

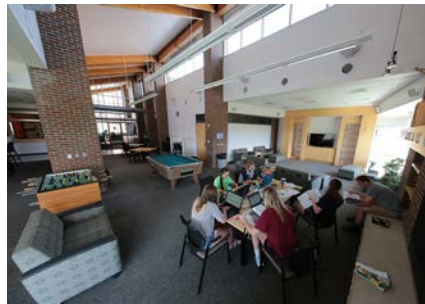
*Transforming students' lives through
the power of inspired learning.*

Laramie County Community College



STRATEGIC PLAN 2030







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This document represents Laramie County Community College's 2021-2030 comprehensive strategic plan. It is the result of nearly nine months of hard work, undertaken amidst a global pandemic, by an interdisciplinary group of individuals committed to the success of the College, our students, and the communities we serve.

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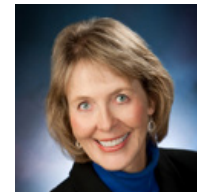
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MISSION STATEMENT

The Mission of Laramie County Community College is to transform our students' lives through the power of inspired learning.

The campus community of Laramie County Community College (LCCC) is bound by a basic understanding that our students, regardless of how they arrive at LCCC, yearn for a better life by engaging in the process of higher education. We are compelled to aid this transformation by offering diverse educational experiences designed to be inspirational for all those involved in the learning process. While we recognize our work is diverse, the entirety of the work we do is grounded in the four foundational elements of the comprehensive community college mission:

1. To prepare people to succeed academically in college-level learning (academic preparation)
2. To engage our students in learning activities that will prepare and advance them through the pursuit of a baccalaureate degree (transfer preparation)
3. To develop individuals to enter or advance in productive, life-fulfilling occupations and professions (workforce development)
4. To enrich the communities we serve through activities that stimulate and sustain a healthy society and economy (community development)



OUR VALUES



OUR **CORE** VALUES

At LCCC, we believe our core values are inherent in the cultural fabric of the College and could not be extracted in any way. They define who we are and how we behave as a community.

AUTHENTICITY

With purpose and without pretense, we are steadfast in our dedication to deliver on a promise, product, or service meeting the needs of individuals we serve.

DESIRE TO MAKE A DIFFERENCE

We engage in and pursue our goals for the opportunity to create better lives, better communities, and a better world for those who are here today and the generations that follow.

PASSION

Our institution is wholly dedicated to engaging in our work, sharing our beliefs, and debating the merits of any course of action as we strive to transform our students' lives through inspired learning.

OPENNESS

We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice.



OUR **ASPIRATIONAL** VALUES

We readily admit to a mismatch between our desire for these VALUES and their existence at the College. However, our strong aspiration for these values will shape the actions we take to ensure their universal presence at LCCC into the future.

COMMITMENT TO QUALITY

We are committed to promoting a culture of evidence that compels us to continuously strive for greater competence, productivity, and excellence in serving our students and community.

INCLUSION

Leveraging the diversity of our talents, we engage in the practice of wide-ranging, open-minded discourse with civility and respect. Our work is objectively grounded in what is best for our community and the provision of equitable opportunity for all.

INNOVATIVE AGILITY

We embrace the notion of adaptability, where our curiosity leads to forward-looking and unique actions. We are unencumbered by convention, endeavoring to discover improved ways of serving our students and community. We strive to make the impossible possible.

OUR **VISION** | The Big Goal

We aspire toward outstanding achievement in teaching and learning, degree completion, transfer success, workforce success, equity for all student populations, leadership and institutional culture. Our big goal is to be recognized for these levels of excellence as a finalist for the Aspen Prize for Community College Excellence on or before 2030.

See <https://highered.aspeninstitute.org/aspen-prize/> for more information.

VISION STATEMENT

In the future we are no longer the best kept secret in the Rocky Mountain West. Our frontier mentality will not allow us to be encumbered by habits of old constructs. Rather, we are engineered to be nimble, driven towards innovation, striving to make the impossible, possible. Students and partners seek us because of what we do and what we offer. Our enrollment will reach record levels as a result of deeper engagement, an identifiably different student experience, and the value proposition of our programs and services. We will achieve equitable outcomes for all students, leading to good jobs and/or transfer with advance standing at our university partners. In turn, our region's economy will be diversified in large part because of LCCC's leadership. We intentionally catalyze change.

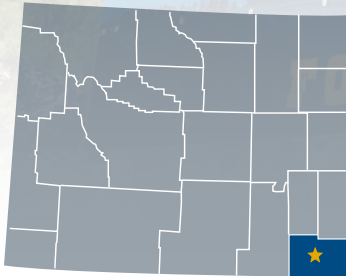


CONTEXT OUTSIDE OF LCCC



WELCOME TO WYOMING

WY



SOUTHEAST WYOMING, and specifically Laramie County, straddles two worlds. One is that of a growing, diversifying population along with a progressive culture, driven by our proximity to the booming front range of Colorado. The other is a world that is faced with a decreasing population, a homogenous economy impacted by the steady decline in coal country, and varying degrees of willingness to embrace an alternative future. These two worlds create tension, but also opportunity. Further tension and pressure landed on LCCC in the spring of 2020

when the world experienced the COVID-19 Pandemic, upending life as it was known. Like the virus itself, the pandemic continues to have lingering effects on many aspects of life and the economy, even at the time of this strategic plan's writing.

Through comprehensive environmental scanning, conducted as part of the strategic planning process, several themes emerged highlighting the challenges and opportunities within the external environment LCCC must successfully navigate in the future. These are summarized briefly in the following.

Population/Demographic Shifts

Population trends will present significant challenges for higher education, both in the west and nationwide. In Wyoming, recent Census reports illustrate some of these challenges. In general, Wyoming's population is aging, and the state has been a net-importer of individuals of retirement age, and a net-exporter of working-aged people. Laramie County appears to be one of the few areas that is bucking this trend, likely a result of the close proximity to the Colorado front range. These shifts will present challenges for the recruitment and retention of LCCC's workforce, as well as opportunities and institutional goals for engaging/reengaging more adult students.

High school populations have been the primary target for Wyoming's institutions of higher education, including LCCC. Each year, Wyoming graduates about 5,700 students from its public and private high schools. Although numbers are projected to increase for a few years, that state will only add just over 1,000 more to that number annually before seeing a reverse trend. By 2037, the number of high school graduates are expected to decrease by more than 13 percent. Fortunately, many states within proximity to Wyoming will see increases in high school graduate numbers, but we should

Computer science and technology educational opportunities continue as economic drivers supporting rapidly growing technological advancements.

expect growing national attention given to recruiting these individuals as other regions continue sharp declines.

Economic Needs/Priorities

Historically, nearly three-quarters of Wyoming's revenue is collected from the energy mineral industry. Because of the boom-and-bust nature of this industry, Wyoming is exploring opportunities for economic diversification in order to maintain a stable fiscal future. Several state and regional initiatives have advanced the concept of economic diversification including Economically Needed Diversity Options for Wyoming (ENDOW) and locally, Forward Greater Cheyenne. Along with feedback from LCCC's own business, industry and economic development partners, several sectors have risen to the top. These include advanced manufacturing in order to grow existing businesses and attract new businesses to the region, along with entrepreneur education and services that encourage business

start-ups. Both sectors intersect to provide opportunities for new product development and economic growth.

Health Care remains an economic engine for the future. With our nation's aging population, along with ongoing medical advancements, the need for skilled allied health workers is consistently increasing. Computer science and technology educational opportunities continue as economic drivers supporting rapidly growing technological advancements. The Ground Based Strategic Deterrent (GBSD - www.gbsdbound.com) project – a massive upgrade to America's nuclear weapons arsenal – to be launched at F.E. Warren Air Force Base will demand skilled workers in many technical occupations including construction, manufacturing, and information technology.

Funding Uncertainty

Within the current environment, the ability for Wyoming to fund education is inextricably



tyed to the value of coal, natural gas, and oil. Although the latter two have continued the historical cycle of boom and bust, coal, Wyoming’s foundational natural resources and as such foundational source of revenue, continues to decline. This situation presents an environment with general overall reductions in funding for higher education, and either a boom of one-time funding or a bust of significant cuts. With state funding comprising nearly 50 percent of the College’s revenue, this trend and these swings have significant impact on LCCC. Thus far, elected officials have been collectively reluctant to move to more sustainable state economy or make structural changes that would adequately fund community colleges.

Laramie County has been and will likely continue to improve economically, resulting in some relief as a result of increased local tax revenues. These currently comprise about 25 percent of the College’s revenue stream.

However, it isn’t completely immune to the same challenges the state faces, with a significant amount of local revenue also tied to the minerals industry.

This leaves tuition revenue tied to student enrollment as one of the primary sources of stable funding for LCCC. Yet in conjuncture with the demographic challenges mentioned above, there is increasing competition for new students, let alone retaining those the College currently enrolls.

Competitive Marketplace

Mentioned previously, there will be significant competition for a generally decreasing number of potential students within the reach of LCCC. The six other Wyoming community colleges, along with the University of Wyoming, will all be competing for the same, shrinking pool of high school graduates in the state. Both these students, and the general adult population will be targeted

from outside of the state as well, with growing numbers of colleges and universities, especially those offering online programs, looking to broaden their reach and pull of students as they face the same challenges. Although the cost of a higher education in Wyoming is still a value, as noted below, that margin is shrinking.

It isn’t just higher education that will be the primary competitive force. We will also have to compete with the current and future job market. It is estimated that by 2035, there are going to be more people in the United States who are age 65 and over than there will be children under 18. Prior to the pandemic, and likely as the nation recovers from it, for the first time there are more job openings than available people to fill them. Higher education will be required to demonstrate its value proposition as compared to the immediate and growing returns of direct entry into the labor force.



Employer Expectations/Needs

Providing a workforce with the knowledge, skills and abilities needed to support new business development, existing business expansion, and attracting new industries to Wyoming is critical for economic stability. Employers expect their future employees, and LCCC's future graduates, to not only possess a post-secondary credential, but increasingly they also desire industry recognized licenses and certifications. Employers also expect a workforce with an entrepreneurial mindset.

Complimenting a technically skilled workforce, employers continue to share the need for employees equipped with the soft skills demanded for success. These soft skills, or essential skills include the ability to



Providing a workforce with the knowledge, skills and abilities needed to support new business development, existing business expansion, and attracting new industries to Wyoming is critical for economic stability.



problem solve, innovate, and effectively communicate, as well as positive workplace behaviors such as attendance, accountability, and productive attitudes.

Generally speaking, all of these expectations can be taught and learned in a higher education setting. However, that requires students to enroll and participate. Yet employers are also demanding employees immediately, many of whom are finding such desperate needs that they hire employees without the very things they tell higher education they need. This



creates a challenge of bridging the immediate need to be in the workforce with the longer-term need for a postsecondary education.

Student Needs/Expectations

The needs and expectations of students are changing. Moreover, the needs and expectations are different for traditional-aged students, adult and working students, part-time students, and Veterans. In addition to robust student engagement opportunities, “students are seeking programs that feel relevant and offer a clear path to a career” (Hanover Research, 2021) or transfer institution that leads to a career. Students expect accurate, quality service; access to the resources to be successful; and high-quality programming delivered by experts in the field.





CONTEXT INSIDE OF LCCC



LCCC HAS GROWN SUBSTANTIALLY SINCE ITS INCEPTION, although there have been times of growth and attrition throughout its enrollment history. Over the past decade, the College's enrollment has gone from record peaks during the Great Recession to present day numbers more reflective of enrollment at the turn of the century. Figure 1 provides a historical picture of headcount and full-time equivalent (FTE) enrollment in the College's credit-bearing coursework.

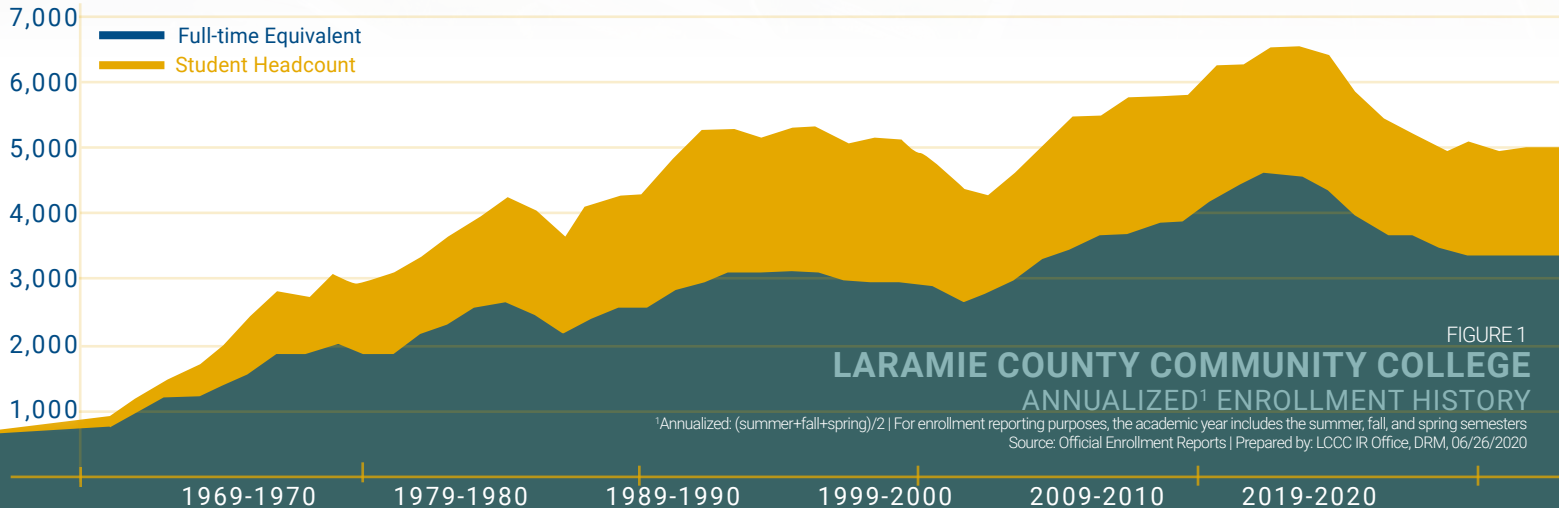
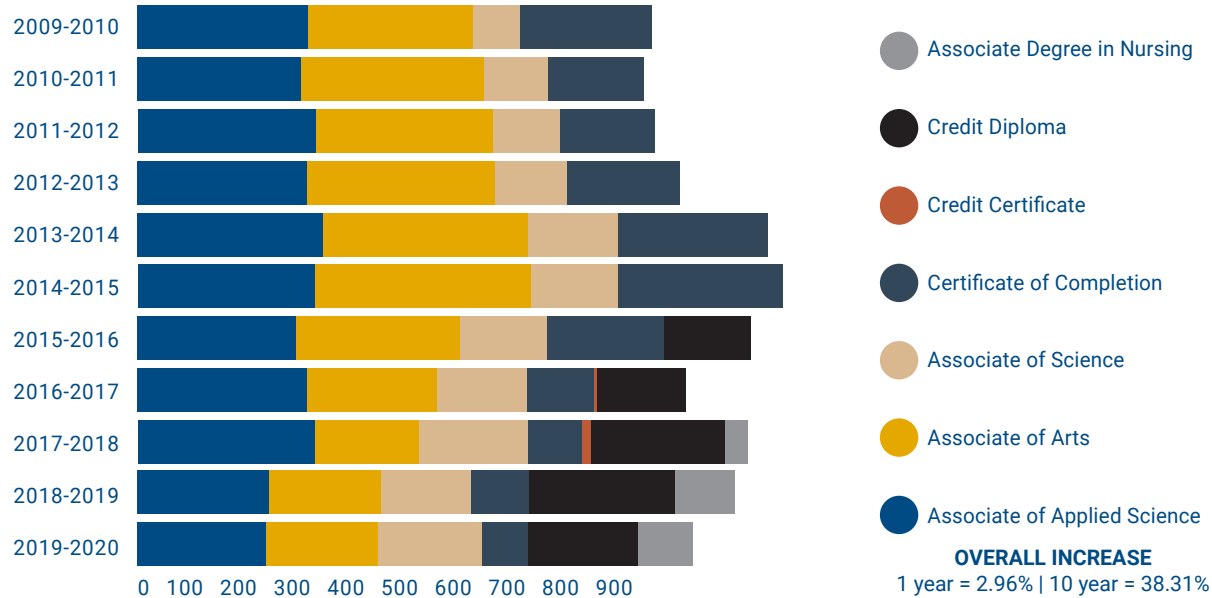


FIGURE 1
LARAMIE COUNTY COMMUNITY COLLEGE
ANNUALIZED¹ ENROLLMENT HISTORY

¹Annualized: (summer+fall+spring)/2 | For enrollment reporting purposes, the academic year includes the summer, fall, and spring semesters
Source: Official Enrollment Reports | Prepared by: LCCC IR Office, DRM, 06/26/2020

DEGREES AND CERTIFICATES AWARDED 2009 TO 2020¹

FIGURE 2



¹For reporting purposes, the academic year includes the summer, fall, and spring semesters | LCCC IR Office, DRM 7/17/2020

Although enrollment has declined, over the past decade LCCC has increased the award of post-secondary degrees and certificates by more than 38 percent. Reflective of the efforts from the previous strategic plan and a focus on improved outcomes, specifically through LCCC's efforts at institutional redesign through Guided Pathways, the College celebrated five of the largest graduating classes in the 50-year history of LCCC between 2011 and 2021. *See Figure 2.*

A decade ago, LCCC students graduated at the lowest rate of all colleges in Wyoming, and substantially lower than the average for community colleges across the nation. In 2011, LCCC's overall graduation rate was just 13 percent. Today, that rate has more than doubled, with 28 percent of all first-time, full-time students graduating within 150 percent of the time to completion. Although this progress is worth celebrating, there is considerably more

work to do to improve students' success during their time at LCCC. Perhaps more importantly, our focus now must shift to equitable achievement of post-graduation outcomes when our students leave the College.

Access and affordability are still cornerstones of community colleges, and historically an education in a Wyoming community college such as LCCC was an exceptional value. While

one can still argue this point, unfortunately costs to students and their families continue to rise. The Wyoming Community College Commission (WCCC), who is statutorily responsible for setting tuition rates for the seven Wyoming community colleges, has raised tuition seven times in the past decade. In 2011, one credit cost Wyoming residents just \$71, and in 2021 this has grown to \$105, a 48 percent increase over that time. Where Wyoming's community colleges used to offer resident tuition and fees well below the average of the western states comprising the Western Interstate Commission for Higher Education (WICHE), Wyoming is now well above the average. *See Figure 3.*

Community colleges have historically provided open admission and an affordable path to a higher education, especially for those populations with financial challenges. As a result of the latter,

community colleges have focused on ensuring the cost of attending a 2-year institution is significantly lower than that of a 4-year one. Tuition increases in Wyoming, and the University of Wyoming (UW) constitutionally directed low tuition rates, have made that price differential shrink to concerning levels. In 2011, the cost of coming to LCCC was 65 percent of that at UW, and by 2021 that had risen to 77 percent. Both of these are well over the WICHE region which sits at 41 percent. This trend makes the affordability argument more difficult to make for choosing a Wyoming community college over a University. *See Figure 4.*

Integrated in the environmental scanning process, a deep examination of the internal context revealed several areas of challenge and potential opportunity.

Not surprisingly, many of these had indirect correlations to those external challenges and opportunities facing LCCC. These are briefly summarized in the following.

Financial Stability

LCCC's revenues derive from three sources – tuition and fees, local taxes, and state appropriation. The economic challenges that have faced Wyoming's economy – primarily a result of the decline and volatility in the extractive industries - have continued to ripple into its funding and support for higher education. Over the past decade, state support for Wyoming's community colleges has decreased by nearly \$100 million without adjusting for inflation.

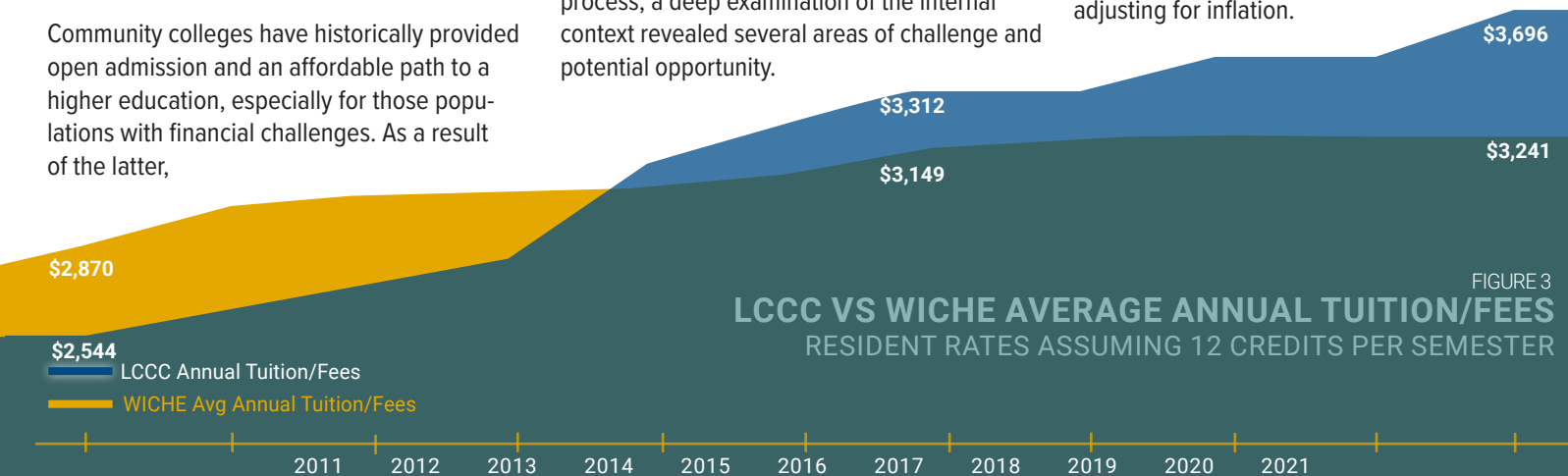


FIGURE 3
LCCC VS WICHE AVERAGE ANNUAL TUITION/FEES
RESIDENT RATES ASSUMING 12 CREDITS PER SEMESTER

LCCC's state funding has decreased by more than 25 percent since fiscal year 2016, and the College has had to implement budget reductions three times, with the latest in 2020 resulting in a reduction of more than \$8 million to the biennial budget. Future state funding is uncertain and will likely remain volatile.

Fortunately, revenues generated from local property taxes have continued to increase as Laramie County's economy grows. But we aren't immune to the fluctuations in the oil and gas industries, with recent impacts to these areas resulting in estimated decreases in local funding for the first time in nearly ten years. Even when local funding increases, the current allocation model used by the WCCC tends to pull state funding from areas of in-

“
One of our goals is to become the best-known higher education opportunity within 350 miles of Cheyenne.
 ”

creasing local support to redistribute to college districts with decreases in local funding, resulting in a net-neutral or even negative overall funding impact.

Which leaves tuition, and as a result, enrollment, being the primary source of funding that LCCC must look towards to be able to garner some control over our financial stability in the foreseeable future.

Enrollment Growth

Stated in numerous places within this analysis, LCCC's future, and the future of the communities it serves, will be increasingly dependent on the College's ability to enroll substantially higher numbers of students. LCCC will need to intentionally focus on increasing not only the number of students who matriculate to the College, but also the number of students who persist and complete a credential.

Strategic marketing, recruitment, and retention efforts for specific populations such as part-time students, adult and working students, first-generation students, and Veterans will be essential to enrollment growth. There will also be an increasing need to recruit non-resident students, engage them towards a postsecondary

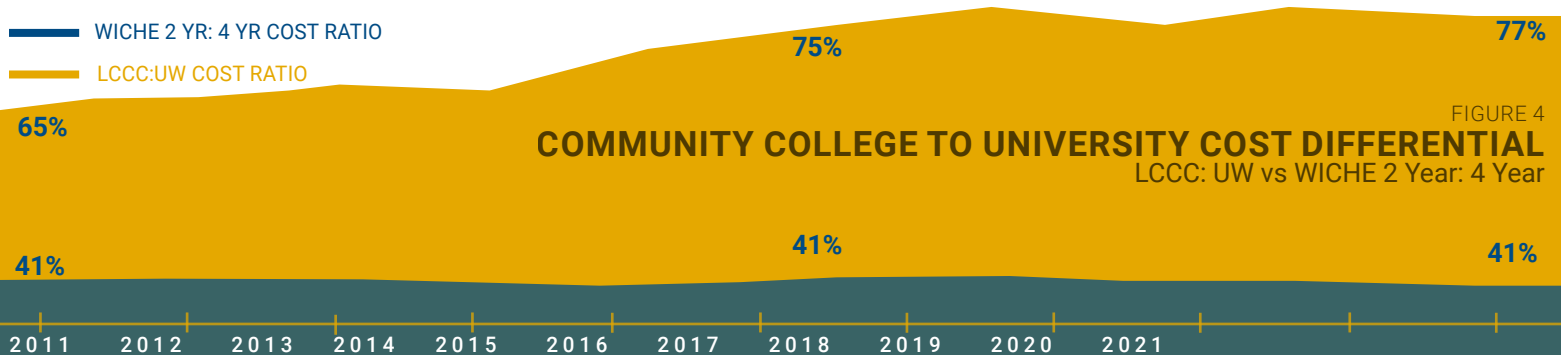
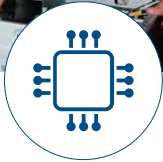


FIGURE 4



credential, and find ways to encourage them to stay, work, and live in Wyoming. Equally important is creating a culture of building and sustaining relationships and partnerships with key stakeholders including students, community supporters, and industry leaders.

Brand/Program Awareness

For the College to engage more students, it must greatly expand the area with which our brand and programs are known. Potential students, and in many cases those who will influence them (i.e. parents, employers, etc.) must be aware of who we are and what we do and what we offer. This will require a more intentional outreach and engagement with a much broader geographic region.

Awareness is only one part of this challenge. In addition, the College must be sure that our brand and what we offer are not only known, but are also seen positively and desirable amongst those populations within a larger region.

Program Relevance

Both students and employers demand programs that have direct linkage to their needs, hopes, and desires. Whether this is for a highly skilled, competent workforce, or real opportunities for social mobility through the attainment of a good-paying, satisfying career, it is imperative that the programs LCCC offers are relevant in today's marketplace and connect individuals to tangible opportunities

post-graduation. Thus, it is not enough for people to simply be aware of what we do and what we offer, our programs also need to be relevant to real life opportunities.

Student Experience

If students demand a unique experience, then LCCC must find ways to create one in hopes of differentiating LCCC from other colleges and universities. Much of that will be grounded in how students engage outside of the classroom as much of what occurs within the curriculum.

The College needs to finalize the creation of the experiences it has already begun. We have previously focused on: Collaboration as the students' ability to foster teamwork,



consider needs of partners, and work toward a specific goal as part of a team; Immersion as the student's interaction with and ability to learn from a community or culture outside of their own through transformative, hands-on, and reflective experiences; and Synthesis & Application as the student's ability to identify and apply skills learned in academic, collaborative, and immersive experiences in a formalized reflective final project.

Student Success

LCCC has invested significantly in efforts that create an environment where students can succeed. None more transformative than the

College's work with Guided Pathways. Yet, diversity, equity, and inclusion efforts are multifaceted processes through which we strive for excellence in teaching, learning, student engagement, workforce development, and community partnerships. Although much progress has been made, there is more work to be done to address equitable outcomes for specific populations such as students of color, part-time students, adult and working students, first-generation students, and Veterans. LCCC identifies student success as providing all students access to the necessary resources and tools to prepare them for the next step of continued education or quality employment.

Conclusion

Like Wyoming, LCCC and the communities we serve are at a crossroads. Significant support from an era of great resources and a decade of hard work has positioned the College well to have a meaningful influence over the future success of our students, state and region. Yet that future is not without its challenges, nor is it absent of significant opportunities. The comprehensive environmental scan conducted as part of the strategic planning process has revealed the risks as well as rewards that await an institution willing to continue its journey towards excellence. LCCC is such an institution, and from this inquiry we have built a plan for our future. That plan is detailed in the following.





GOALS AND STRATEGIES

GOALS | At-A-Glance

The campus community, its leadership, and the Board of Trustees realize LCCC can have a direct impact on Wyoming's economic growth and prosperity. To do that, we must embrace our role of ensuring equitable opportunity to postsecondary outcomes for all students. These outcomes must include access to life-sustaining occupations immediately upon graduation or by achieving advanced standing and success at a transfer institution. The following goals, strategies and foundational initiatives represent our road map to achieving that end.

A note about initiatives. This plan is a living, evolving document. While the goals and strategies will remain the focus for the duration of this plan, it is fully expected that additional initiatives and underlying projects, tasks, etc. will continue to emerge and evolve through the completion of this plan.

1

GOAL 1.

Become the best-known higher education opportunity within 350-miles of Cheyenne.

2

GOAL 2.

Engage substantially greater numbers of individuals in the intentional pursuit and achievement of post-secondary outcomes at LCCC through strategic enrollment management.

3

GOAL 3.

Transform the College's academic offerings into innovative programming with paths to viable opportunities for social mobility.

4

GOAL 4.

Continue to cultivate an environment intentionally designed where employees can do the best work of their lives.



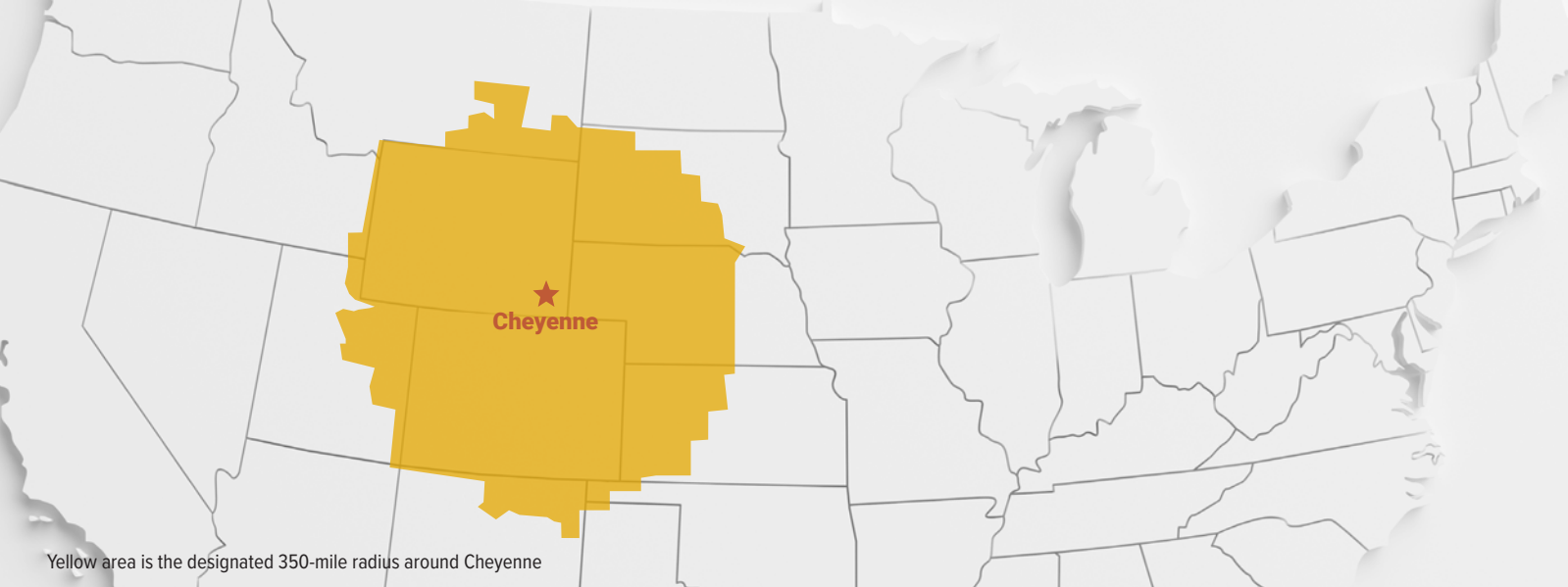
GOAL 1.

Become the best-known higher education opportunity within 350-miles of Cheyenne.

In an increasingly competitive environment, for our prospective students and families to engage with LCCC they have to be aware of the College and compelled by the value our programs and services provide. For our region to thrive in the future our reach can and must be far greater than the bounds of our service area. (Awareness Goal)

- a. Awareness Strategy:** Through comprehensive and purposeful efforts, we will substantially increase the region where people know who LCCC is, what we do, and the value and quality of the programs and services we offer.
 - i. Conduct public perception and awareness polling to establish a baseline understanding of awareness within a 350-mile radius of Cheyenne.
 - ii. Launch an inaugural, year-long awareness campaign reaching audiences within a 350-mile radius to catalyze the initial progress towards this goal.

- b. Branding Strategy:** Assess, determine, and modify as necessary, the overall brand of LCCC to ensure it is recognized favorably and interpreted relevantly by our future students and current stakeholders.
 - i. Conduct a brand awareness, preference, and confidence study to assess the perceptions of our name and brand.



Yellow area is the designated 350-mile radius around Cheyenne



GOAL 2.

Engage substantially greater numbers of individuals in the intentional pursuit and achievement of post-secondary outcomes at LCCC through strategic enrollment management.

Student participation, and ultimately success, will be an essential determinant of the success of LCCC, and more importantly, of our communities and state in the future. Pragmatically, the College's resource stability will be reliant on increasing numbers of students enrolling. Strategically, these students are the necessary pipeline of talent needed within our workforce to drive economic growth and societal prosperity. (Enrollment and Completion Goal)

- a. Recruitment Strategy:** Implement strategic recruitment efforts targeted and segmented to the various population markets from where LCCC desires to enroll more students in our programs and services.
- i. Develop a Strategic Recruitment Plan as part of a broader Strategic Enrollment Management (SEM) planning effort.
 - ii. Create a data-rich environment to inform decisions, evaluate strategies, and ensure recruitment efforts are effective and evidence-backed.
 - iii. Increase collaboration among departments across the campus to support the enrollment program.
 - iv. Research, explore, and implement mechanisms (e.g., targeted aid, tuition reduction strategies, etc.) that create/restore the affordability competitive advantage for LCCC.



b. Retention Strategy: Implement effective, innovative strategies that result in increased retention and the persistence to completion of a credential for the students who are already enrolled at LCCC.

- i. Develop a Strategic Retention Plan as part of a broader SEM planning effort.
- ii. Create robust systems to identify equity gaps in retention and achievement among student groups to implement effective outreach and interventions.

c. Marketing Strategy: Research and implement strategic marketing efforts that generate interest and engagement with LCCC resulting in increased enrollment.

- i. Develop a Marketing plan as part of a broader SEM planning effort.
 - a. Develop specific messaging for target markets identified through the SEM planning process.
- ii. Create and implement a digital retargeting campaign that strives to:
 - a. Effectively reach prospective students that engage with LCCC’s website, by delivering targeted and relevant programmatic ads; and
 - b. Drive interest and engagement with LCCC, creating a desire to learn more about our programs and learning opportunities.
- iii. Increase the quality and quantity of data pertaining to the methods in which prospective students receive, intake, and respond to LCCC marketing efforts, providing direction for additional marketing strategies.
- iv. Create opportunities of engagement to capture stakeholder information for targeted and purposeful communication.

GOAL 3.

Transform the College's academic offerings into innovative programming with paths to viable opportunities for social mobility.

LCCC's degree and certificate programs are the foundation for social mobility of our graduates and economic prosperity for our communities. These programs must be designed to create a unique student experience that differentiates the College, provide pathways to equitable success and outcomes, and align with real opportunities post-completion.

(Programming Goal)

- a. Stakeholder Engagement Strategy:** Create deeper, purposeful connections with stakeholders to maximize LCCC's alignment of programs and services with identifiable community needs and viable opportunities.
 - i. Revamp the LCCC Program Advisory Board model to ensure that diverse, comprehensive representation of industry and/or subject matter experts guide the design and improvement of all pathways and programs at LCCC.
 - ii. Establish a President's Advisory Council to connect the highest levels of leadership to LCCC in a way that ensures the College is aware of, anticipating, and responding to the current and emerging needs of the community.

- b. Capacity Building Strategy:** Capacity building efforts at LCCC will focus on creating the capacity where little or none exists to offer programs and curricula that respond to significant need, demand, and/or opportunity for economic and social growth within the region. Capacity building activities will focus on areas where LCCC can fill a niche and become a premier provider of programs, services, and activities related to these areas.
 - i. Successfully launch an Advanced Manufacturing Initiative to include programming and space that provides a manufacturing workforce pipeline.
 - ii. Create and implement a comprehensive Entrepreneurship and Innovation plan focused on building capacity within LCCC's programs, services, spaces, and partnerships to stimulate new business starts and small business growth.

c. Expansion Strategy: LCCC has already established itself as a provider of excellent programming in areas of current, and future need for our service area and Wyoming. Many of these areas are also ripe for growth and expansion. LCCC will expand programmatic offerings in areas where we recognize there is substantially more we can do to better serve our stakeholders and communities.

- i. Strategically expand LCCC's Healthcare/Health Sciences degree and certificate program offerings.
- ii. Expand degree and certificate program offerings within the College's new Information Technology Pathway.
- iii. Create new opportunities for students to earn baccalaureate degrees in LCCC's service region through the targeted expansion of Bachelor's of Applied Science (BAS) program offerings.
- iiii. Establish an LCCC Online Campus offering fully online programs to new audiences of students who are interested in completing a post-secondary credential through an entirely online/distance format.

d. Program Health Strategy: All programs offered by the College – new or existing – must be relevant and operate with great efficacy. Our financial and political environment necessitate this, and our students and stakeholders demand it. LCCC must assess, evolve, and adapt our programs to ensure their quality and viability.

- i. Develop and implement an annual program analysis process to continuously monitor and respond to overall program health and viability.
- ii. Integrate required and meaningful Applied Learning (synthesis and application) experiences into all degree/certificate programs.
- iii. Implement evidence-backed and innovative ways to improve the rate at which graduates from AA/AS degrees transfer, and succeed after transfer, at a four-year college or university.
- iv. Explore, and implement where viable, the utilization of interdisciplinary program offerings through the creation of skills-based and value-added credentials based on identifiable needs and opportunities.

e. Student Experience Strategy: Provide and deliver an experience that differentiates LCCC from all others and leads to the development of a more well-rounded, better-prepared student after completion.

- i. Establish a baseline understanding of the student experience at LCCC through purposeful collection of student feedback and perspective.
- ii. Build capacity for all students to have a meaningful immersion experience where they are exposed to environments, places, and people they otherwise would not have the opportunity to experience.
- iii. Establish an inescapable experience for all graduates that helps prepare them for, and succeed in their transition after LCCC – either to a good job or advance standing at a transfer institution.
- iv. Create opportunities for students, especially non-residents, to establish deep connections to our communities and Wyoming with the goal of having more of them choose to stay, work, and live in the state post-graduation.

GOAL 4.

Continue to cultivate an environment intentionally designed where employees can do the best work of their lives.

Organizations are only as strong as the people who comprise them. Great organizations recruit and retain the best talent, and that talent does their best work. These organizations do four things exceptionally well: (1) they set clear expectations, (2) they engage their employees deeply, (3) they empower their employees, and (4) they focus on life/work satisfaction.

(Culture Goal)

a. Clarity of Purpose Strategy: The College’s Mission is compelling, and the work is meaningful. LCCC must now become more intentional about its focus on outcomes and providing clear expectations and exceptional support for the College’s employees.

- i. Transform all position descriptions that moves them from “process” oriented responsibility identification to “outcome” oriented responsibilities.
- ii. Establish an easily accessible, online repository of all active position descriptions in use at LCCC to improve access and understanding to the purpose of positions.
- iii. Strengthen supervisor knowledge and skills to improve their effectiveness in teaching, coaching, and mentoring their employees.
- iv. Develop an annual College-wide continuous quality improvement process that engages employees in designing expectations for success in their functional or programmatic units.
- v. Purposefully integrate the updated Mission, Vision, and Values into key employee processes and training at LCCC.

b. Engagement Strategy: When people feel engaged – with their place, with each other, and with the activities they are committed to – they tend to find greater satisfaction from their work and thus a greater commitment to sustaining it.

- i. Develop a comprehensive employee engagement plan that utilizes research and best practices to guide future investments and initiatives at LCCC.

- ii. Continue to develop and enhance campus-wide communication to be clear, consistent, and timely through the development of synchronized calendars, town hall meetings, the HR newsletter, etc.
- iii. Research, assess, and where appropriate implement evidence-backed employee retention efforts to increase retention from new hire to retirement.
- iv. Create a physical work environment that encourages and supports engagement with the campus through facilities improvements such as:
 - a. Complete the much-anticipated renovation of the Recreation & Athletics Complex (RAC).
 - b. Continued updating of external building facades to improve aesthetics, engagement, and pride of space.
 - c. Updates and renovations to create more current, more engaging working and learning spaces on campus.

c. Empowerment Strategy: LCCC has already created opportunities for broad involvement in key initiatives and processes at the College. The next phase in this cultural journey is to improve the way the College empowers employees to act, try innovative ideas, and make decisions that are impactful to the institution, in a manner that engenders trust and understanding to ensure these actions are in line with LCCC’s mission and goals.

- i. Develop a comprehensive employee empowerment plan that utilizes research and best practices to guide future investments and initiatives at LCCC.
- ii. Create and encourage opportunities for employees to lead or participate in significant College processes, initiatives, or projects.
- iii. Create and encourage opportunities for personal and professional growth (internal hires and interim appointments).

d. Work/Life Satisfaction Strategy: In an increasingly complex world, one connected through technology, it is easy to lose the balance between living and working. LCCC will strive to find ways for employees to feel both through the consideration of these two elements.

- i. Research, assess, and where feasible implement options, based on employee input and market data, for flexible work schedules (e.g., remote work, alternative work schedules, changes to work week duration, etc.).
- ii. Finalize the implementation of the LCCC Compensation Plan including securing funding for all phases, and finalizing procedure, processes, and documentation.
- iii. Research, examine, and where feasible, implement monetary and non-monetary enhancements to employee benefits.



STRATEGIC PLANNING TEAM

STRATEGIC PLANNING: Team Members

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The college has a designated person to monitor compliance and to answer any questions regarding the college's non-discrimination policies. Please contact: Title IX and ADA coordinator, Suite 205, Clay Pathfinder Building, 1400 E. College Drive, Cheyenne, WY 82007, 307.778.1144, NDS@lccc.wy.edu