



ACCREDITATION EVIDENCE

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Together We Thrive



2021-2026 STRATEGIC PLAN

Strategic Plan Message from the President



Western Wyoming Community College's Strategic Plan is the culmination of a comprehensive process which began in 2019 and took a hiatus due to the worldwide pandemic and State of Wyoming economic downturn. Feedback was solicited from a wide variety of stakeholders throughout our service area, relevant survey data was collected and analyzed, and assessment of critical initiatives and performance outcomes were performed.

I am pleased to share the new Strategic Plan for Western, that provides the framework for goals to create a thriving campus community. This plan presents our shared vision for the next five years. It serves as an important guide to help the College succeed in the face of challenges, find opportunities to strengthen institutional capacity, and support innovation. It is grounded in our commitment to help students turn their passion into purpose and transition our learners into leaders with true Western grit.

We envision an institution that leverages and scales resources to address challenges. Western strives to be an engine of innovation and an educational solution guaranteeing student access to affordable, high-quality higher education. The Strategic Plan focuses on performance outcomes and service to our students, while cultivating a collaborative institutional culture that embraces accountability, continuous improvement, and pride for our College and our work. By operating under our six guiding principles, Western will meet its newly-defined strategic priorities.

Special thanks go to our Strategic Planning Committee, a team who worked tirelessly to get this right. Members include:

Mark Rembacz, Associate Vice President for Institutional Effectiveness, Chair

Cammie Pollastro, Coordinator of Institutional Effectiveness

Luke Audette, Math Faculty

Deanne Garner, Nursing Faculty, Senate President

Derek Robinson, Director of Information Technology

Kimberly Greene, Accounts Receivable Technician, Paraprofessional Alliance

Kristy Kauppi, Human Resources Office Assistant, Paraprofessional Alliance

As we uphold our institutional values when working toward our strategic priorities, we will create the synergy needed to meet our mission, vision, goals, and objectives, and ensure Western remains a high-performing, thriving institution for our students, faculty, staff, communities, and State. Please join me in my excitement in unveiling the future of Western Wyoming Community College.

A handwritten signature in black ink, appearing to read 'Kim Dale'. The signature is stylized and fluid, written over a light, semi-transparent background.

- Dr. Kim Dale, President of Western Wyoming Community College

Our Mission:

Western Wyoming Community College is an innovative public community college that aims to empower, educate and improve the lives of our students, employees, community, and surrounding 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.

Our Vision:

Western will inspire and empower today's students and our communities to create a better Wyoming.

Goals for Student Success:

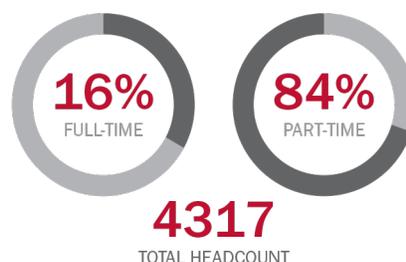
- Communicate competently
- Retrieve and evaluate information
- See issues from multiple perspectives
- Think critically, analyze, and solve problems
- Develop life skills



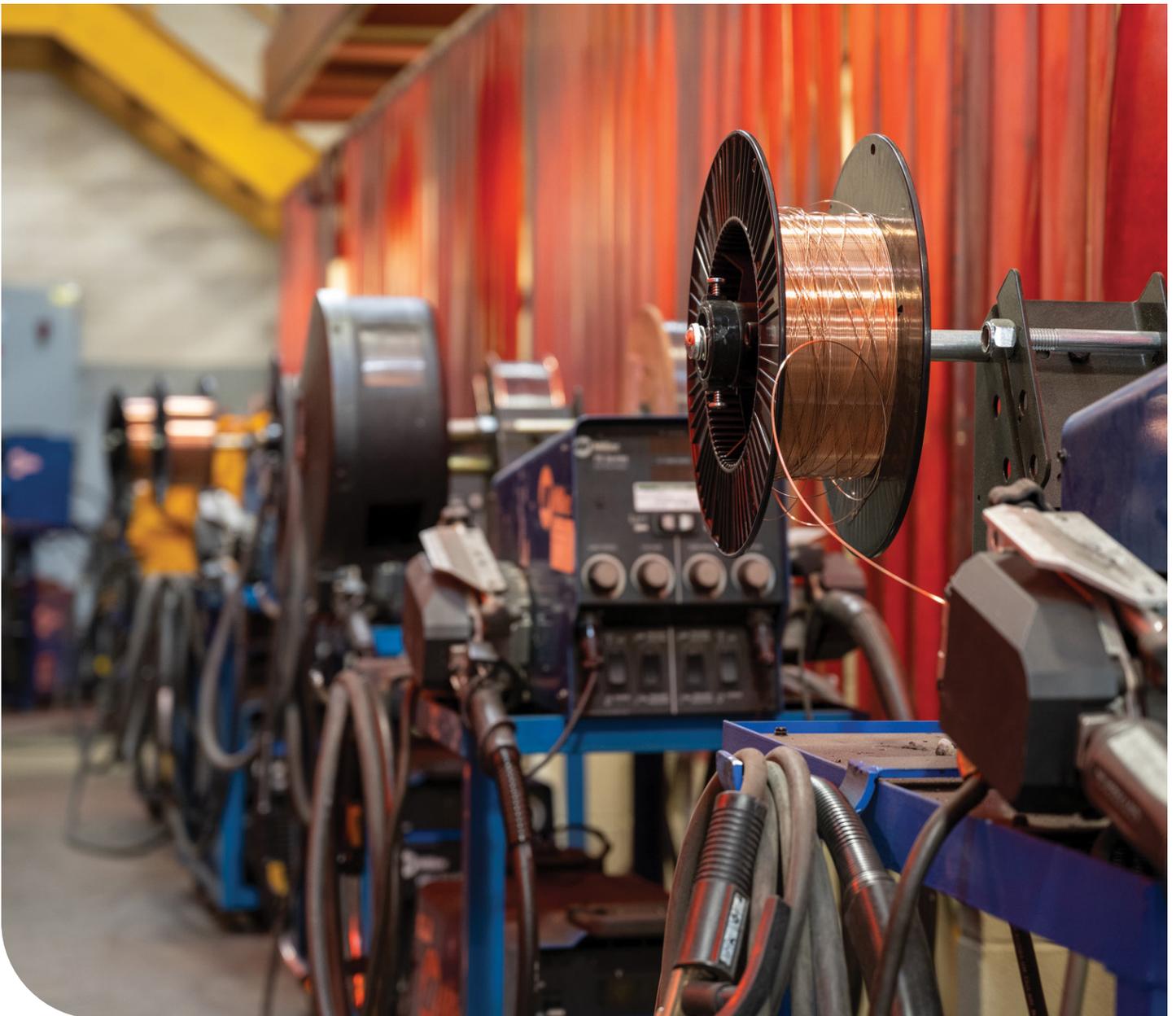
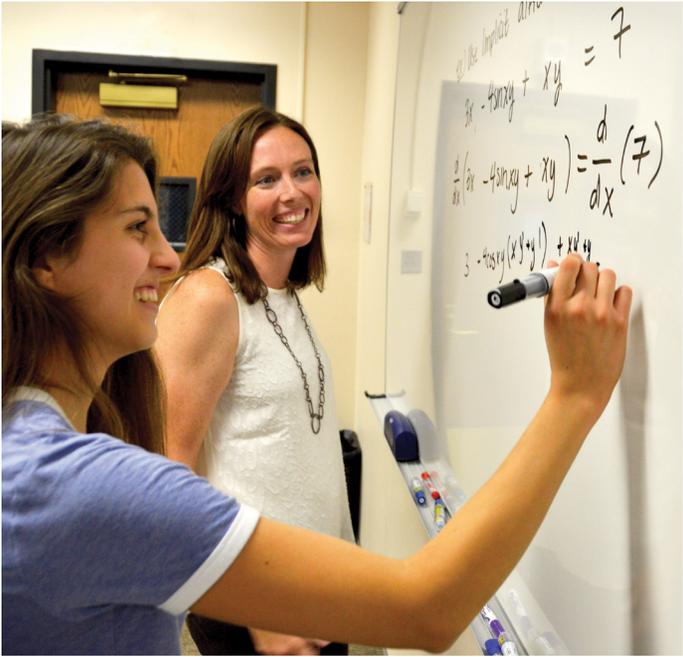
Western Operates Under Six Guiding Principles:

- ▶ **LEARNING IS OUR PURPOSE**
Our primary purpose is to provide high-quality experiences that foster lifelong learning. We offer a comprehensive array of learning outcomes and options, assessed through our five Goals for Student Success.
- ▶ **STUDENTS ARE OUR FOCUS**
When students succeed, Western succeeds. We are committed to meeting the needs of our diverse student population and creating an environment that is welcoming and student-centered.
- ▶ **EMPLOYEES ARE OUR MOST IMPORTANT RESOURCE**
Western strives to attract, retain, and recognize our talent. We value and encourage professional development and career progression for employee enrichment, and invite participation in our shared governance processes.
- ▶ **THE COMMUNITY IS OUR PARTNER**
We partner with our service area community members, organizations, businesses, and industries to ensure relevant programs, expand workforce training opportunities, and enhance economic development.
- ▶ **ADAPTING TO CHANGE DEFINES OUR FUTURE**
The world is consistently changing, and Western strives to meet the changing demands of our students and communities by encouraging and supporting innovation and continuous improvement in everything we do.
- ▶ **DATA AND INTEGRITY GUIDE OUR DECISIONS**
We approach decision-making by analyzing a variety of data, gathering multiple perspectives, and implementing solutions in a transparent and ethical manner. Respect and integrity are highly-regarded values in how we do business.

HEADCOUNT (ACADEMIC YEAR 2020)







Our Strategic Priorities:

▶ CREATE A CULTURE OF SUCCESS

By providing a safe, inclusive, and affordable education, Western will be the college of choice throughout our service area. Western will be accessible to every student wishing to pursue their educational goals.

▶ STRENGTHEN ACADEMIC EXCELLENCE

By focusing our efforts on creating a quality and rigorous learning environment, Western will be looked to as the standard of academic excellence in its service area and throughout the state.

▶ CULTIVATE VALUABLE PARTNERSHIPS

By being highly responsive to the needs of its community, Western will create partnerships with all industry and community organizations throughout its service area.

▶ OPERATE EFFICIENTLY

Through the responsible and sustainable management of its resources, Western will be able to meet the needs of students, employees, and the community, now, and into the future.

For Western to achieve these strategic priorities, we will follow clearly defined steps to measure performance outcomes. Using Key Performance Indicators (KPI's), Western will accurately assess progress on an annual basis, establish institutional priorities, and create greater accountability.

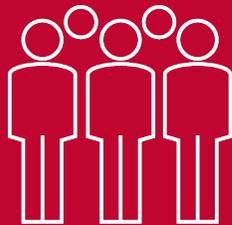
RESIDENCE (ACADEMIC YEAR 2020)



Steps to Creating a Culture of Success:

- ▶ **PROMOTE OPPORTUNITIES**
Western will provide personalized service to connect students with resources, tools, technology, and programs.
- ▶ **REMOVE BARRIERS**
Western will remove barriers that prevent students from applying, enrolling, and attending class.
- ▶ **CREATE A DIVERSE ENVIRONMENT**
Western will foster a culture of diversity, equity, and inclusion that welcomes and respects everyone for who they are, and who they will become.

ANNUAL FTE'S



1,937

FEDERAL, STATE AND
INSTITUTIONAL STUDENT AID



\$7,335,000





Steps to *Achieve Academic Excellence*:

- ▶ **BUILD CLEAR PATHS TO SUCCESS**
Western will align student goals with academic planning facilitated toward reaching those goals in a timely manner.
 - ▶ **PRACTICE CONTINUOUS ENGAGEMENT**
Western will create rigorous and engaging learning experiences.
 - ▶ **PROVIDE EXCEPTIONAL VALUE**
Western will maintain learning environments that promote learning, innovation, creativity, accessibility, and safety.
 - ▶ **DELIVER POSITIVE OUTCOMES**
Western will promote the development & expansion of its career and academic programs to increase student attainment of post-secondary credentials.
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GRADUATION (ACADEMIC YEAR 2020)



74

ASSOCIATE OF
ARTS DEGREES



95

ASSOCIATE OF
SCIENCE DEGREES



45

ASSOCIATE OF APPLIED
SCIENCE DEGREES



36

ASSOCIATE DEGREES
IN NURSING



112

PROGRAM SPECIFIC
CERTIFICATES



66

HSE
(HIGH SCHOOL EQUIVALENCY)



37%

GRADUATION RATE
(IPEDS)

Steps for *Cultivating Valuable Partnerships:*

- ▶ **BRAND RECOGNITION:**
Western will enhance our image and create awareness of its programs and services through comprehensive and dynamic branding, marketing, recruitment, and promotion strategies.
- ▶ **INDUSTRY DEVELOPMENT:**
Western will design programs to fulfill current employment and workforce needs, and will explore and implement diverse and innovative programs to expand economic diversity.
- ▶ **COMMUNITY ENGAGEMENT:**
Western will expand and modify programs, services, and activities to best serve the communities throughout our service area.
- ▶ **ALUMNI INVOLVEMENT:**
Western will create opportunities and campaigns to foster alumni involvement.

FOUNDATION (ACADEMIC YEAR 2020)

\$204,000
IN NEW ENDOWMENTS



\$37,503
ADDED TO
EXISTING ENDOWMENTS



ASSETS TOTALING

\$27,298,931
AS OF JUNE 2021

\$327,565
IN FOUNDATION AND
EXTERNAL SCHOLARSHIPS



\$55,100
IN BOND MONEY
AND GRANT PAYMENTS

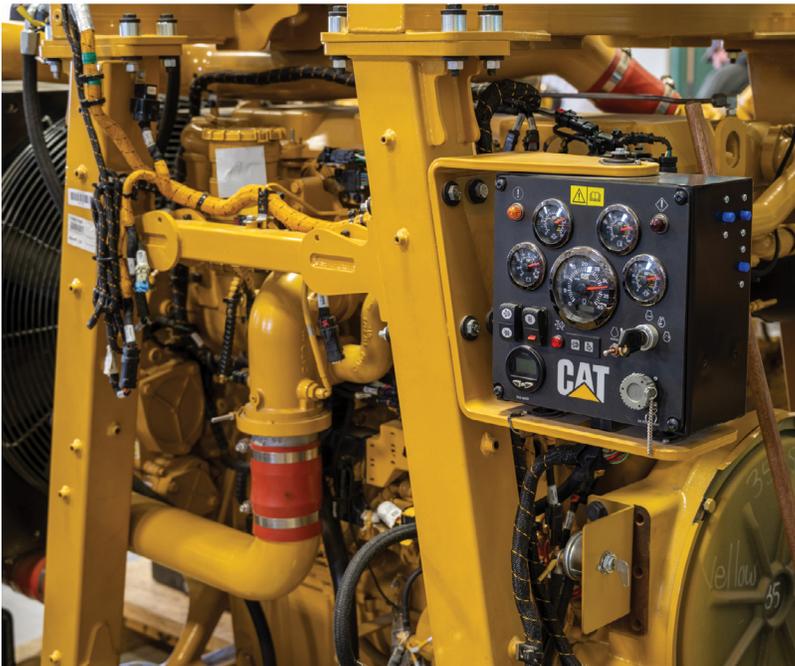


\$5,000
WYOMING MACHINERY

\$15,000
DOMINION ENERGY

\$2,500
WESTERN ENGINEERS
AND GEOLOGISTS

\$100,000
JOHN W HAY JR. FAMILY FUND AT
WY COMMUNITY FOUNDATION

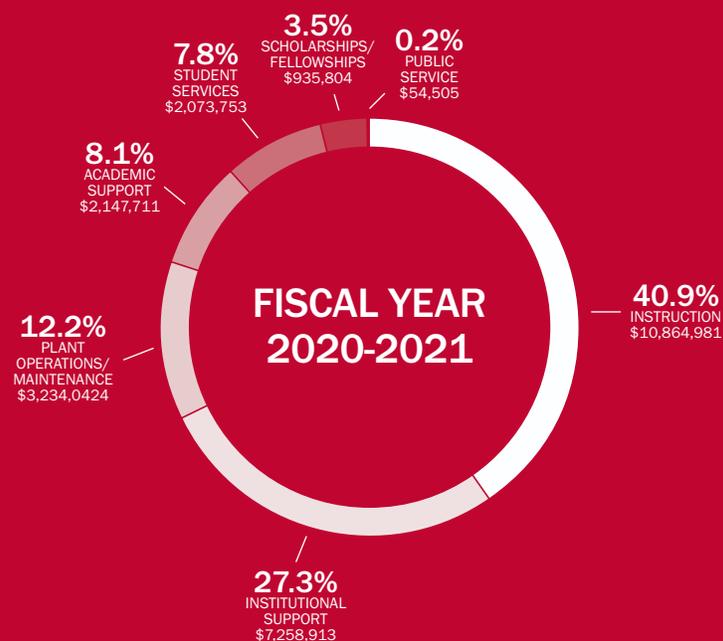




Steps to Achieve Operational Efficiency:

- ▶ **TARGETED ENROLLMENT:**
Western will strengthen our existing programs, expand industry partnerships, and develop new opportunities in order to maintain healthy enrollment and reach new audiences.
- ▶ **DEDICATED EMPLOYEES:**
Western is committed to attracting and retaining high-caliber people who contribute to both their professions and the College's success.
- ▶ **RESOURCE ALIGNMENT:**
Western will continually review and adapt operations to best serve our stakeholders.
- ▶ **SUSTAINABILITY:**
Western will practice sound financial planning, while maintaining modern technologies and facilities to support a nimble, high-performing institution.

EXPENDITURES BY PROGRAM



For updates on the progress of the strategic plan,
please visit:

westernwyoming.edu/strategicplan



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