



ACCREDITATION EVIDENCE

Title: Strategic Plan Development Overview 2020

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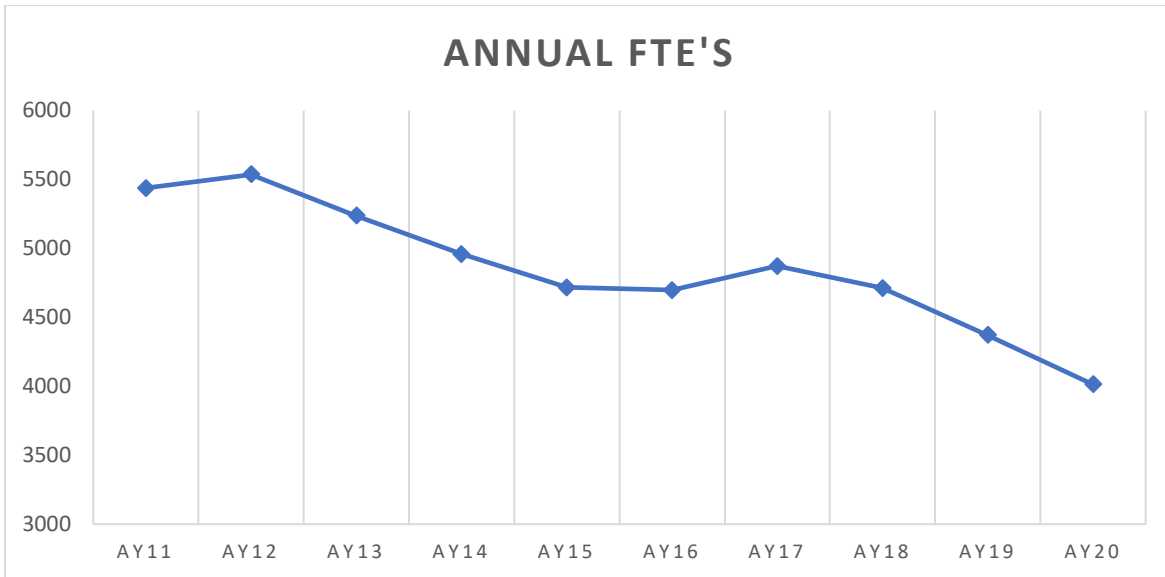


Strategic Master Plan 2026

Western Reimagined

This outline will describe the Strategic Master Plan development for Western Wyoming Community College. This plan will cover college priorities from January 2021 through June 2026.

The development of this plan is occurring at a time of unprecedented challenge for the college. Wyoming is facing a budget crisis driven by the contraction of extractive industries that are the core of the state's economy. Covid 19 has exacerbated and accelerated this contraction and created a gaping hole in budgets. Western has also seen a slow but steady enrollment decline for the past ten years. Despite a variety of efforts to stem the tide these losses have continued largely unabated.



These challenges are forcing the college to have deep conversations about institutional priorities and its capacity to meet those priorities. One thing is clear, business as usual cannot continue. This plan **MUST** reflect this new reality.

This initiative began with in 2019 with the creation of a new mission statement. The college's strategic planning team, Western Leadership Council (WLC), sought input from across campus and drafted several potential mission statements. Faculty, staff and students were then asked to vote on the option they most agreed with. There was a clear winner in the process, and the new mission statement was formally approved by WLC and Western's Board of Trustees in 2020.

Mission Statement

Western is an innovative public community college aimed at empowering, educating, and improving our students, employees, community and environment. Our focus is to inspire the next generation of visionaries by using Wyoming grit and individual development in a diverse array of learning and flexible services. Western is where passion meets purpose.

In early 2020 WLC employed the same process to draft a new vision statement.

Vision Statement

Western seeks to inspire and empower today's students to create a better Wyoming.

WLC will also review & reaffirm college's guiding principles

Western's Guiding Principle's

Learning is Our Purpose

Our purpose is to provide quality experiences that foster lifelong learning. We assess learning through our five Goals for Student Success, and we then adapt to improve learning.

Students Are Our Focus

As students succeed in meeting individual goals, Western succeeds. Our task is to provide an environment that encourages success for a diverse student population. Underlying every decision should be the question: Does this contribute to the success of our students?

Employees are our Most Important Resource

Western provides growth opportunities and recognition, as they are crucial in creating leaders and professionals and in enhancing employee satisfaction.

The Community is Our Partner

We interact with our service area community members, organizations, and business and industry to enrich community life.

Adapting to Change Defines Our Future

We must meet the changing needs of our communities, students, and employees by encouraging and supporting innovation and informed risk-taking.

Ethical Standards Guide Our Actions

We commit ourselves to treating all individuals with respect, demonstrating integrity and professionalism, developing and implementing fair solutions to problems, and assuming responsibility for our work.

In September 2020 WLC created a taskforce of Employees from across campus to develop college-wide strategic goals and institutional level KPI's. This will form the backbone of the Strategic Master Plan and help departments develop their own strategic initiatives, action plans, and KPI's. All of this information will define institutional priorities and guide resource allocation for the next five years.

In preparation for WLC's work, Western's Board of Trustees met in June of 2020 to discuss strategic priorities, the Board recognized the critical issues facing the college and requested that the institution's Strategic Master Plan address the following issues:

- Accessibility
- Student success
- Community & industry development

- Sustainability & accountability

The President's Cabinet also requested that the following KPI's be included as part of the master plan:

- Total Enrollment (based on KPI's)
- Graduation Rate
- Retention Rate
- Transfer Out Rate

Strategic Theme Development

- Reaffirm the College's Mission, Vision and Guiding Principles
- Evaluate institutional data
- Create priority list of strategic themes
- Develop institutional goals & strategies

Department Strategic Plans

- Create strategic plans with each department
- Establish key strategies, outcomes and KPI's

Reaffirm-Date September 2020

- Present Mission, Vision & Guiding Principles to WLC
 - Review
 - Revise-if necessary
 - Reaffirm

Solicit Feedback-Date October 2020

- Identify stakeholder groups
 - Both internal and external
- Identify existing data sets
 - Does data provide information about stakeholder views
- Identify unmet data needs & ways to gather that data
 - Surveys
 - Focus groups

Develop Priority List-Date October 2020

- Evaluate data & create priority list
- Present priority list
 - Ask employees to rank order

Development of Institutional Goals and KPI's-Date November 2020

- Using prioritized list develop 4-6 strategic area
- For each theme
 - Set high level goals
 - Establish high level strategies to achieve goals
 - Set KPI's for each goal

WLC will determine which departments (or committees i.e. SEM) will have primary responsibility for each goal within the strategic plan. The goal is to empower these groups to make decisions and develop strategies while creating accountability for outcomes.

Department Strategic Plans-Date Spring & Fall of 2021

- Each Department will develop a plan that addresses the strategic priorities assigned to them from WLC
 - Plans will include
 - Specific strategies
 - Deliverables, Milestones & Dates
 - Measurable outcomes
 - KPI's

Final Draft of Strategic Plan

The final draft of the Strategic Master Plan will be ratified by the Board of Trustees in January 2021. It is assumed that an annual assessment will take place and both the Board and WLC will evaluate progress to enhance accountability. The college recognizes that strategic priorities evolve and that critical and potentially unseen issues may arise over the course of five years. But a well-constructed plan is adaptable to change, and allows the college to refocus resources where they are needed while recognizing the benefit of long-term planning.