

# Goals and Strategies

With an eye to the future, a strong desire for excellence and a staunch dedication to student success, LCCC has embraced the following four Strategic Goals to guide our work through the year 2020. Each of the four strategic goals has accompanying strategies with targeted outcomes that will be used to evaluate our success in achieving this plan.

## **Goal 1.**

Increase the number of students earning high-value credentials by reinventing the College's programs and services so they are designed for the 21<sup>st</sup> century learners and aligned to drive the economic and social futures of Southeastern Wyoming.

### ***Strategies***

- A. Increase participation at the College through wise enrollment growth
  - i. Target populations in the community that are under-represented in the LCCC student body.
  - ii. Implement recruitment activities that seek to enroll young adults, especially those with some college, but no degree.
  - iii. Design and launch new academic programs aligned with current or emerging community, state, or national needs.
  - iv. Develop an LCCC Online enterprise with sufficient autonomy to purposefully grow offerings and enrollment in distance education using cutting-edge course design and innovative instruction.
- B. Implement research-based, high-impact practices for early and ongoing student engagement in the educational process
  - i. Design a mandatory orientation program for all new students enrolling at LCCC that includes advising and registration.
  - ii. Develop and deliver a strong, holistic system of student advising that assigns every student a single case manager to follow him/her throughout their educational journey.
  - iii. Implement a system to ensure all students have an academic plan on file by the end of their first term and reviewed frequently that maps their coursework and milestones from start of their education journey to completion.
  - iv. Create a first-year or first-term student success course required of all new students to LCCC that is contextualized to programmatic themes or pathways, designed to help students become college-ready, build significant relationships, establish their academic plan, explores careers and connects them to the community.
  - v. Establish learning communities for at-risk students (developmental, first-generation, undeclared programs, etc.) that utilize prescriptive coursework and programming to provide support systems and guidance these students need to succeed in achieving their educational goal.
- C. Redesign the College's institutional scholarship and aid programs in a way to strategically accomplish desired outcomes.
  - i. Develop aid programs and strategies that target individuals who desire to enroll at LCCC but have un-met financial need inhibiting their ability to participate.
  - ii. Create aid programs designed to incentivize students to achieve key progress points along their educational path.
  - iii. Work closely with the LCCC Foundation to grow existing and/or develop new private giving scholarship opportunities focused on un-met need or to incentivize student progress and completion.

- D. Establish clear academic pathways based on curriculum designed to help students achieve important learning outcomes and to help them progress through academic milestones and ultimately completion.
  - i. Create a new process using multiple inputs to ascertain both cognitive and affective student abilities to more accurately assess college-readiness and place students into appropriate coursework.
  - ii. Redesign developmental coursework and activities to facilitate an accelerated progression to college-readiness for our students.
  - iii. Completely redesign our academic programs so that college-ready, full-time students would be able to complete certificate programs in one year, and associate degrees in two years.
  - iv. Publish all program curricula in ways to illustrate the progression for full-time and part-time students to complete their chosen program of study.
- E. Reinvent the College's general education curricula to ensure our students are exposed to broad perspectives to some of the world's biggest questions and that they possess the skills and abilities necessary to succeed regardless of their chosen occupation.
  - i. Develop and implement a LCCC General Education Core that stems from essential learning outcomes, ensure it is incorporated into all transfer programs (AA and AS degrees), and when completed results in a Certificate of General Studies.
  - ii. Ensure that all applied programs (Certificates and AAS degrees) include coursework, stand-alone or integrated, that leads to institutional student learning outcomes.
- F. Establish a strong system of quality assurance in our curricula and a mechanism to inform instructional effectiveness by developing coherent assessment practices across all levels of the educational program at LCCC.
  - i. Establish well-defined, assessable, and common learning outcomes across all sections, locations, and delivery modalities for the same course. Pair these common outcomes with the development of accompanying rubrics and common assessments.
  - ii. Establish program learning outcomes for all programs leading to a degree or certificate from LCCC, and establish rubrics and assessments to ascertain achievement of program outcomes.
  - iii. Build upon the foundational work the College has done in establishing institutional learning outcomes, and integrate educational activities and assessments that yield evidence of student learning in these competency areas.
  - iv. Develop a technology-based mechanism to capture and analyze assessment data to inform continuous improvement of our teaching practices.

## **Goal 2.**

Strengthen relationships and connections with key community partners, such as K12, UW, other four-year institutions, businesses and industry, and other entities to improve student transitions between educational entities and into the workforce.

### ***Strategies***

- A. Expand early-college engagement of high school students to encourage greater college-continuation, ease transitions to college, and ensure students are prepared to succeed at LCCC.
  - i. Continue the progress made towards the establishment of a Southeastern Wyoming Board of Cooperative Higher Education Services (BOCHES).
  - ii. Create curriculum articulation groups formed of LCCC Faculty and high school teachers to ensure and improve curricular alignment.
  - iii. Strengthen and expand dual and concurrent enrollment activities by implementing the National Alliance of Concurrent Enrollment Partnerships (NACEP) standards.
  - iv. Provide early interventions for high school students who test less than college ready in key areas such as writing and mathematics.
- B. Strengthen academic alignment of LCCC Associates of Arts and Science's degree programs to promote student completion and successful transfer to UW and other four-year colleges and universities.
  - i. Establish program articulation agreements with four-year institutions that map the entire degree program sequence that illustrates a coherent pathway to a bachelor's degree and guarantees seamless transfer if students adhere to the pathway.
  - ii. Strengthen and expand reverse transfer systems in partnership with UW and other four-year institutions that allow LCCC students who transfer without completing a degree the opportunity to earn the credential once requirements are met as a result of coursework taken at the university.
  - iii. Articulate the new LCCC General Education Core with UW so that students may transfer their first-year general education coursework in a block and satisfy the UW general education requirement.
- C. Expand relationships with business and industry partners to ensure programs are aligned with employer needs.
  - i. Building from existing documents and work pertaining to career pathways advisory committees, establish a program advisory committee handbook that will help establish new and/or strengthen existing program advisory committees.
  - ii. Evaluate current advisory panel membership and encourage broader participation to establish new partnerships and relationships.
- D. Develop broader understanding of our communities' needs and leverage existing programs, services and activities to increase the engagement of LCCC with the community, and the community with LCCC.
  - i. Conduct a comprehensive environmental scanning/needs assessment in Albany County to ascertain current and future community needs that will guide programming offered through the Albany County Campus of LCCC.
  - ii. Expand opportunities for students involved with co-curricular and extracurricular activities (e.g., athletics, student clubs, service learning, etc.) to engage more richly with the community in ways that help develop the community and build relationships.
  - iii. Encourage, track and celebrate faculty and staff involvement in community initiatives, through service on community boards, or other opportunities for civic engagement.

### **Goal 3.**

Build the organizational capacity to thrive in the future by focusing on establishing a climate of trust, an effective, efficient and entrepreneurial workforce, and a culture of continuous improvement.

#### ***Strategies***

- A. Establish processes and programs to proactively focus on employee recruitment, retention, development and performance.
  - i. Implement a fresh, comprehensive model for new employee onboarding and initial orientation to the College.
  - ii. Continue progress towards establishing an employee recruitment process that incorporates strong search processes (e.g. search committee orientation, objective screening tools, clear channels of communication, etc.).
  - iii. Implement improved performance management systems for employee evaluation and development.
  - iv. Research and implement a new model for compensation of the different employee groups at the College.
- B. Building upon the early work of the Center for Teaching & Learning (CTL) Taskforce, fully implement the structure, programming, and services of the CTL to develop a world-class teaching staff.
  - i. Implement an intensive first-year experience for new faculty that exposes them to the institution, and more importantly builds a foundational knowledge-base to become excellent instructors.
  - ii. Create a continuous improvement academy through which ongoing professional development will be made available to all faculty to evaluate and improve instructional effectiveness. on the website:
  - iii. Establish a defined and purposeful path to faculty promotion and advancement in rank.
- C. Continue to strengthen the culture of continuous improvement by improving current or developing new processes and supporting infrastructure necessary to support continual analysis of performance and plans to continuously improve.
  - i. Develop a comprehensive institutional planning framework, accompanied by documentation guidelines for the levels of planning while utilizing technology-driven mechanisms for monitoring progress.
  - ii. Revamp the academic program review protocol to incorporate combined elements of traditional program self-study as well as performance evidence derived from indicator measures.
  - iii. Design a new protocol for the frequent review and analysis of the effectiveness of co-curricular programs or service areas to assess their performance and guide improvement practices.
- D. Finalize the establishment of a strong system of Board of Trustees policies and accompanying Administrative Procedures.
  - i. Develop needed policies and procedures pertaining to academic affairs, such as new program development and approval, degrees and certificates structure, general education, etc.
  - ii. Continue our work towards updating and adding new human resources policies and procedures to guide our employment structures, practices and relationships.
  - iii. Strengthen policies and procedures pertaining to college affordability, specifically looking at the development of these for student fee approval and review.

## **Goal 4.**

Transform the College's physical environment into a vibrant, and appealing place conducive to the engagement of students and community through campus renovations, additional facilities, and beautiful grounds.

### ***Strategies***

- A. Aggressively pursue the completion of the LCCC Building Forward facilities plan.
  - i. Finalize planning and secure funding to construct a new student services, university, and instructional building on the Cheyenne campus.
  - ii. Finalize planning and secure funding to construct a new industrial technology building on the Cheyenne campus.
  - iii. Initiate planning updates, form community advisory groups, and pursue avenues to fund and build a new LCCC Fine and Performing Arts building on the Cheyenne campus.
  - iv. Continue the collaborative progress with UW in planning, securing funding and constructing a new Albany County Campus building on the UW campus.
  - v. Research and secure expanded options for student housing in Cheyenne to meet current and anticipated demands.
- B. Remodel/renovate/expand existing campus facilities and infrastructure to transform the campus in ways designed to meet the future needs of our students and community.
  - i. Plan, secure funding for, and renovate the Ludden Library to embrace a new vision for this space and function – the Ludden Library and Learning Commons.
  - ii. Expand and renovate recreational facilities on campus for students and community by seeking partnership opportunities with the proposed Cheyenne Rec Center.
  - iii. Modernize, expand, and update the College's data and technology infrastructure.
- C. Build the capacity to maintain a more attractive exterior infrastructure and landscape on campus.
  - i. Complete façade updates to existing concrete buildings to provide a more visually appealing and current exterior feel.
  - ii. Expand hardscape and landscaping to the campus grounds, adding the infrastructure to water and maintain a more robust landscape, while understanding the limitations of our regional climate and the need to be resource conservation-minded.
- D. Implement the comprehensive campus wayfinding plan to update and enhance campus signage and directional guidance for students/visitors.
  - i. Improve interior and exterior signage on campus.
  - ii. Finalize exterior campus lighting projects.
  - iii. Building from current architectural plans, construct campus gateways to formally identify and provide engaging main entrances to the campus.