



ACCREDITATION EVIDENCE

Title: WWCC Strategic Plan 2009-2012

Evidence Type: Corroborating

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Classification: Report

PII: No

Redacted: No



The Process

Two hundred and twenty individuals gave feedback to WWCC in nine Strategic Planning meetings during the months of November and December, 2008. Data was gathered and distilled based on three categories: Non-negotiable items, “Fix it now” items, and Strategic Plan items. Nine topics rose to the forefront of the strategic plan items, and these were posted online for blogging during the months of January and February, 2009. Blog comments were gathered and distilled, then recombined with the initial meeting results to create a preliminary Strategic Plan. From the original nine topics, Housing was made a sub-topic of Student Centeredness, and Responsiveness was made a sub-topic of Program Development; the resulting list contains seven major initiatives. In April, 2009, cross-institutional strategy teams composed of approximately 70 individuals met to distill Challenge Statements and Root Causes of the issues contained in each Initiative.

This document represents the second draft. Some items still lack identified challenge statements and root cause analysis. For all remaining items, the next step in the strategic planning process is to establish action project plans and implementation strategies, determine criteria for success, and set timelines and completion deadlines for each Initiative.

Strategic planning is an ongoing process for a learning organization. Western will begin work on the items identified in this plan with full knowledge that the institution must maintain a degree of agility to respond to an unknown future. This Strategic Plan is a result of the voices of the many involved parties—faculty, staff, community members, board members, industry partners, and state agency partners—at Western Wyoming Community College.

Non-negotiables

Non-negotiable items are reflective of the values held dear to those who work at and with WWCC.

- Student Centeredness and Support
- Quality Academic Programs
- Quality Employees
- Community Connection
- Quality Facilities
- Quality Service and a Positive Work Environment
- Responsiveness
- Funding

Strategic Initiatives

These initiatives reflect the stakeholders’ desires for forward momentum of the institution.

- Immediate Strategic Initiatives
- I. Increase Enrollment and Improve Retention
- II. Strengthen and Develop Programs
- III. Engage the Community
- IV. Maintain and Enhance Facilities
- V. Attract and Retain Quality Faculty and Staff
- VI. Address Changing Technological Needs
- VII. Develop a Fiscal Stability Plan

Strategic Initiatives and Objectives

Immediate Strategic Initiatives

- A. Internal Communication
- B. Technology
- C. External Communication and Marketing

I. Increase Enrollment and Improve Retention

- A. Increase enrollment.
- B. Improve retention.
- C. Create additional housing.

II. Strengthen and Develop Programs

- A. Establish program-level ownership and accountability.
- B. Account for student demand when creating course schedule.
- C. Respond to new directions in training and education.

III. Engage the Community

- A. Plan outreach opportunities.
- B. Refine community education program.

IV. Maintain and Enhance Facilities

- A. Address immediate concerns.
- B. Conduct cosmetic upgrades.
- C. Enhance campus security.
- D. Provide room for growth.

V. Attract and Retain Quality Faculty and Staff

- A. Seek out and employ a quality team of employees.
- B. Actively maintain a culture of support and appreciation for employees.

VI. Address Changing Technological Needs

- A. Address immediate concerns.
- B. Maintain a strong IT infrastructure.
- C. Provide necessary tools for learning.

VII. Develop a Fiscal Stability Plan

- A. Find creative ways to maintain financing.

Strategic Planning Connections Chart

WWCC Strategic Plan Initiatives & Objectives	WWCC Guiding Principles						Statewide Objectives							
	Learning is Our Purpose	Students are Our Focus	Employees are Our Most Important Resource	The Community is Our Partner	Adapting to Change Defines Our Future	Ethical Standards Guide Our Actions	1	2	3	4	5	6	7	8
Immediate Strategic Initiatives			X	X	X									
I. Increase Enrollment and Improve Retention	X	X					X	X	X	X			X	
II. Strengthen and Develop Programs	X	X	X	X	X		X	X	X	X	X	X		
III. Engage the Community	X			X			X	X		X	X			
IV. Maintain and Enhance Facilities	X	X	X	X	X	X	X	X		X			X	
V. Attract and Retain Quality Faculty and Staff			X			X	X	X	X					
VI. Address Changing Technological Needs	X	X	X		X	X						X	X	X
VII. Develop a Fiscal Stability Plan					X	X							X	

Initiatives, Objectives, Action Steps and Timelines

INITIATIVE	OBJECTIVES	ACTION STEPS AND TIMELINE
<p>Immediate Strategic Initiatives</p> <p><i>GP: Employees are Our Most Important Resource</i></p>	<p>A. Internal Communication</p> <p>Challenge: Western must improve internal communications.</p>	<p>AQIP Action Project: Improve internal communication using cross-institutional listening groups supported by data. Target completion date: May 15, 2010</p>
<p><i>GP: Adapting to Change Defines Our Future</i></p>	<p>B. Technology</p>	<p>See Initiative VI.</p>
<p><i>GP: The Community is Our Partner</i></p>	<p>C. External Communication and Marketing</p>	<p>See Initiative III.</p>
<p>I. Increase Enrollment and Improve Retention</p> <p><i>GP: Learning is Our Purpose, Students are Our Focus</i></p> <p><i>WCCC SP: Strategic Objective 1, 2, 3, 4</i></p>	<p>A. Increase Enrollment.</p> <p>Challenge: Western must explore new ways to grow enrollment while maintaining quality.</p>	<p>Proposed plan: FY 10</p> <p>Proposed implementation: to be set by action plan team.</p>
<p><i>GP: Students are Our Focus</i></p> <p><i>WCCC SP: Strategic Objective 1</i></p>	<p>B. Improve Retention.</p> <p>Challenge: WWCC must help students formulate and revisit goals and develop a plan to attain those goals.</p>	<p>AQIP Action Project: Use multiple opportunities to explore and revisit students' goals. Target completion date: April 30, 2010</p>
<p><i>GP: Students are Our Focus</i></p> <p><i>WCCC SP: Strategic Objective 7</i></p>	<p>C. Create Housing.</p>	<p>Proposed plan: FY 11 or later</p> <p>Proposed implementation: to be set by action plan team.</p>

<p>II. Strengthen and Develop Programs</p> <p><i>GP: Learning is Our Purpose, Employees are Our Most Important Resource</i> <i>WCCC SP: Strategic Objective 2, 4, 6</i></p>	<p>A. Establish program-level ownership and accountability.</p> <p>Challenge: Western must establish a process for efficient and accurate information sharing to promote program-level learning pathways.</p>	<p>Proposed plan: FY 10 Proposed implementation: to be set by action plan team.</p>
<p><i>GP: Students are Our Focus</i> <i>WCCC SP: Strategic Objective 1, 2, 3</i></p>	<p>B. Account for student demand when creating course schedule.</p> <p>Challenge:</p>	<p>Identify challenge and causes in September 09. Create action plan in Spring 10.</p>
<p><i>GP: Adapting to Change Defines Our Future, Learning is Our Purpose, The Community is Our Partner</i> <i>WCCC SP: Strategic Objective 2, 4, 5</i></p>	<p>C. Respond to new directions in training and education.</p> <p>Challenge: Western programs must be responsive to new directions to avoid a stagnant curriculum.</p>	<p>Proposed plan: FY 10 Proposed implementation: to be set by action plan team.</p>
<p>III. Engage the Community</p> <p><i>GP: The Community is Our Partner</i> <i>WCCC SP: Strategic Objective 1, 4, 5</i></p>	<p>A. Plan outreach opportunities.</p> <p>Challenge: Western must relate more effectively to all facets of its communities.</p>	<p>Proposed plan: FY 10 Proposed implementation: to be set by action plan team.</p>
<p><i>GP: Learning is Our Purpose, The Community is Our Partner</i> <i>WCCC SP: Strategic Objective 1, 2, 5</i></p>	<p>B. Refine community education program.</p> <p>Challenge:</p>	<p>Identify challenge and causes in September 09. Create action plan in Spring 10.</p>
<p>IV. Maintain and Enhance Facilities</p> <p><i>GP: Adapting to Change Defines Our Future,</i></p>	<p>A. Address immediate concerns: deferred maintenance problems, temperature control issues, cleanliness of facility, work order</p>	<p>Identify challenge and proposed implementation in FY 10.</p>

Learning is Our Purpose, The Community is Our Partner, Employees are Our Most Important Resource, Students are Our Focus
WCCC SP: Strategic Objective 7

process.
Challenge:

GP: Adapting to Change Defines Our Future
WCCC SP: Strategic Objective 7

B. Conduct cosmetic upgrades.
Challenge:

Identify challenge and causes in September 09. Create action plan in Spring 10.

GP: Employees are Our Most Important Resource, Students are Our Focus, Ethical Standards Guide Our Actions

C. Enhance campus security.
Challenge: Western must address the safety and security of its staff and students.

Proposed plan: FY 10
Proposed implementation: to be set by action plan team.

GP: Adapting to Change Defines Our Future, Learning is Our Purpose
WCCC SP: Strategic Objective 1, 2, 4, 7

D. Provide room for growth.
Challenge:

Proposed plan: FY 11 or later
Proposed implementation: to be set by action plan team.

V. Attract and Retain Quality Faculty and Staff

GP: Employees are Our Most Important Resource, Ethical Standards Guide Our Actions
WCCC SP: Strategic Objective 1, 2, 3

A. Seek out and employ a quality team of employees.
Challenge:

Proposed plan: FY 11 or later
Proposed implementation: to be set by action plan team.

GP: Employees are Our Most Important Resource, Ethical Standards Guide Our Actions

B. Actively maintain a culture of support and appreciation for employees.
Challenge: Western must create a culture of support, appreciation, and

Proposed plan: FY 10
Proposed implementation: to be set by action plan team.



respect for all employees.

VI. Address Changing Technological Needs

Challenge: Western must keep current with changing technology.

GP: Adapting to Change Defines Our Future, Employees are Our Most Important Resource, Ethical Standards Guide Our Actions, Learning is Our Purpose, Students are Our Focus

WCCC SP: Strategic Objective 6, 7, 8

A. Address immediate concerns: communication and information-sharing, freedom to download, cross-training

Proposed plan: FY 10

Proposed implementation: to be set by action plan team.

B. Maintain a strong IT infrastructure.

Proposed plan: FY 10

Proposed implementation: to be set by action plan team.

C. Provide necessary tools for learning.

Proposed plan: FY 10

Proposed implementation: to be set by action plan team.

VII. Develop a Fiscal Stability Plan

Challenge: Western must learn to operate on less money in the next few years.

GP: Adapting to Change Defines Our Future, Ethical Standards Guide Our Actions

WCCC SP: Strategic Objective 7

A. Find creative ways to maintain financing.

Proposed plan: FY 11 or later

Proposed implementation: to be set by action plan team.

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