



Eastern Wyoming College



Strategic Plan 2008-2009 Executive Summary

Eastern Wyoming College will be a dynamic center for education, acting as a catalyst for individual growth, community engagement and global impact.

Vision Statement, June 10, 2008

Executive Summary

Eastern Wyoming College – Strategic Planning 2008

The Process

Eastern Wyoming College involved the college community in developing a new method of strategic planning. The process started in January, 2008 with sessions that encouraged employees to dream and discover in focus group meetings. Participants included students, employees, administrators, community members, and Board of Trustees and Foundation members. Five strategic directions emerged from these initial focus group meetings.



The next phase was the design process. Many stakeholders brought their “value” objects and discussion ensued on what values should guide the institution in the next few years. The Data Analysis Team was helpful in narrowing down the categories. The value categories included: life balance, learning, stewardship, relationships, innovation, perseverance, positivity, and excellence. Then vital initiatives were developed that went with each strategic direction. Twenty vital initiatives were identified.



The third phase involved a day long in-service of developing action plans which outlined strategic objectives for key functional areas of the college. The key functional areas included learning, student services, college relations, administrative services, institutional effectiveness, and institutional development. The administrators in these areas continued to work with all employees to identify priorities and to research costs and refine plans. Key performance indicators were identified when possible. This Executive Summary highlights the primary action plans from each group according to the Strategic Direction.

This strategic plan will help us move to the future in a dynamic and forward-thinking manner. The document that contains all of the action plans should be viewed as a “work in progress” and represents our initial efforts to utilize this new planning model. The strategic objectives will be measurable and help position the college to move towards a continuous quality improvement process of planning.

Eastern Wyoming College is a student-centered, comprehensive community college that responds to the educational, cultural, social, and economic needs of its communities with quality, affordable educational opportunities for dynamic lifelong learning. *College Mission – June 10, 2008*

The Budgeting



A proposed strategic budgeting framework to distribute the funding for both the institutional strategic directions and the departmental strategic objectives will utilize both one-time and continuing sources of funding. Both one-time and continuing sources of available funding may be set

aside to accomplish the overall institutional strategic directions which will be identified by the Leadership Team. The remaining one-time and continuing resources would be available for distribution by formula to accomplish the key functional areas strategic objectives. The distribution formula will be based on two components which include a fixed and a variable distribution with the fixed distribution being a flat amount distributed across-the-board to each major functional area. The variable distribution is determined by the number of full-time permanent employees assigned to each major functional area and the relative percentage of actual operating fund expenditures from the previous fiscal year. Each major functional area shall allocate funding toward its strategic objectives, according to priorities that have been collaboratively determined through the action planning process. For strategic budgeting purposes, seven areas have been identified that include: Trustees/President's Office, Learning, Student Services, College Relations, Administrative Services, Institutional Effectiveness, and Institutional Development.

Summary of Plan

The following section lists the strategic direction, vital initiatives, and examples of strategic objectives gathered from the action plans.

Strategic Direction #1 - Thoughtfully prepare our organization and our people for changing and dynamic times.

Vital Initiatives:

- 1.1** Encourage professional development at all levels.
- 1.2** Implant opportunities for administration, faculty, and staff to share thoughts; enthusiastically support progressive ideas benefitting one another intellectually and emotionally.
- 1.3** Standardize and document college practices and processes.

Strategic Objectives Summary for Strategic Direction #1:

- Implement continuous quality improvement processes throughout the college community and pursue AQIP method of accreditation.
- Emphasize support and expansion of professional development opportunities for all employees of the college.
- Improve effective communication between departments and college wide.
- Review personnel policies, standardize job descriptions, develop standards of practice, and update procedures.
- Review and standardize departmental budgets.
- Review and establish salary schedules to insure internal equity.

Strategic Direction #2 - Promote high quality, accessible learning experiences through responsive programs of distinction aligned with current & future opportunities.

Vital Initiatives:

- 2.1** Provide, develop and implement high quality programs.
- 2.2** Grow programs known for excellence and responsiveness to market needs.
- 2.3** Seize and expand opportunities for outreach and distance education.
- 2.4** Provide enhanced student learning experiences through opportunities for achievement and recognition.
- 2.5** Pursue alternative financial resources that position the college to be responsive to opportunities.

Strategic Objectives Summary for Strategic Direction #2:

- Provide greater access for continuing education, outreach, and distance education to all constituents.
- Prepare Request for Institutional Change to Higher Learning Commission to offer all college programs via distance learning.
- Expand and develop more student opportunities for participation in leadership skills, honors program, and student organizations.
- Explore other avenues for funding for expanding college programs and facilities such as through grant writing or Foundation efforts.
- Develop more recruitment resources.

Strategic Direction #3 - Embrace and invest in technology and modern facilities.

Vital Initiatives:

- 3.1** Implement the use of leading edge technology for instruction and operational efficiencies.
- 3.2** Create an environment that is user-friendly and responsive to growth.
- 3.3** Provide modern, progressive, and inviting living environments for students.
- 3.4** Design facilities that will accommodate changing technology, and that will utilize resources in a responsible manner.

Strategic Objectives Summary for Strategic Direction #3:

- Develop plan and funding for replacement and upgrade of all computers for campus and outreach areas; and maintain current software for appropriate areas.
- Provide and use leading edge technology to improve operational efficiencies in all areas of the college. (ie. student ID card system, POS system for Bookstore, Web Time Entry)
- Develop plan and funding for upgrading physical facilities to benefit students, faculty, staff, and community. (ie. Eastern Hall HVAC project, cashier window and business office expansion)
- Utilize web site to support college mission through use of web technology.

Strategic Direction #4 - Enhance the quality of life for individuals, families, the community and region, and positively influence the economy.

Vital Initiatives:

- 4.1** Strive to be a focal point of the community.
- 4.2** Expand educational and training activities for regional businesses and industries.
- 4.3** Develop mutually beneficial partnerships that respond to the needs of business and industry.

Strategic Objectives Summary for Strategic Direction #4:

- Become better known as the community's educational center providing enrichment opportunities, educational opportunities, athletic events, fine arts, and workforce and customized training.
- Increase course and program offerings to meet the workforce needs of the region such as electrical linemen, fluid technology, pre-engineering, GIS training, and graphic arts.
- Establish community-wide partnership advisory committees.
- Become an informational and data resource for internal and external audiences.
- Raise community awareness of the library and its resources and services.

Strategic Direction #5 - Recognize and extend our global reach.

Vital Initiatives:

- 5.1** Encourage diversity among students, faculty, staff and administration.
- 5.2** Provide all students and employees with opportunities to expand and meet challenges of an ever-changing world.
- 5.3** Promote global awareness by committing to innovative practices and programs that protect the world's future.
- 5.4** Promote the college locally, nationally, and internationally.
- 5.5** Embody the practices that will lead to a respected, progressive institution of higher learning.

Strategic Objectives Summary for Strategic Direction #5:

- Increase the diversity of students and staff at Eastern Wyoming College by improving recruiting and marketing efforts.
- Create a welcoming and supportive environment for international students.
- Create a cultural awareness committee and develop cultural activities.
- Expand alumni relations and explore additional fundraising activities.
- Create a dynamic look for EWC to elevate the brand and promote the college.
- Seek out new modes of delivering the EWC message.
- Update the physical facility.

Institutional Priorities

Several overall institutional priorities have emerged in the leadership team meetings. A campus card system would allow one single identification card to be used by students for cafeteria, student center, and other related areas. Features will facilitate future uses such as library checkout, bookstore purchases, door access, vending machine purchases, and time and attendance tracking for certain instructional programs. Another institutional priority is that a college team will be identified to attend the AQIP strategy forum in October if the college's AQIP application is accepted. The hiring of a consultant will allow the review of the college salary schedule and position classifications to place salaries at appropriate market rate and improve internal equity. The replacement of one-third of the desktop computers is a large one-time expenditure updating student labs and offices. An additional amount of money for overall institutional priorities has been identified in the budget as continuing (\$38,276) and one-time (\$100,000). Collaborative initiatives with other Wyoming Community Colleges are ongoing and include such initiatives as the Wyoming Distance Education Consortium web page project and the sharing of distance classes among institutions.

Top Strategic Objectives

The supervisors of the key functional areas spent time with their employees and identified the top strategic objectives for the coming year. The following table shows the top objectives by each area, identified by the vital initiative number and an indication of the cost if applicable. Other objectives are listed in the overall compilation of worksheets or action plans.

Key Functional Area & Priority Number	Administrator	Strategic Objective & Vital Initiative Number	Resource
Administrative Services (#1)	Vice President for Financial Affairs	Review/reformat job descriptions (1.3)	Human
Administrative Services (#2)	Vice President for Financial Affairs	P.O.S. System for Bookstore (3.2)	Human \$20,000-40,000 One-time funding \$3000-5000 maintenance fees
Administrative Services (#3)	Vice President for Financial Affairs	Make plans to renovate area to increase cashier window efficiency and expand	Human \$20,000 One-time
College Relations (#1)	Director for College Relations	Hardware – upgrade computers – Linda/Kim (3.1)	Equipment \$3000
College Relations (#2)	Director for College Relations	Maintain the most current software on all computers in College Relations (Adobe Creative Suite) (3.1)	Technology \$1500
College Relations (#3)	Director for College Relations	Utilize the EWC website to support the college’s mission through the use of web technology (3.1)	Human Technology \$45000
Facilities (#1)	Vice President for Financial Affairs	Develop effective communication among our department (1.2)	Human

Key Functional Area & Priority Number	Administrator	Strategic Objective & Vital Initiative Number	Resource
Facilities (#2)	Vice President for Financial Affairs	Complete Eastern Hall HVAC project (3.3)	Human \$1.4 m One-time funding
Facilities (#3)	Vice President for Financial Affairs	Replace dorm room doors and entry doors at Eastern Hall (3.4)	Human \$50,000 One-time funding
Human Resources (#1)	Vice President for Institutional Development	Paperless recording of time worked and leave taken for all employees (3.1)	Human Technology \$638/year
Human Resources (#2)	Vice President for Institutional Development	Develop and review personnel policies (1.3)	Human
Human Resources (#3)	Vice President for Institutional Development	Review and establish full-time and part-time salary schedules that place salaries at market rates and insure internal equity (1.3)	Human \$50,000
Institutional Effectiveness (#1)	Vice President for Institutional Effectiveness	Pursue the process of becoming AQIP accredited (1.3)	\$55,000
Institutional Effectiveness (#2)	Vice President for Institutional Effectiveness	Hire a grant writer. (2.5)	\$46,000
Institutional Effectiveness (#3)	Vice President for Institutional Effectiveness	Prepare request for Institutional Change to offer all programs via distance learning. (2.3)	Human
Institutional Development (#1)	Vice President for Institutional Development	Expand alumni relations. (5.4)	\$10,000
Institutional Development (#2)	Vice President for Institutional Development	Explore funding sources for expansion of programs (2.5)	Human
Institutional Development (#3)	Vice President for Institutional Development	Explore funding sources for capital campaign (2.5)	\$18,000

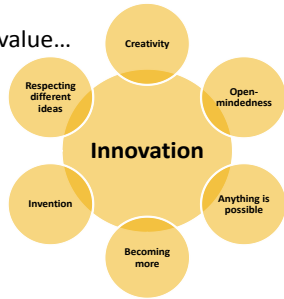
Key Functional Area & Priority Number	Administrator	Strategic Objective & Vital Initiative Number	Resource
Learning (#1)	Vice President for Learning	Programs – curriculum development/review (to include, but not guarantee, Honors, Graphic Design, Equine Studies, International Studies, LPN in Douglas) (2.1)	TBD
Learning (#2)	Vice President for Learning	Professional Development – encourage continuing education/enrichment opportunities (many included this general area) (1.1)	TBD
Learning (#3)	Vice President for Learning	Recruitment – national recruitment outside our region (mountain west, NE, WY) (5.4)	TBD
Learning (#4)	Vice President for Learning	Facilities – improve and expand programs by enhancing facilities, staff and curriculum (Ag, Mechanical Arts, Vet Tech, Tebbet, Cosmetology, Outreach) (2.2)	TBD
Learning (#5)	Vice President for Learning	Workloads – balance, distribute, reallocate workloads (1.1)	TBD
Learning (#6)	Vice President for Learning	Workforce – quick response to ever changing workforce needs (2.3)	TBD
Student Services (#1)	Vice President for Student Services	Encourage professional development at all levels and increase opportunities to attend national conferences and other educational activities for college faculty and staff. (1.1)	Human Money from each budget

Key Functional Area & Priority Number	Administrator	Strategic Objective & Vital Initiative Number	Resource
Student Services (#2)	Vice President for Student Services	Revamp all facilities benefitting students, faculty and community	Planned Facilities Projects \$500,000
Student Services (#3)	Vice President for Student Services	Standardize Student Services departments budgets to increase operational efficiencies (1.3)	Human
Student Services (#4)	Vice President for Student Services	Recruitment resources- women's basketball, men's basketball, volleyball, rodeo and golf (2.2)	\$10,000 Free dorms Free meals
Student Services (#5)	Vice President for Student Services	Improve food service with meal plans and ID's for students (3.2)	Technology \$35,000 to \$50,000
Student Services (#6)	Vice President for Student Services	Review salary schedule for Student Service staff (3.2)	Human

We value...



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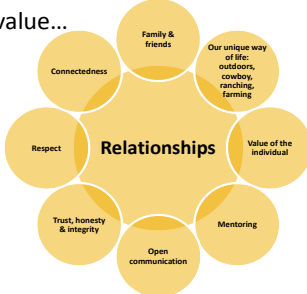
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