



LARAMIE COUNTY
COMMUNITY COLLEGE
Cheyenne | Laramie | Online

LCCC 2030 Strategic Plan

DRAFT PRESENTED TO THE LCCC
BOARD OF TRUSTEES 8.13.21

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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)



Core Values

We believe these values are inherent in the cultural fabric of the College and could not be extracted in any way.

1. **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.
2. **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.
3. **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.
4. **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.



Aspirational Values

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

1. **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.
2. **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.
3. **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.



Vision Statement

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.

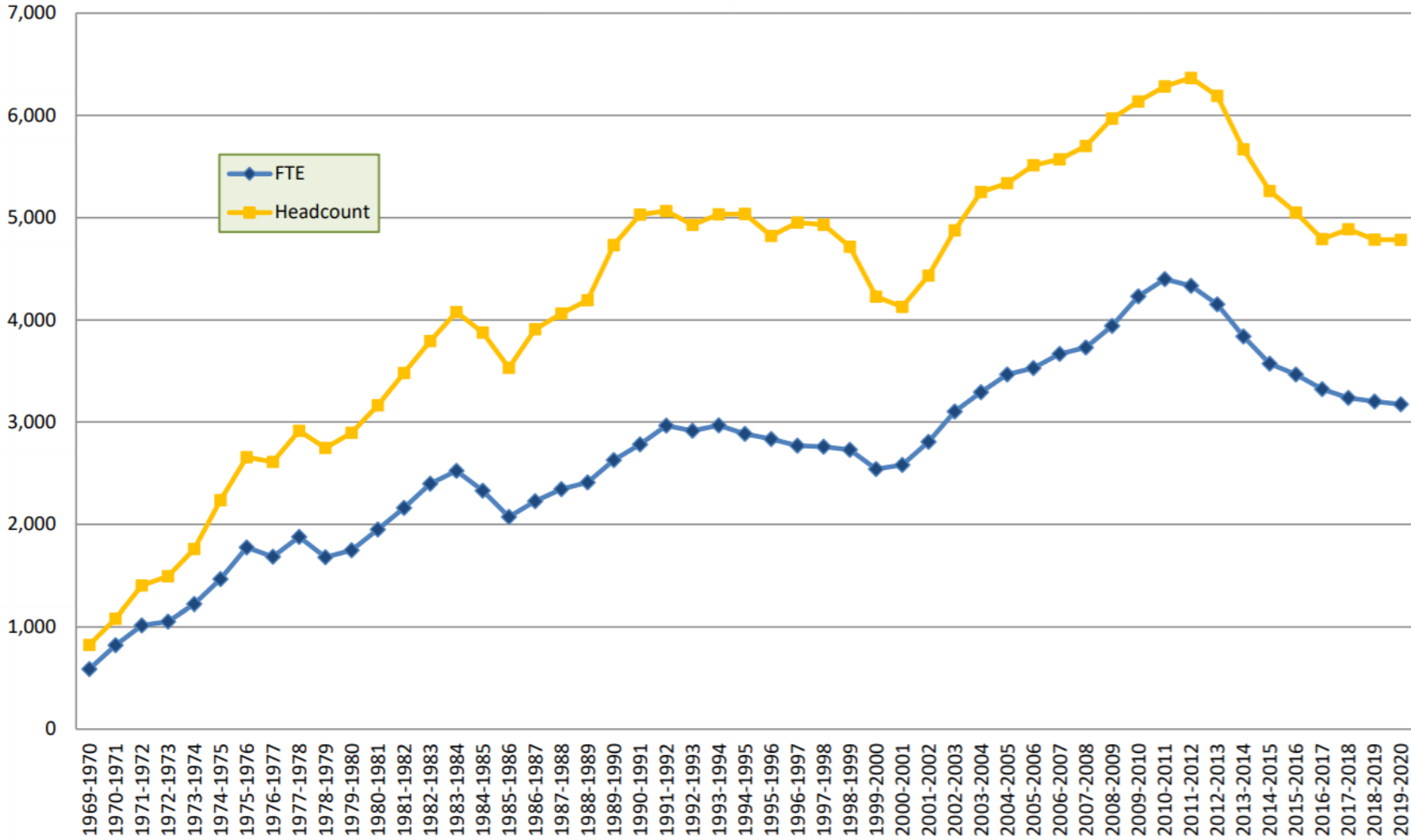


Vision Statement

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.



Laramie County Community College Annualized¹ Enrollment History



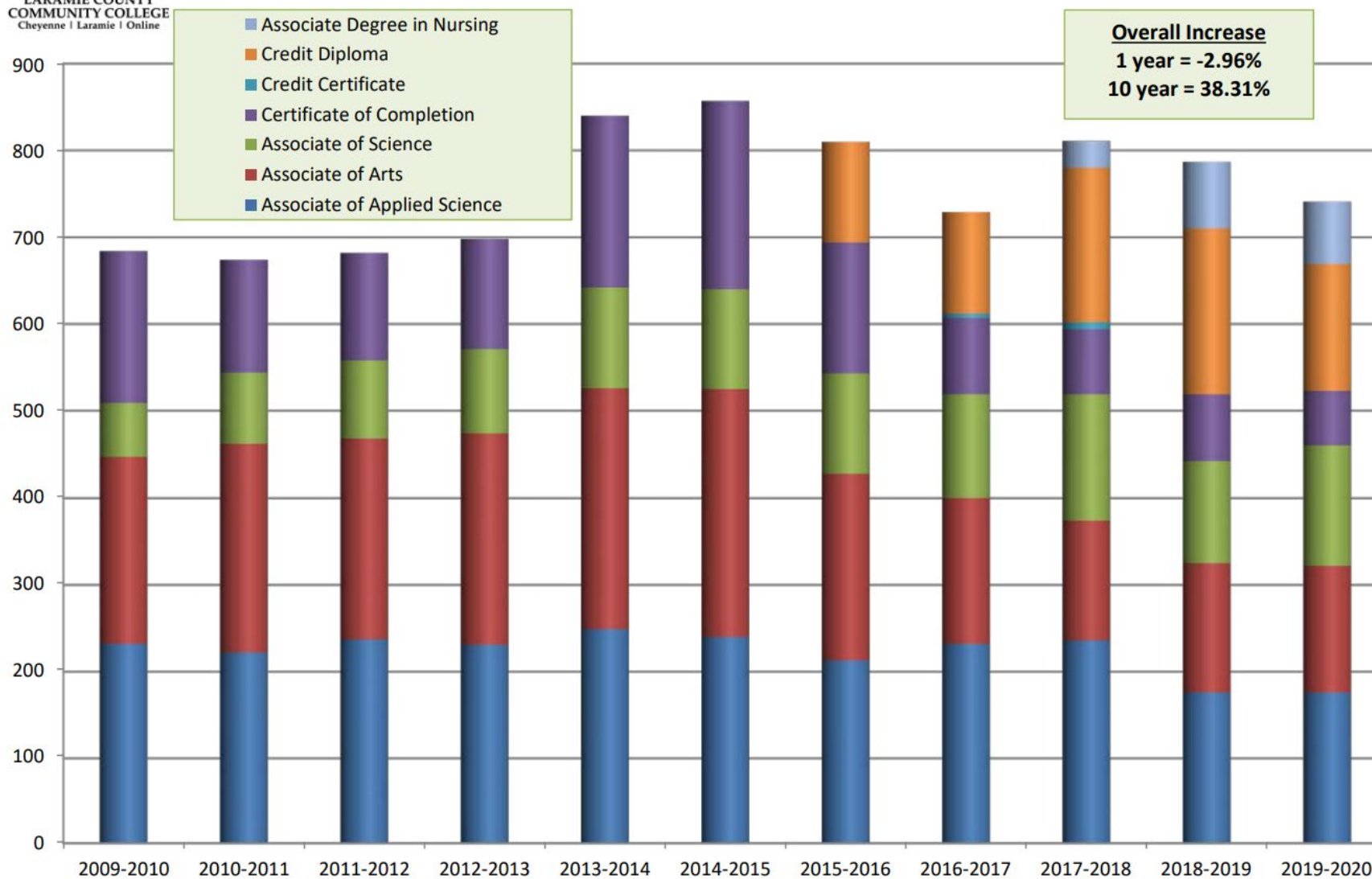
¹ Annualized: (summer+fall+spring)/2

* 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

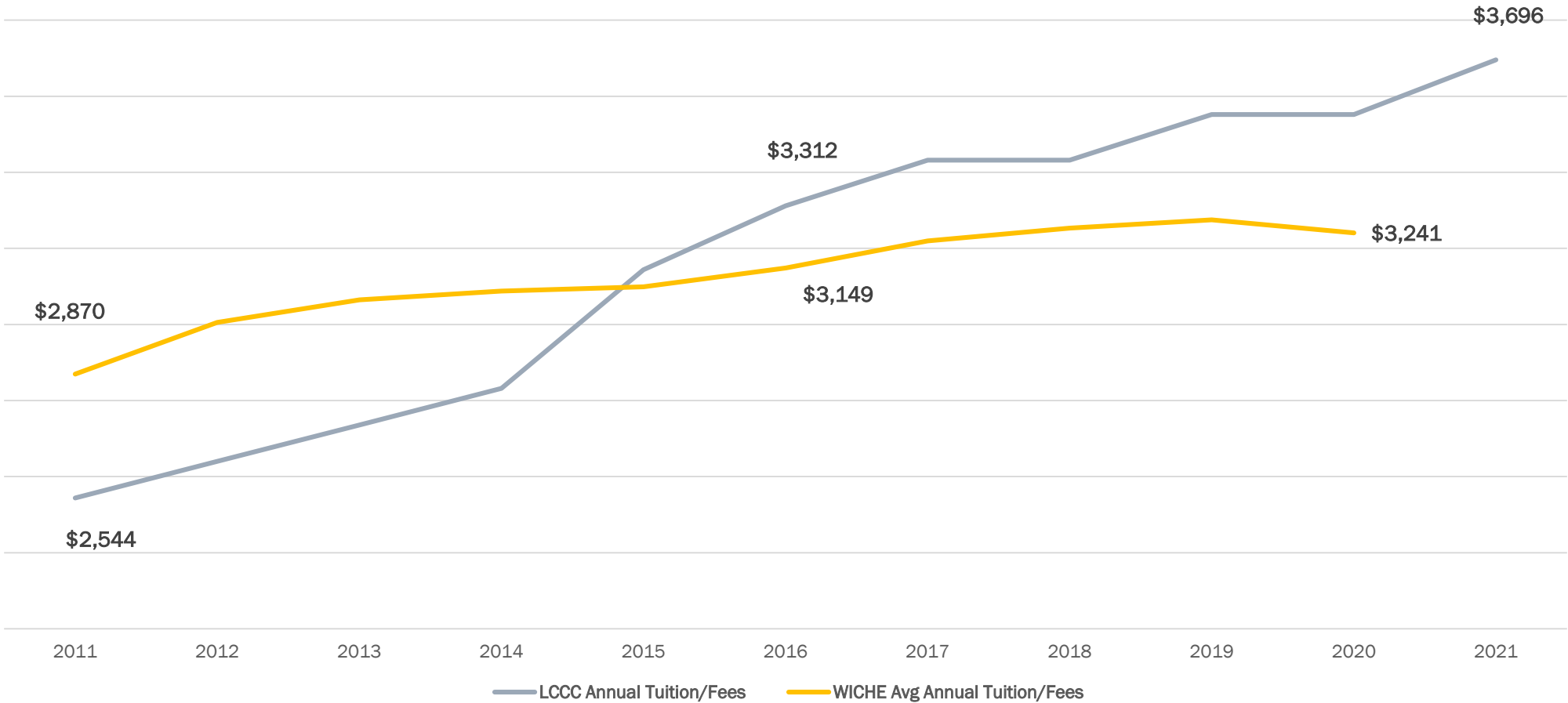


Degrees and Certificates Awarded 2009-2010 to 2019-2020¹

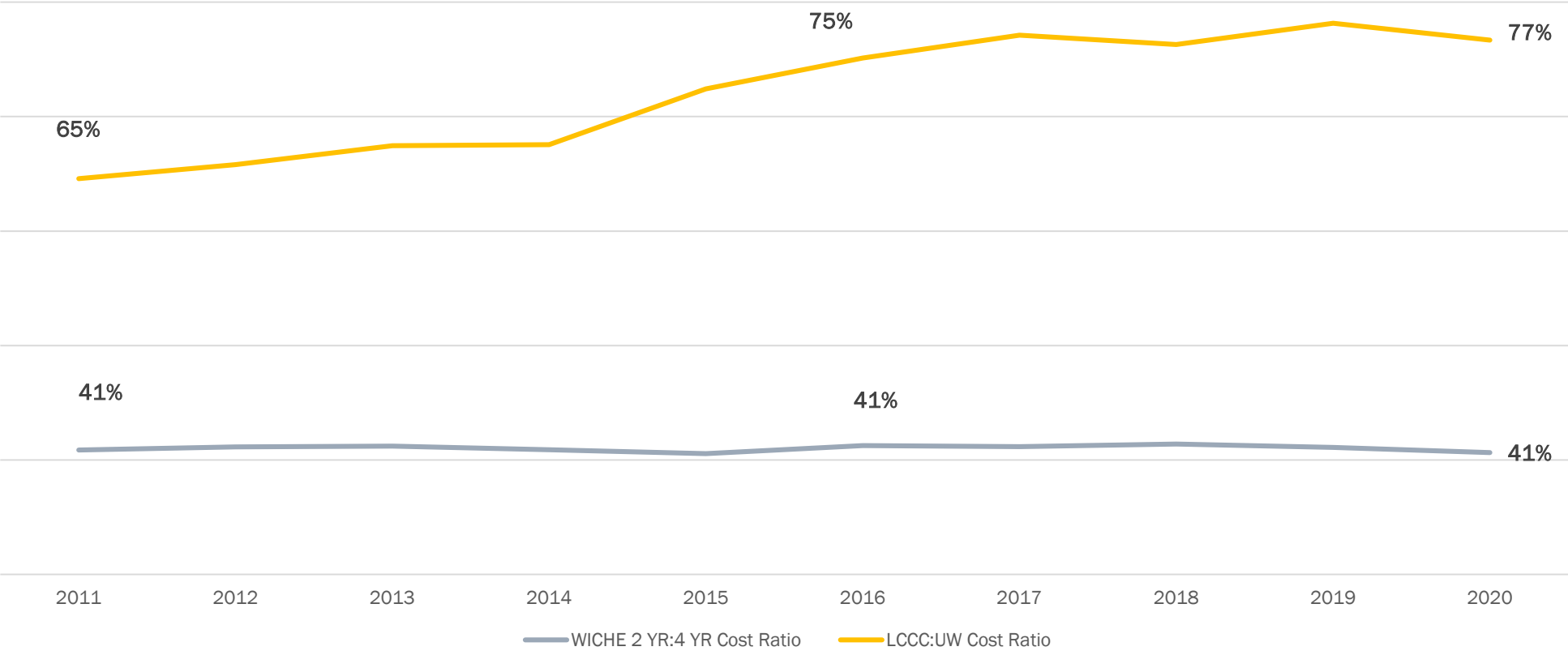


¹ For reporting purposes, the academic year includes the summer, fall and spring semesters.

LCCC vs WICHE Average Annual Tuition/Fees
Resident Rates Assuming 12 Credits Per Semester



Community College to University Cost Differential
LCCC:UW vs WICHE 2 Year:4 Year



Environmental Scanning - External

- Population/Demographic Shifts
- Economic Needs/Priorities
- Funding Uncertainty
- Competitive Marketplace
- Employer Expectations/Needs
- Student Needs/Expectations



Environmental Scanning – Internal

- Financial Stability
- Enrollment Growth
- Brand/Program Awareness
- Program Relevance
- Student Experience
- Student Success



Goals, Strategies & Initiatives

The campus community, its leadership, and the Board of Trustees realizes 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.

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.



Strategic Plan Hierarchy



Project and/or Non-Project (tier 4)

- This level can have more than one project in order to meet the strategic initiative
- These are added as needed to complete strategic Initiatives.



Strategic Planning Terms & Definitions

- **Goal** - A goal is “what” the institution wants to achieve. A goal is a specific target, destination, or an end result. It is a major step in achieving the mission and vision of the institution.
- **Strategy** - A strategy is a plan of action for “how” to achieve a goal that is usually major, comprehensive and long-term. Strategies are where institutions put their efforts in order to achieve the institution's goals.



Strategic Planning Term & Definitions (cont.)

- **Strategic Initiative** - A strategic initiative "implements" a strategy and guides project performance. Initiatives set in motion a series of related tasks coordinated to support achievement of a strategy.
- **Project** - A project is a temporary endeavor undertaken to create a unique product, service, or result. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.
- **Non-Project Tasks** – Smaller tasks that are necessary to accomplish a strategic initiative but are not comprehensive in and of themselves.



Goal 1 (Awareness Goal)

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.



Goal 1 Strategies & Initiatives

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.

- Conduct public perception and awareness polling to establish a baseline understanding of awareness within the 350-mile radius of Cheyenne.
- Launch an inaugural, year-long awareness campaign reaching audiences within the 350-mile radius to catalyze the initial progress towards this goal.

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.

- Conduct a brand awareness, preference, and confidence study to assess the perceptions of our name and brand.



Goal 2 (Enrollment/Completion Goal)

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)



Goal 2 Strategies & Initiatives

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.

- Develop a Strategic Recruitment Plan as part of a broader Strategic Enrollment Management (SEM) planning effort.
- Create a data-rich environment to inform decisions, evaluate strategies, and ensure recruitment efforts are effective and evidence-backed.
- Increasing collaboration among departments across the campus to support the enrollment program.
- Research, explore, and implement mechanisms (e.g., targeted aid, tuition reduction strategies, etc.) that create/restore the affordability competitive advantage for LCCC.

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.

- Develop a Strategic Retention Plan as part of a broader SEM planning effort.
- Maximize Navigate data and communications, particularly for at-risk outreach and intervention.



Goal 2 Strategies & Initiatives

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

- Develop a Marketing plan as part of a broader SEM planning effort.
- Create and implement a digital retargeting campaign that strives to:
- 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.
- Create opportunities of engagement to capture stakeholder information for targeted and purposeful communication.



Goal 3 (Programming Goal)

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)



Goal 3 Strategies & Initiatives

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.

- 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.
- 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.

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.

- Successfully launch an Advanced Manufacturing Initiative to include programming and space that provides a manufacturing workforce pipeline.
- 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.



Goal 3 Strategies & Initiatives

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.

- Strategically expand LCCC's Healthcare/Health Sciences degree and certificate program offerings.
- Expand degree and certificate program offerings within the College's new Information Technology Pathway.
- 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.

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 viability.

- Develop and implement an annual program analysis process to continuously monitor and respond to overall program health and viability.
- Integrate required and meaningful Applied Learning (synthesis and application) experiences into all degree/certificate programs.
- 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.
- 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.



Goal 3 Strategies & Initiatives

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.

- Establish a baseline understanding of the student experience at LCCC through purposeful collection of student feedback and perspective.
- 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.
- 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.
- 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 (Culture Goal)

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 integration. (Culture Goal)



Goal 4 Strategies & Initiatives

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.

- Transform all position descriptions that moves them from “process” oriented responsibility identification to “outcome” oriented responsibilities.
- 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.
- Strengthen supervisor knowledge and skills to improve their effectiveness in teaching, coaching, and mentoring their employees.
- Purposefully integrate the updated Mission, Vision, and Values into key employee processes and training at LCCC.

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.

- Create a physical work environment that encourages and supports engagement with the campus through facilities improvements such as:
 - The completion of the Recreation and Athletics Complex (RAC) renovation.
 - Continues updating of external building facades to improve aesthetics, engagement, and pride of space.
 - Updates and renovations to create more current, more engaging working and learning spaces on campus.
- 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.
- Improve retention efforts from new hire to retirement.
- Continue and identify new opportunities to celebrate successes of our employees, both individual and collective.
- Seek new opportunities to provide employees the opportunity to develop and strengthen relationships through campus-wide and departmental events and activities.



Goal 4 Strategies & Initiatives

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 empower 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.

- Foster trust among employees and leadership through inclusiveness, communication, and recognition.
- Create and encourage opportunities to serve and participate on committees, projects, working groups, etc.
- Create and encourage opportunities for personal and professional growth (internal hires and interim appointments).

Work/Life Integration 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.

- Consider options, based on employee input and market data, for flexible work schedules including remote work, alternative work schedules, and changes to work week duration.
- Finalize the Implementation of the Compensation Plan including securing funding for all phases, finalize procedure, and develop user and HR manuals.
- Secure sustainable funding for consistent cost of living increases.
- Research, examine, and where feasible, implement monetary and non-monetary enhancements to employee benefits.

