



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.

Chairman

Vice-Chairman

Treasurer

Board Secretary

Trustee

Trustee

Trustee



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)

– 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.

– 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.

– 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.

– 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.

– We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice.

– We readily admit to a mismatch between our desire for these values and their





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.

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
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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.

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- 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 L

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.

- 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 within the 350-mile region.

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.

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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)



- 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.

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.



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.

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.

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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.

- 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.
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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)

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

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.

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

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



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