Transforming students' lives through the power of inspired learning.

STRATEGIC PLAN
2030

2024 PROGRESS UPDATE AND REFRESH

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. The Plan was "refreshed" in 2024 to include progress updates and an evolution of strategies and initiatives that shape the College's strategic efforts.
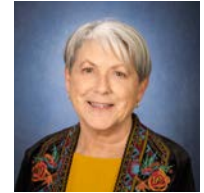
BOARD OF TRUSTEES

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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)

A VISION FOR LCCC

the **BIG GOAL**

Our over-arching goal is to become a finalist for the Aspen Prize for Community College Excellence on or before the conclusion of this plan in 2030. The Aspen Prize is awarded to institutions with outstanding achievement in teaching and learning, degree completion, transfer success, workforce success, equity for all student populations, and leadership and institutional culture.
See https://highered.aspeninstitute.org/aspen-prize/ for more information.

the **VISION**

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 advanced 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.

our CORE VALUES

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

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.

UNLOCKING OPPORTUNITY

In 2023, LCCC was selected as one of 10 community colleges nationwide to participate in a program aimed at improving students' post-completion outcomes called Unlocking Opportunity.

The Aspen Institute, an international nonprofit organization based in Washington, D.C., in partnership with the Community College Research Center (CCRC) at Teachers College of Columbia University, selected LCCC to be in its national network of exceptional community colleges committed to ensuring that every student can earn a degree or high-quality workforce credential.

Unlocking Opportunity doesn't require any single reform of participating colleges, but each college has committed to advancing reforms through five broad strategies:

1. Set a family-sustaining wage standard and assess programs against it.
2. Setting goals for changing program-level enrollments and outcomes.
3. Strengthen the program portfolio and partnerships to increase post-graduation success.
4. Align advising to greater and more equitable completion of high-value programs.
5. Institutionalize reforms.

UNLOCKING OPPORTUNITY
aspen institute

CCRC COMMUNITY COLLEGE RESEARCH CENTER
TEACHERS COLLEGE, COLUMBIA UNIVERSITY

LCCC has established seven priority strategies framing the work within Unlocking Opportunity. A priority strategy is a focused area of actions and activities LCCC will engage in to accomplish specific, quantitative goals aligned with the intended outcomes of Unlocking Opportunity.

The strategies are organized under two main objectives provided by Aspen and CCRC:

    1. "Strengthening the Program Portfolio"
    2. "Strengthening Support to Enter and Complete Programs"
    3. A third objective, developed by and for LCCC references "A Unique Experience to Develop Unique Graduates"

These strategies include:

    1. Clear Transfer Pathways
    2. Value-Added Student Paths in the Health Sciences & Wellness Pathway
    3. Pathways-Aligned, Equitable Dual/Concurrent Enrollment
    4. Individualized Success Plans
    5. STRT 1000: Strategies for Success Reboot
    6. Student-Focused Course Scheduling
    7. The LCCC Student Experience

Specific strategies and initiatives aligned with Unlocking Opportunity are denoted within the 2030 Strategic Plan. Look for the 🔑 located next to these items.

More information about the Unlocking Opportunity initiative is available on the Aspen Institute website.

GOALS and STRATEGIES

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.

GOAL 1. | Become the best-known higher education opportunity within 350 miles of Cheyenne.

The first phase of the 2030 LCCC Strategic Plan provided early success and foundational work to set the stage for accelerated, and focused progress in the years to come. A summary of progress in each of the four goal areas and relevant initiatives of the plan is provided in the following.

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 must be aware of the College, know that it is affordable, and compelled by the value proposition of our programs and the unique experience we 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 of the programs and services we offer.

✓ i. Conduct public perception and awareness polling to establish a baseline understanding of awareness within the 350-mile radius of Cheyenne.

Result: In the fall of 2022, LCCC engaged in a Brand Awareness and Public Perception polling process with Clarus. The process was designed to examine trends, awareness, recognition, and other elements of LCCC in six different zones within the broader 350-mile target area. The branding and perception polling that were conducted on behalf of LCCC had almost twice as many survey respondents as Clarus anticipated, providing a representative sample from all of the identified population areas. The results of the survey indicated that LCCC has a strong awareness and positive perception within the primary LCCC service area (Laramie and Albany Counties) but must do additional work outside of this service area to grow brand recognition, awareness, and consumer confidence. The results and implications of the project will help guide further analysis of the data and the impacts of making broad changes (e.g., brand refresh or name configuration) to LCCC's branding both in the service area and within a 350-mile radius.

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ii. Complete year three of the awareness campaign and transition the ongoing practice of an awareness campaign into the operations of the institution through the Marketing & Communications Department.

Progress Update: LCCC launched an inaugural awareness campaign to help make LCCC the best-known institution in a 350-mile radius. The first focus was one of making connections, both on and off-campus. In its first year, the campaign targeted all the surrounding states. Although this approach spread resources too thin, the efforts still resulted in more than 1,500 people starting an application and boosted website traffic from the surrounding states by 13-70% depending on the state. In year two of the campaign, LCCC targeted states of Colorado, Nebraska and South Dakota and put more of the budget into digital advertising (nearly cutting out radio, TV and billboards completely). This made a huge difference. By the end of year two, more than 10,000 people had clicked to start an application and website traffic was up another 14-170% from those three states. Building upon the success and lessons learned from the first two years, year three leverages best performing tactics from previous campaigns plus adds a year-long, list-based tactic that delivers ads to potential students who have taken the ACT. It also adds a focus on search engine optimization that aims to elevate LCCC search result rankings and ease the amount of advertising the marketing team does as part of our pay-per-click campaign.

B. Branding Strategy: Assess, determine, and modify, as necessary, the overall brand of LCCC to ensure it is recognized favorably and interpreted relevantly to our future students and current stakeholders.

i. Conduct a brand awareness, preference, and confidence study to assess the perceptions of our name and brand.
See page 15 for result.

ii. Conduct an objective analysis of implications outlined in the brand awareness and perception polling and provide action-based recommendations.

iii. Develop a comprehensive brand refresh for the College based on the analysis. Acknowledging the implementation may not have a significant deviation from our current identity.
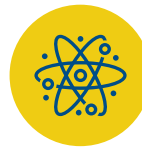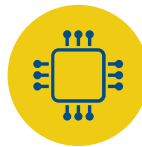
C. Student Experience Strategy: Provide and deliver an experience that differentiates LCCC from all others and leads to the development of a more well-rounded, better-prepared student after completion.

   i. Establish a baseline understanding of the student experience at LCCC through purposeful collection of student feedback and perspective.

   ii. Establish an institutional framework for the LCCC Student Experience to guide the development, delivery, assessment, and inculturation of the identified qualities of an impactful experience.

   iii. Integrate required and meaningful Applied Learning (synthesis and application) experiences into all degree/certificate programs.

   iv. 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.

   v. Redesign the STRT 1000: Strategies for Success course to provide all LCCC students the opportunity to solve problems through active learning, build relationships and discover resources that will help them succeed, do deep career exploration or validation, and develop an individualized success plan.

   vi. Ensure every LCCC credential-seeking student has an individualized success plan to create a customized map unique to how the student will navigate their chosen Pathway and program.

   vii. Establish an inescapable experience for all graduates that helps prepare them for and to succeed in their transition after LCCC – either to a good job or advanced standing at a transfer institution.

   Progress Update: Initially conceived as part of an employee sabbatical, the creation of the Transition Experience (TREX) is on track for full implementation by all programs in 2025. The research-backed design of a three-module course required of all graduates has been completed and was approved through the LCCC Academic Standards Committee (ASC) in spring 2023. Nine programs piloted the course in FY23, with 27 programs modified for FY24, and roughly 39 programs planning to adapt for implementation fall 2024. TREX already has a demonstrated impact - results from Fall 2023 demonstrate a 19% increase in students feeling prepared to transfer and a 35% increase in students feeling prepared to articulate skill for a job (compared to the baseline survey in fall 2022). Qualitative assessment of the impact of TREX has been overwhelmingly positive as students

indicate their learning in financial planning, preparedness for next steps including interviews and transfer, and their ability to speak to skills learned at LCCC. In spring 2024, the former graduation survey has been modified to an exit survey that will capture all students leaving the institution and assess their preparedness for the next step.

viii. 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.

D. Affordability Strategy: Ensure an LCCC education is affordable, ideally debt-free, to all who choose to pursue it, and effectively communicate this across the 350-mile impact region.

i. Research, explore, and implement mechanisms (e.g., targeted aid, tuition reduction strategies, etc.) that create/restore the affordable competitive advantage for LCCC.

    a. Pilot targeted tuition waiver programs to incentivize enrollment from proximate non-resident markets to build on-campus student populations and increased in-migration of young talent.

    b. Pilot targeted tuition waiver programs to increase the number of student-athletes participating in LCCC Golden Eagle Athletics and to strengthen team competitiveness and success.

    c. Pilot strategic need-based financial aid programs to encourage high school graduation and college continuation of low-income students in LCCC's service area.

ii. Implement mechanisms to connect students, especially those most economically disadvantaged, to financial resources necessary to enroll, stay enrolled and complete a credential at LCCC.

    a. Conduct an objective analysis of the efficacy of the current processes for awarding private scholarships to students, with the overall goal of distributing more scholarship funds broadly across the LCCC student population.

    b. Design and implement an institutional scholarship program targeted primarily at providing additional financial assistance to those students with the greatest financial need.

iii. Revamp existing student/public-facing media and resources to ensure it is clear the costs of LCCC's programs, the actual value proposition, and effectively conveys processes for helping students pay for college.

    a. Update all Pathways and program web pages, maps, resources to clearly communicate the direct cost of the program, initial earnings of graduates from applied programs, and transfer rates for transfer programs, as well as denoting the primary employer or university partners of the program.

    b. Develop and deploy compelling promotional messages and materials that illustrate the competitive affordability advantage attending LCCC has over other institutions with the 350-mile region.
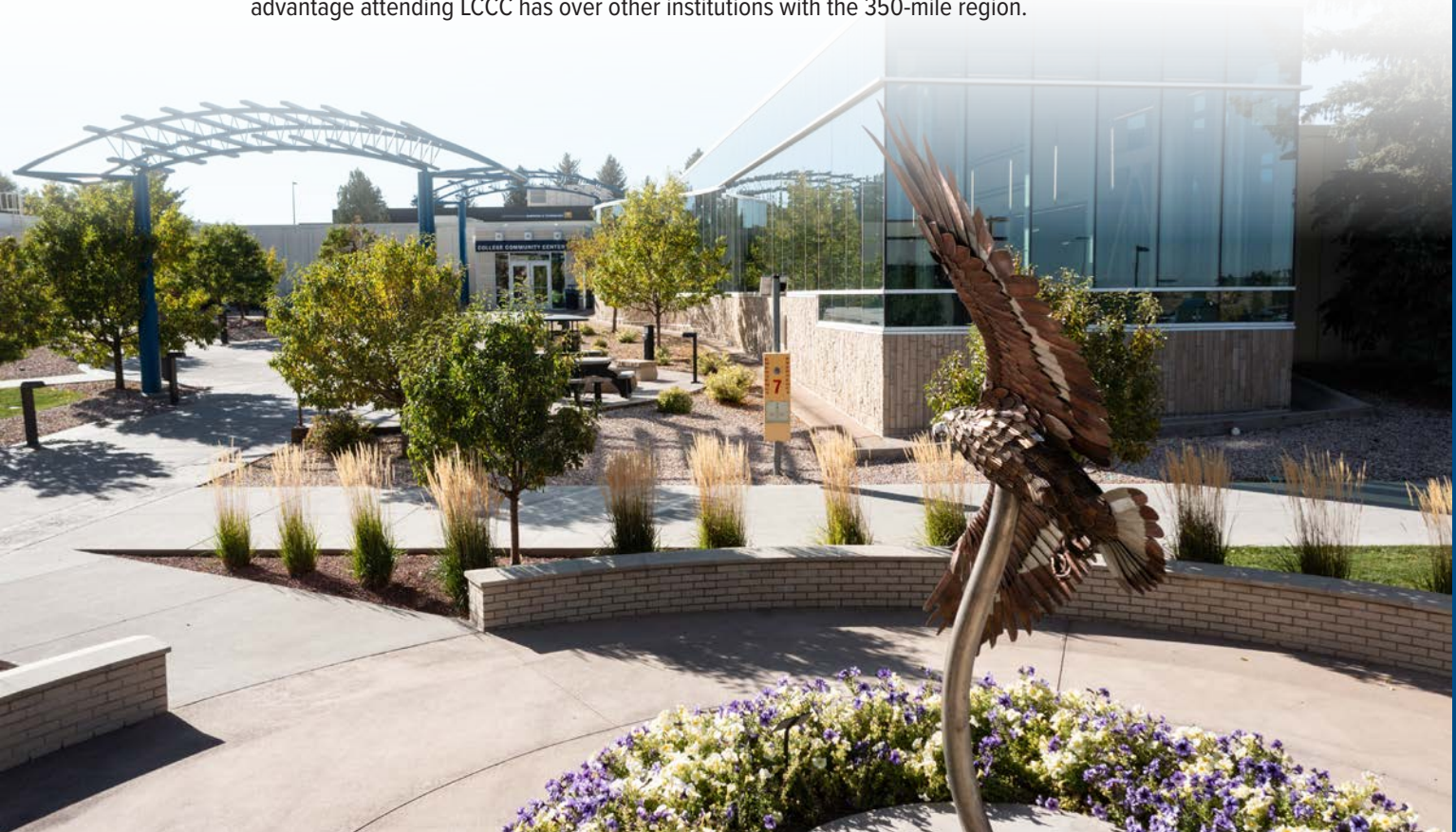
GOAL 2. | Engage substantially greater numbers of individuals in the intentional pursuit and achievement of post-secondary outcomes at LCCC through strategic enrollment management.

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. **Result on page 22.**

ii. Increase degree-seeking applications focusing on target populations in the SEM Recruitment Plan.

iii. Increase yield rate of degree-seeking applicants focusing on out of state/out of district applicants.

iv. Increase the yield rates of degree-seeking applicants focusing on other target populations in the SEM Recruitment Plan.

v. Increase the number of new students residing in the LCCC Residence Halls.

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. **Result on page 22.**

ii. Create robust systems to identify and monitor equity gaps in retention and achievement among student groups to implement effective outreach and interventions.

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iii. Increase fall-to-fall retention of first-time-to-LCCC students, with a focus on those target populations identified in the SEM Retention Plan.

iv. Increase the course success rates of LCCC students enrolled in critical skills courses within their Pathway.

v. Increase occupancy of returning students living in the LCCC Residence Halls.

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.

Result: The completed Strategic Enrollment Management (SEM) Plan includes goals, strategies, and tactics for strategic recruitment, retention and marketing efforts. Completed in 2023, the SEM efforts have been incorporated into College Policy and Procedure to ensure the efforts continue. The SEM Committee and Sub-Committees for recruitment, retention, and marketing have been established and begun work on implementing the prioritized strategies. The SEM Plan is available at lccc.wy.edu.

ii. Create and implement digital campaigns that advance the SEM Plan goals and strategies.

iii. Increase the number of prospective students (prospects) year-over-year focusing on traditional-aged prospects from Colorado and other target populations identified in the SEM Marketing Plan.

iv. Increase the number of degree-seeking students persisting from semester to semester focusing on campaigns for target populations identified within the SEM Marketing Plan.

v. In alignment with the Goal 1 Awareness Strategy, focus efforts on increasing visits to designated landing pages on the LCCC website with the intent to create awareness of LCCC and drive potential student engagement.

GOAL 3. | Transform the College's academic offerings into innovative programming with paths to viable opportunities for social mobility.

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.

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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.

Progress Update: The College has made incremental progress in formalizing an Advisory Board model that serves all programs across LCCC. Pathway and program advisory boards are established and meet at the College with a regular cadence. As a result of this strategic initiative, a common planning calendar has been instituted to prevent overlap or conflict in scheduling. This allows for participation of the Dean, Pathway Coordinator, Student Success Coach, and faculty at more advisories than was previously possible. The development of tools intended to create consistency in Advisory Committee membership, member roles, meeting logistics, and transparency in committee operations and meeting documentation have been created. This work is rooted in the redesign of previous handbooks in place at the College. The initiative focuses on the creation of purposeful connections with regional partners to ensure program alignment with regional needs. These partnerships will guide the design, review, and improvement of all programming at LCCC; their development will be the focus of continued work in this area.

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✓ 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.

Result: The formation of the LCCC President's Advisory Board (PAB) is complete. The purpose of the PAB is to assist the President in the development of strategies to strengthen the College within the context of its mission and reflective of the needs of the communities LCCC serves. PAB members advise on strategic issues and opportunities facing LCCC and beyond, while also serving as a conduit to express the needs of the community. To date, the PAB is comprised of 24 individuals who are big thinkers and represent a diversity of industries and perspectives. The inaugural meeting of the PAB was held in August 2023, and a second meeting was held in January 2024. Per the PAB Bylaws, they will meet twice per year, once in the Summer and once in the Winter.

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.

Progress Update: Years of effort, many partners, and the securing of significant resources has led to the establishment of the Advanced Manufacturing & Materials Center (AMMC) at LCCC. A renovation of 14,200 square feet of the CTE building was completed in February of 2023 and now houses the AMMC. The AMMC held its Grand Opening in April of 2023 and has conducted multiple trainings including three, nine-week bootcamps with 37 students completing training. The Machine Tool Technology and Computer Numerical Control Credit Diplomas have been approved internally and by the Wyoming Community College Commission. If approved by the Higher Learning Commission, LCCC will begin offering these credential programs as early as fall 2024. The AMMC is also creating non-credit, short-term customized industry training programs designed to help our regional industry partners re-skill or up-skill their workforce.

••• ii. Create and implement a comprehensive Entrepreneurship and Innovation plan focused on programming, mentoring, and consulting for entrepreneurial individuals, taking them from ideation to creation to stimulate new business starts and small business growth.

Progress Update: In May 2022, LCCC was selected as one of just 15 Entrepreneurial Colleges of the Future, by the National Association for Community College Entrepreneurship (NACCE). Then in 2023 the College was selected for NACCE's Everyday Entrepreneur (EE)

program. The EE program is a three-phase effort that supports colleges to launch and grow entrepreneurship programs and provide funding to their student-founded companies. In addition, LCCC was recently awarded funding from the Wyoming Innovation Partnership (WIP) to launch the Southeast Wyoming Innovation Center. While still in the early stages of implementation, this Center will provide a comprehensive "hub" of resources to support, grow, and advance entrepreneurship across the state, specifically in the southeastern region. Through this project, the center will provide programming, consulting, and mentorship to entrepreneurs at all levels, as well as develop an advisory group that will provide leadership for ongoing partnerships and collaboration efforts. Ultimately, the Southeast Wyoming Innovation Center will provide a robust structure to ensure the continuity of Wyoming's entrepreneurial ecosystem into the future.

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 degrees and certificate program offerings and create value-added student paths in the Health Science & Wellness Pathway by:

Progress Update: Healthcare expansion is well underway with the expansion of the Sonography Program, launch of the Echocardiography Program, and the great progress on the establishment of the Respiratory Therapy Program with an anticipated launch in the Fall of 2024. LCCC is also well underway in the development and launch of a unique Practical Nursing (PN) program that will reach place-bound populations and provide them a path to a nursing credential while hopefully training and staying in their home community and at the facilities where they currently work.

    a. Creating a new, applied (e.g., AAS) degree program with integrated industry-recognized skills, credentials and/or licensure to replace the current AS degree.

    b. Expose and move more students from the HSW Pathway to another high-value LCCC Pathway/program through an improved student advising experience aligned with student interest and post-completion value.

    c. Increase the number of slots available for high-demand healthcare programs through the expansion of existing programs and/or the development and launch of new programs aligned with market demand and post-completion value.

ii. Increase awareness of and enrollment in the College's Information Technology Pathway; expand degree and certificate program offerings in response to demonstrated student interest and regional employer need.

Progress Update: Prior to the launch of the strategic plan, LCCC had focused and driven growth in its Information Technology (IT) programming, specifically within the areas of datacenter operations, network infrastructure, and cybersecurity. In the Fall of 2022, the College added its eighth Pathway – the IT Pathway, which included hiring of a pathway coordinator and additional faculty resources. Since then, the program has completed deep data analyses and program assessment that has led to the program modifications and development of new programs such as IT Fundamentals which will launch Fall 2024. Other notable progress indicators are a successful digital marketing initiative (summer 2023) that resulted in a 30% increase in first-year enrollment, securing of a National Science Foundation grant focused on rural and remote student development which has helped modernize and expand laboratory environments, and being selected in the first cohort of AACC's Skills for All initiative. Future work continues to focus on the development and expansion of degree and certificate offerings, continual improvement on existing offerings to match industry shifts, development of applied bachelor's degree offerings, and focus on recruitment and retention to grow enrollment within the local market and beyond.

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 necessitates this, and our students and stakeholders demand it. LCCC must assess, evolve, and adapt our programs to ensure their viability.

i. Develop and implement an annual program analysis process to continuously monitor and respond to overall program health and viability. Integrate annual analysis into key academic processes including Program and Pathway Review and curricular revisions.

Progress Update: The College has completed piloting a "Program Vital Signs" process and tool to help faculty, advisory boards, academic and executive leadership, and the Board of Trustees, to assess program health on an annual basis. This mechanism incorporates a short-cycle (annual) CQI goal development and review structure. Along with an annual fact sheet disseminated to the campus community each spring, the Program Vital Signs has an accompanying dashboard in development. Both tools will assist with more timely improvement planning of all programs on an annual basis. The Program Vital Signs will also be utilized in the Academic Program Review five-year cycle self-study for the first time in academic year 2024 where short-cycle goals and outcomes will be combined with long-cycle program improvements plans.

ii. Establish clear transfer pathways for all LCCC transfer programs (AA and AS degree programs) that:

   a. Include formal relationships and agreements with Primary Transfer Partners (PTPs).

   b. Ensure all students enrolled in an AA/AS degree program at LCCC have an Individualized Transfer Plan that clarifies and eases their transfer process.

🔒 iii. Ensure timing, modalities, and scheduling of program courses are offered with a student-focused scheduling process that:

    a. Meet students' identified needs through objective, authentic analysis of information from students.

    b. Are published and visible for students and the campus community for a full academic year (Fall, Spring, and Summer semester).

    c. Allows students to register for all semesters (Fall, Spring, and/or Summer) at any time within the academic year.

    d. Are planned, and offered, to align with advising of students encouraging their year-round attendance and dramatically increasing summer enrollment activity.

    e. Allows students in each Pathway a schedule of courses that afford the ability to complete their entire degree/certificate by enrolling solely in 8-week terms.

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. Early College Strategy: Participation in early college activities has positive outcomes associated with college-going rates, persistence, and completion. Yet too often it is an opportunity only afforded to certain demographics and lacks cohesion that allows students to progress towards a specific credential. Early-college offerings that do so result in higher rates of college-going and matriculation rates, especially among disadvantaged populations. LCCC must ensure:

🔒 i. All Dual/Concurrent (DE/CE) Students are placed in one of LCCC's eight Pathways and provided opportunities to be part of those communities of interest.

🔒 ii. DE/CE students are advised and provided career exploration to help them get on a path to a high-value program and/or leading to a credential.

🔒 iii. Enrollment in DE/CE is equitable, with LCCC achieve increasing participation from low-income, first-generation, and disadvantaged populations in our service area.

🔒 iv. The opportunity to participate in DE/CE offerings is equitable across high schools within the school districts in LCCC's service area.

🔒 v. All school districts within LCCC's service area will provide the opportunity for DE/CE students to complete at least one year of college courses toward a chosen credential.

GOAL 4. | Continue to cultivate an environment intentionally designed where employees can do the best work of their lives.

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 balance life and work. (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 provide clear expectations and exceptional support for the College's employees.

    i. Convert all position descriptions from "process" oriented responsibilities to "outcome" oriented responsibilities and establish an online repository of all active position descriptions.

    ii. Strengthen supervisor knowledge and skills to improve their effectiveness in teaching, coaching, and mentoring their employees.

Progress Update: LCCC established an Enhanced Supervisory Training committee and an aggressive timeline to support a Phase 1 (fundamentals series) rollout of Supervisor Training. The committee researched, compiled, and reviewed lists of desired core competencies for LCCC supervisors and managers to exemplify. They also researched and compiled a list of potential vendors to support training platforms. The next steps are to define resources needed for the platform while meeting with potential vendors so a vendor selection can proceed. In addition, the committee is compiling a list of survey questions based on the core competencies selected to send to campus to establish a baseline on campus. That survey will be sent out in April 2024 and the committee will review those survey results in mid-April. The majority of the committee's work should be completed in late May, early June. In May and June, the HR team will be able to build training/curriculum and create a pathways map for Phase 1 (fundamentals series) training, with some offerings available in Fall 2024.

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✓ **COMPLETED**   ⋯ **IN PROGRESS**   🔒 **UNLOCKING OPPORTUNITY**

iii. Develop an annual College-Wide continuous quality improvement process that engages employees in designing expectations for success in their functional or programmatic units.

Progress Update: The project started by focusing on researching what continuous quality improvement (CQI) means for LCCC. The project team included members of Enrollment Services and Marketing & Communications and served as the project's pilot group. The team developed an inclusive approach involving all department personnel to participate in identifying their service area's purpose, guiding principles, stakeholder identification and setting improvement goals for the next year. The project team developed a user-friendly template to capture this important information and created individual SharePoint sites to display their goals and dashboards to track performance toward the goals. The CQI team has started the campus-wide rollout with a few prioritized areas across campus in the spring semester.

B. Engagement & Empowerment Strategy: When people feel engaged – with the workplace they inhabit, the people they interact with, 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. To sustain employee engagement the College will also improve how it 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 engagement and empowerment plan that utilizes research and best practices to guide future investments and initiatives at LCCC.

ii. PLACE: 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).

Progress Update: LCCC has neared completion of the much anticipated, yet complex renovation of the Recreation & Athletics Complex (RAC). The Project will be completed in two distinct timeframes. The first timeframe, the interior aspects of the project will be substantially complete by Mid-April 2024. The second, and final phase, of the project is the exterior renewal, exterior landscaping and exterior signage will be completed by July 31, 2024. While the interior phase of the project will complete in Mid-April, the move-in of facility stakeholders will be phased in parallel with the actual progression of the exterior façade renewal, as ingress and egress of the facility will be dictated by the Laramie County Code Compliance Inspector as the exterior work is phased and completed.

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.

d. Develop a tool for employees to request suggested space renovations that will be reviewed and prioritized.

iii. PEOPLE: Research, assess, and where appropriate implement evidence-backed employee retention efforts to increase retention for the employment life cycle.

iv. PEOPLE: Develop processes and training that supports employee engagement and empowerment strategies while also purposefully integrating LCCC's updated Mission, Vision, and Values.

v. PEOPLE: Research and develop strategies to create a community where all employees feel they are valued members of campus and empower employees to be models of LCCC's Mission, Vision, and values.

vi. ACTIVITES: Research and develop processes that empower employees to lead or participate in significant College processes, initiatives, or projects where they feel a desire to make a difference.

vii. ACTIVITIES: Research and develop a succession plan and LCCC Leadership Development program.

C. 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 integration 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.).

Result: LCCC recognizes that the ability for the College to attain its mission is directly related to its ability to recruit and retain the most talented, motivated, and productive employees. The ability to provide alternative work arrangements for employees offers an innovative way to meet the operational needs of the College and at the same time being able to attract and retain talented staff while supporting their needs and desires for work-life balance. The Alternative Work Policy & Procedure was approved by the LCCC Board of Trustees in July 2023, and in January 2024, Alternative Work Agreement and training was made available to campus.

ii. Finalize the implementation of the LCCC Compensation Plan including securing funding for all phases, and finalizing procedure, processes, and documentation.

Progress Update: LCCC has been working to fully implement a market-based compensation model for many years. The first three phases were completed in 2022. An LCCC Compensation Procedure committee convened in April 2023 to define how compensation and progression along pay bands would work from midpoint forward. The charge was to create an easily understood, fiscally responsible procedure that is externally competitive and internally equitable to recruit and retain an engaged workforce. A cross functional committee of employees came together to develop a comprehensive and equitable plan which recognizes performance, extraordinary contributions to the College, and retention. The draft procedure was presented to Cabinet for the first reading in February of 2024 and is continuing for further Cabinet discussions through March. Next steps will be for this procedure to go out for consultative feedback in April 2024 and approval by early Fall.

iii. Research, assess, and identify benefits which add value to our employee benefits program and align with our commitment to create an inclusive work environment that supports and engages LCCC employees.

D. Internal Communication Strategy: To create and cultivate an environment where employees embody LCCC's core values, LCCC must have cohesive communication tools and strategies to support, engage, and empower employees as they do the best work of their lives.

i. Research and assess LCCC communication needs and challenges, evidence-based communication strategies, peer institutions best practices, and potential vendors to optimize employee communication across campus.

ii. Develop a communication plan that is based on this research to guide future investments and processes for LCCC employees.

E. Data Security Strategy: Maintain an environment that complies with the cyber security guidelines put forth in NIST 800-171. This will enable us to meet Department of Education requirements now and in the future. Allowing us to better protect private student and employee information.

i. Confidentiality, which means preserving authorized restrictions on access and disclosure, including means for protecting personal privacy and proprietary information.

    a. Internal/External Penetration Testing.

b. Expand Detection for external entities.

c. Implement network segmentation to reduce attack mobility.

ii. Implement mobile application management and mobile threat defense for employees.

a. Integrity, which means guarding against improper information modification or destruction, and includes ensuring information and authenticity.

b. Ensure authentication systems are resistant to replay attacks. Consider internal penetration testing to identify vulnerable authentication services.

c. Implement additional DNS protections (MFA, unique identifiers, DNSSEC where possible).

iii. Availability, which means ensuring timely and reliable access to and use of information.

a. Test restoration of systems regularly.

b. Update and maintain Disaster Recovery plans.

F. Campus Security Strategy: To promote the safety of the students, employees, and visitors at all campuses of Laramie County Community College (LCCC). Provide an atmosphere of safety, security, and comfort for the diverse populations of LCCC through the physical security goals of:

i. Education: Implement a comprehensive strategy to enhance safety and security knowledge across the campus community.

ii. Engagement: Foster a sense of collective responsibility for safety and security through active engagement.

iii. Awareness: Create a heightened awareness of safety measures and protocols throughout the campus.

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STRATEGIC PLANNING:
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