, and implements innovative initiatives in order to provide an effective and supportive teaching and learning environment.
- Ensures required academic records related to accreditation, faculty credentialing, articulation agreements and program approvals are accurate and meet regulatory requirements.
- Prepares and presents academic reports and initiatives in various college meetings and committees, represents the college's Academic Affairs in Board meetings, Wyoming Community College Commission and other state meetings.
- Develops and maintains community partnerships with education, business and industry, government agencies and the tribal community to facilitate and support academic success for adult learners, traditional and non-traditional students, including student athletes.

Accomplishments:

- Led the CWC Jackson Campus as the on-site administrator for the 2025-2026 academic year. Facilitated and supported community business, educational and philanthropic partners, worked with the President and the Foundation on donor development, fundraising campaigns and presentations. Collaborated with town and county electeds to fund a portion of CWC Jackson Campus operations for FY27, receiving \$110K from the Town of Jackson and \$400K from Teton County. Strengthened the college's relationship with Teton County School District Superintendent and Board. Facilitated college staff collaboration, teamwork, workplace culture and focus on the college mission. Worked with the President and the Cabinet to fund essential positions and facilitate staff hiring and onboarding.
- Led the college data collection and preparation process for the Higher Learning Commission's Assurance Argument and 10-year comprehensive reaffirmation of accreditation site visit fall 2025. Final report found the college 100% compliant in each Standard and Criteria with no monitoring or follow up required.

- Recruited by the State Superintendent of Public Instruction to lead an initiative with the Fremont County K-12 school districts, including reservation districts, to develop concurrent enrollment CTE Pathways to support increased high school graduation rates and transitions to college. The Wyoming Department of Education awarded the college 1.1 million dollars in ESSER funding to support the project.
- Facilitated the program scope of work, budget and narrative on the EDA Recompete grant award through collaboration with tribal leaders, business and education partners. Awarded \$5 million for workforce training and education for reservation community members.
- Worked with Fremont, Hot Springs, and Teton County K-12 school districts to expand concurrent and dual credit opportunities for high school students, leading to an increase in student headcount from 686 students in 2020 to 1114 students in 2024, despite declining high school enrollments.
- Collaborated with college administration to design and implement CWC Wind River, an outreach of the college with locations in Ft. Washakie and Ethete, incorporating input from tribal students and communities on location, student services, and course & program offerings.
- Actively collaborated with the President, the Executive Director of Institutional Research/Effectiveness, and the Leadership Team on the development of the 2017-2021 and the 2022-2027 Strategic Plans, as well as the new mission, vision and values.
- Engages with tribal leaders from the Eastern Shoshone and Northern Arapahoe nations in community events, meetings, and via routine communications with Tribal Council members. Presents reports to the legislative Select Committee for Tribal Relations on topics related to college services, student data, and initiatives. Works with tribal directors and departments related to student recruitment, collaborative initiatives, and to support student success.
- Instructor (online) for two Leadership courses in the college's BAS Degrees and one course in the Education programs; LEAD 4410: Innovative Change Leadership, LEAD 3060: Leading from the Middle, and HLED 2006: Health for Elementary Educators.
- Collaborated with Deans and faculty to research, design, and implement numerous new academic programs, many of which are grant funded. Worked to ensure new programs are financially sustainable by the end of the grant. Made data-informed decisions to close one non-performing, new-ish program to allow for capacity to focus on a new program that better fits community needs.
- Worked with the President and the Foundation on two Special Purpose Excise Tax fundraising campaigns in Teton County to purchase land and assist in funding construction of the new CWC Jackson Campus, including community presentations and working with town, county and state elected officials.
- Led the college in the curricular design, approval and implementation of the state's first applied baccalaureate degrees. Facilitated collaborative work across all colleges and the Higher Learning Commission on the statewide approval process. Facilitated the required Higher Learning Commission site visit, including the submission of all required documentation, for the final approval.
- Led the college-wide Institutional Learning Outcomes development and implementation project.
- Selected to facilitate the work of all college's Academic Vice Presidents on two occasions on an interim, volunteer basis during times of vacancy of the Wyoming Community College Commission Deputy Director.
- Designed a program review process to assess the financial health of academic programs. Data reviewed annually to inform decisions and guide actions plans for program improvement.
- Facilitated the design and implementation of the college's assessment of student learning and program review processes, secured funding for faculty professional development in best practices, and led the transition of a manual, paper process to an assessment software solution. Data from the process informs institutional, program and course level curricular changes and evaluation of the impact those changes have on student learning.
- Collaborated with faculty leaders, Deans and Student Affairs in the transition of the college curriculum process to a curriculum software solution.
- Led all community colleges and the Wyoming Community College Commission staff in the development of the process to approve Wyoming Works programs to facilitate student funding.
- Facilitated revisions for employee and faculty performance evaluation processes and documents.

- Recommended by the Emergency Response Team to serve as the college-wide Incident Commander for the COVID-19 pandemic, led the development of internal processes that were informed by scientific data while focused on the needs of the students, employees and the community. Coordinated with public health officers from three counties, state and tribal health directors to ensure compliance. Created the CWC COVID Reopening Plan as required by the Governor. Plan used by another community college to develop their guidelines. Provided guidance to Fremont County K-12 superintendents on COVID-19 processes and facility reopening considerations.
- Led budget decisions, in collaboration with Cabinet members, regarding the use of COVID CARES funding to support faculty and student success in remote learning; \$84K allocated for faculty professional development activities.
- Facilitated the creation of the college's Institute for Tribal Learning, which coordinates American Indian services through continued education on historical and contemporary issues, providing a positive influence to educate tribal and non-tribal community members.

DEAN, HEALTH & SCIENCE DIVISION
Central Wyoming College

Riverton, WY
JUNE 2012-July 2016

- Provided leadership and management for the Health & Science programs; supervised and evaluated faculty and staff; mentored faculty in best practices in teaching excellence; provided administrative support to undergraduate research and many grant-funded initiatives. Supervised 30 full time and 15 part time faculty, Assistant Nursing Program Director, Jackson Outreach Coordinator, and one division assistant. Facilitated recruitment and hire of faculty and adjuncts, led onboarding activities.
- Developed and managed budgets for division programs and the Jackson outreach focused on cost control and management, division budgets averaged \$3M (excluding grants), approximately 6% of the total college budget.
- Led the division faculty in curriculum management, development of new programs, assessment of student learning and program review, and supported an environment conducive to high quality teaching and learning.
- Oversaw student recruitment, academic advising, and progress within the division programs, monitored and participated in scholarship awarding and maintained confidential student records.
- Served as a resource for departments throughout the college and community.
- Provided leadership in the development and implementation of division goals, conducted routine division meetings, represented the division in college committees.
- Actively participated in institutional processes regarding accreditation, data collection and reporting, and in furthering the college mission, vision, and Strategic Plan.

Accomplishments:

- Navigated significant budget cuts in 2015, including a reduction in force of five division faculty and the closure of one academic program. Used a process for data analysis and data informed decision making in budget reductions. Established and implemented a comprehensive communication plan across the division to ensure details were transparent and up-to-date during the uncertain budget time.
- Worked with the college President, Board of Trustees, and the Foundation on a county-wide campaign to pass a property tax initiative to fund the proposed Health & Science building. Presented to many community entities, civic groups and municipal leaders throughout the county. Successful campaign netted \$11.5M with a total project cost of \$18.5M. Testified to legislative committees regarding need for state funding, received additional \$6.55M.
- Actively participated in a comprehensive 10-year Master Facilities Plan update, representing the current and future academic needs of the college.
- Facilitated and supported faculty in transitions with the learning management systems used for distance education.
- Ensured requirements were met for specialized program accreditation.

- Led the development, improvement, and comprehensive assessment of an outcomes-based curriculum.
- Assured compliance with all laws and regulations of the Accreditation Commission for Education in Nursing and the Wyoming State Board of Nursing, including all required reporting.
- Aligned didactic instruction and clinical experiences with the program's mission, vision, philosophy and values.
- Cultivated professional partnership with community healthcare agencies to provide quality clinical learning experiences for students.
- Facilitated active faculty recruitment, mentoring, and involvement in program planning, implementation and evaluation through the lens of continuous quality improvement. Fostered a department focused on teamwork across on campus and Jackson faculty utilizing technology to minimize geographic distance barriers.
- Managed program admissions, advisement, progression, degree evaluations, and scholarship awards to students.
- Served as the primary contact for the program and assisted with community outreach and program promotion.
- Represented the program in local, state and national committees, conferences, and initiatives.

Accomplishments:

- Served as a program evaluator for the National League for Nursing Accreditation Committee, then Accreditation Commission for Education in Nursing.
- Established a program evaluation plan incorporating national accreditation standards focused on program outcomes and efficiencies.
- Facilitated a \$3M Health and Human Services Healthcare Solutions grant to provide access to healthcare programs and case management, specifically for residents of the Wind River Reservation. Served as the grant PI, engaged over 1200 students in the grant services with 720 securing employment at the completion of their education and training.
- Worked with Senator Mike Enzi to secure funding for the program's first high-fidelity simulation lab. Funding provided for renovation to the Pro-Tech Center, equipment purchases, a simulation coordinator position, and faculty professional development.
- Facilitated philanthropic donations from local healthcare facilities and community members for student scholarship endowments and faculty retention bonuses, adding \$20K annually to the suite of nursing student scholarships.
- Facilitated advances in instructional technology for the nursing program, in collaboration with the college's IT department.
- Recruited by Directors of Nursing across the state to serve as the Chair of the statewide ReNEW Curriculum Committee (25 members), which researched, designed, and implemented a statewide concept-based nursing education curriculum.
- Recruited by the Wyoming State Board of Nursing to serve on the Education Advisory Task Force to revise the Wyoming Nurse Practice Act, Chapter 6.

- Taught all required nursing courses (except Pharmacology) in face-to-face, hybrid and online formats; faculty team lead in Fundamentals of Nursing, Maternal/Child Nursing, and Medical Surgical Nursing courses.
- Provided academic advising, maintained student records, and completed program course review and course assessment requirements.
- Mentored new faculty in educational best practices.
- Served on various college committees and participated in professional development regionally and nationally.

REGISTERED NURSE**Lander, WY****Lander Regional Medical Center (now SageWest)****AUGUST 2007-June 2012**

- Provided patient care in various nursing departments including Medical-Surgical, Women's Health, Newborn Nursery, Intensive Care and Emergency Department, House Supervisor
- Recruited to serve as the interim ICU/ER department manager on two occasions in 1998 and 1999. Managed staffing schedules, the department budget and monthly department reports.
- Taught in-house professional development courses focused on specific nursing competencies, Intensive Care nursing to nursing staff and new graduate hires.
- Transitioned from full time to PRN shifts on weekends, semester breaks after moving to the college in 2000.

TRAVEL NURSE, REGISTERED NURSE**Denver, CO****Nurse PRN****APRIL 1996-August 1999**

- Worked as a travel nurse in hospitals throughout Wyoming
- Completed short-term, 3-4 day assignments in various nursing units

EDUCATION

AMERICAN SENTINEL UNIVERSITY (NOW POST UNIVERSITY)**Aurora, CO*****Doctor of Nursing Practice, Educational Leadership*****2014-2016**

- HLC and ACEN accredited
- Graduated Summa Cum Laude (4.0 GPA)
- Awards: Academic Achievement Award

UNIVERSITY OF WYOMING**Laramie, WY*****Master of Science, Nurse Educator*****2001-2004**

- HLC and CCNE accredited
- Graduated Cum Laude (3.6 GPA)

WEBER STATE UNIVERSITY**Ogden, UT*****Bachelor of Science, Nursing*****1991-1993**

- HLC and ACEN accredited
- Graduated Cum Laude (3.8 GPA)

CENTRAL WYOMING COLLEGE**Riverton, WY*****Associate of Applied Science, Nursing*****1989-1991**

- HLC and NLCAC accredited
- Graduated Cum Laude (3.5 GPA)

PUBLICATIONS

Burman, M., **Wells, K.**, Anderson, J., Mather, C. (2017). ReNEW: Wyoming's Answer to Academic Progression in Nursing. *Nursing Education Perspectives*, 38(5).

SELECTED PROFESSIONAL PRESENTATIONS

Wells, K. (2023). *or Your ILOs? Assessing, Revising and Launching a College-Wide Institutional Learning Outcomes Project*. Presented at the Higher Learning Annual Conference, Chicago, IL.

Wells, K., Posey, I. (2023). *What's Up At CWC: Strategies that Result in Student Success*. Presented at the Native American Education Conference, Riverton, WY.

Wells, K. (2023). *Do I Know Where I Am?: Navigating the Challenges Along Your Leadership Journey*. Presented at the Cochise College Leadership Convening, Sierra Vista, AZ.

Wells, K., Trouth, C., Taylor, M. (2023). *Incorporating Benchmarking Data Throughout a Rural Community College*. Presented at the RCCA National Conference, The Dalles, OR.

Wells, K., Hunker, P. (2019). *Preparing for the Unthinkable: A College and Community Partnership Focused on Emergency Preparedness*. Presented at the ACCT Leadership Congress, San Francisco.

Burman, M., **Wells, K.,** Anderson, J. (2016). *ReNEW: How a Napkin Message Revolutionized Nursing Education in Wyoming*. Presented at the Nurse Educator Conference in the Rockies, Breckenridge, CO.

Wood, J., Crane, C., **Wells, K.,** Granger, R. (2013). *It Takes a Community: How a Grassroots Community Effort Raised Our Health & Science Building*. Presented at the ACCT Leadership Congress, Seattle, WA.

RELEVANT PROFESSIONAL DEVELOPMENT

- 2025 ACEN Site Visitor Chair Training
- 2025 HLC Peer Corps Updates and Training, HLC Annual Conference, Chicago, IL
- 2024 Higher Education Leadership Workshop, HLC Annual Conference, Chicago, IL
- 2024 HLC Peer Corp Orientation, Oak Brook, IL
- 2024 ACCT Future President's Institute, Washington, DC
- 2023 Native American Education Conference, Riverton, WY
- 2023 Student Success Workshop, HLC Annual Conference, Chicago, IL
- 2023 RCCA National Conference, The Dalles, OR
- 2023 ACEN Site Visitor Updates
- 2022 Preparing for a Comprehensive Site Visit, HLC Annual Conference, Chicago, IL
- 2021 Welcome to the ALO Role Orientation, Oak Brook, IL
- 2020 CCBA Conference, Seattle, WA
- 2019 ACCT Leadership Congress, San Francisco, IL
- 2016 Nurse Educator Conference in the Rockies, Breckenridge, IL
- 2013 ACCT Leadership Congress, Seattle, WA

AWARDS, HONORS, LICENSES AND CERTIFICATIONS

- Registered Nurse, (License #15524), Wyoming State Board of Nursing (Aug 1991 - present)
- Certified Nurse Educator Certification (2016 - 2026)
- Academic Excellence Award, American Sentinel University (2016)
- Invited to Sigma Theta Tau, Nursing Honors (2016)
- WyCEP Distance Educator of the Year (2007)

SELECT CONSULTANCIES, COMMUNITY AND PROFESSIONAL SERVICE

- Consultant, Sierra Vista College Academic Leadership Team - 2022
 - assisted the team in the curricular design of their first BAS degree; provided guidance on process, preparation, and documentation for HLC site visit related to the new degree level. Statewide approval and HLC site visit were very successful; accolades for exceptional work noted in the final HLC report.
- HLC Peer Corp Reviewer - 2024 to present
- SageWest Board of Trustees - 2012 to 2014, 2019 to present
- United Methodist Good Samaritan Food Pantry Volunteer - 2009 to 2011
- Meadowlark Cottages Assisted Living Board of Directors - 2010 to 2011
- ACEN Site Visitor, Team Chair - 2007 to present
- Classroom Volunteer, Kindergarten and First grade Health Topics - 2004 to 2020
- Ladies Auxiliary Lander Volunteer Fire Department - 2001 to 2004
- Boy Scout/Cub Scout Den Leader, First Aid/CPR instructor - 2001 to 2003