

## **2020-2025 Eastern Wyoming College Strategic Plan**

### **Strategic Goal #1: Ensuring Student Success:**

The College will advance student success through highly engaged educational practices that include associate degree opportunities and transferability, career and technical programs, certificate programs, dual credit, community and adult education, and workforce development to prepare students for the modern workforce.

#### **Objective: 1.1 Create and implement an Academic Master Plan**

Strategy 1: Develop and implement program outcomes and evaluate student learning annually to determine student success

Strategy 2: Align and assess all institutional outcomes in conjunction with program outcomes for all certificate and degree programs

Strategy 3: Create and implement a comprehensive assessment plan for academic-services.

Strategy 4: Use the program review and the strategic plans to evaluate and determine relevant offerings, program growth, program capacity, and program sustainability.

Strategy 5: Utilize emerging technology and research based instructional design methodologies to cultivate innovative teaching and learning practices to improve student learning.

#### **Objective 1.2 Create and implement a Strategic Enrollment Management and Student Success Plan**

Strategy 1: Analyze data and establish baseline and benchmark targets for recruiting, marketing, retention, persistence, completion, and transfer rates.

Strategy 2: Develop recruiting and marketing strategies to increase college enrollment through the program review process, including outreach, and concurrent and dual enrollment.

Strategy 3: Identify, implement, assess, and evaluate student persistence, retention, completion, and transfer rate strategies and interventions that elicit positive student results.

**Objective 1.3 Create an environment that enhances a sense of diversity, inclusive excellence, and campus engagement**

Strategy 1: Analyze data and establish baseline targets related to a sense of belonging, inclusion, and campus engagement.

Strategy 2: Collect data, and assess and evaluate programming options for co-curricular activities and levels of student learning.

**Goal One: Strategic Goal #1: Ensuring Student Success Key Performance Indicators (KPI'S)**

<b>Key Performance Indicators</b>	<b>Baseline</b>	<b>Target</b>
Conversion rate Prospects to Apps /Apps to Enrollment	<ul style="list-style-type: none"> <li>• <b>22%</b> Conversion Rate - Four Year Mean (<b>2016-2020</b>)</li> <li>• <b>30%</b> NCCBP Conversion Rate</li> </ul>	<ul style="list-style-type: none"> <li>• 30% Applicants to Enrollment Conversation Rate by the end of the 2025 Academic Year.</li> </ul>
Retention Rates	<ul style="list-style-type: none"> <li>• 53% EWC Retention Rate EWC</li> <li>• 57% NCES Retention Rate</li> <li>• 57% WCCC Retention Rate</li> </ul>	<ul style="list-style-type: none"> <li>• 57% EWC Retention Rate by the end of the by the end of the 2025 Academic Year.</li> </ul>
Persistence Rates	<ul style="list-style-type: none"> <li>• 67% EWC Persistence Rate</li> <li>• 70.2% NCES Persistence Rate</li> <li>• 65% WCCC Persistence Rate</li> </ul>	<ul style="list-style-type: none"> <li>• 70% EWC Persistence Rate by the end of the 2025 Academic Year.</li> </ul>
Completion Rates	<ul style="list-style-type: none"> <li>• 37.3% EWC Completion Rate</li> <li>• 39% NCES Completion Rate</li> <li>• 37% WCCC Completion Rate</li> </ul>	<ul style="list-style-type: none"> <li>• 39% EWC Completion Rate by the end of the 2025 Academic Year.</li> </ul>
Student Satisfaction Trend Data (CCSSE Benchmark Trend Data 2019)	<ul style="list-style-type: none"> <li>• CCSSE/EWC Active Support for Learners Benchmark – 44<sup>th</sup> Percentile</li> <li>• CCSSE/EWC Student Effort Benchmark – 41<sup>st</sup> Percentile</li> <li>• CCSSE / EWC Academic Challenge Benchmark - 46<sup>th</sup> Percentile</li> <li>• CCSSE / EWC Student-Faculty Interaction Benchmark - 50.4<sup>th</sup> Percentile</li> <li>• CCSSE/EWC Support for Learners Benchmark - 49<sup>th</sup> Percentile</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed the CCSSE 50<sup>th</sup> Percentile in all categories by the end of the 2025 Academic Year (CCSSE 2021, 2023, 2025).</li> </ul>

## **Strategic Goal #2: Developing and Sustaining Resources for the Future**

The College's practices, financial resources and services are poised to provide quality educational programs, services, and a safe environment to our students and employees. The College commits to developing and implementing an infrastructure that will support facilities, quality programs and technological solutions to address current and future needs of the institution.

### **Objective 2.1: Efficiently utilize human, economic and environmental resources**

Strategy 1: Evaluate the current scholarship process and structure to fully utilize resources to increase enrollment, recruitment, retention, persistence, completion, and transfer rates.

Strategy 2: Develop and implement a strategic fundraising plan that aligns with institutional strategic goals focusing on capital campaigns, scholarships, and institutional needs.

Strategy 3: Develop business and industry partnerships to enhance program growth and sustainability.

Strategy 4: Implement an ongoing evaluation process to assess functions, roles, and responsibilities to maintain essential college services

### **Objective 2.2: Attract, recruit and retain high quality people.**

Strategy 1: Develop, implement, and evaluate an orientation process for employees that allows for the acculturation of new hires.

Strategy 2: Develop marketing and social media strategies focused on increasing the diversity of prospective candidates.

### **Objective 2.3: Update, implement, and evaluate a comprehensive, multi-year Institutional Technology Plan.**

Strategy 1: Conduct a comprehensive assessment to include revisions and addition for the campus technology plan

Strategy 2: Develop and implement a systematic process for updating and modernizing classrooms and laboratory infrastructures.

Strategy 3: Develop and implement a professional development plan for employees to maximize the utilization of the Colleague (SIS).

Strategy 4: Identify and establish stable funding sources to address future technology needs as identified in the Institutional Technology Plan.

**Objective 2.4: Update, implement, and evaluate the Facilities Master Plan.**

Strategy 1: Review and update the current Facilities Master Plan for feasibility and renovation.

Strategy 2: Develop a residence life plan for future growth, expansion, and renovation.

**Objective 2.5: Continuous commitment to Campus Safety.**

Strategy 1: Review the Campus Safety/Management Plan annually to ensure processes are effective and aligned with campus operations and potential threats.

Strategy 2: Promote, maintain, and assess healthy and safe campus environments for students, employees, and visitors.

## Goal Two: Developing and Sustaining Resources for the Future Key Performance Indicators (KPI'S)

Key Performance Indicators	Baseline	Target
Composite Financial Index	<ul style="list-style-type: none"> <li>• EWC Composite Financial Index (CFI) 3 Year Average 1.04</li> <li>• HLC Above the Zone CFI 1.10 – 10.0</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed a CFI of 1.1 by the end of the 2021 Academic Year and meet or exceed a CFI Score of 1.1 for subsequent years thru the end of the 2025 Academic Year.</li> </ul>
Foundation Growth/Assets	<ul style="list-style-type: none"> <li>• 7.0% Growth rate of Foundation assets (3 Year Avg. 2018-2020)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed an annual growth rate of 6.51% of Foundation assets up thru the end of the 2025 Academic Year.</li> </ul>
Employee Retention and Recruitment (Great Colleges Survey Data)	<ul style="list-style-type: none"> <li>• 2018 EWC Carnegie Association Benchmark for Compensation, Benefits, &amp; Work/Life Balance – 71<sup>st</sup> Percentile</li> <li>• 2018 Carnegie Association Benchmark for Compensation, Benefits, &amp; Work/Life Balance – 74<sup>th</sup> Percentile</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed the 74<sup>th</sup> Percentile as measured by Carnegie Association Benchmark for Compensation, Benefits, &amp; Work/Life Balance (Great College Survey) by the end of the 2025 Academic Year.</li> </ul>
Student Satisfaction Trend Data (CCSSE Benchmark Trend Data 2019)	<ul style="list-style-type: none"> <li>• CCSSE/EWC Active Support for Learners Benchmark – 44<sup>th</sup> Percentile</li> <li>• CCSSE/EWC Student Effort Benchmark - 41<sup>st</sup> Percentile</li> <li>• CCSSE / EWC Academic Challenge Benchmark - 46<sup>th</sup> Percentile</li> <li>• CCSSE / EWC Student-Faculty Interaction Benchmark – 50<sup>th</sup> Percentile</li> <li>• CCSSE/EWC Support for Learners Benchmark - 49<sup>th</sup> Percentile</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed the CCSSE 50<sup>th</sup> Percentile in all categories by the end of the 2025 Academic Year (CCSSE 2021, 2023, 2025).</li> </ul>
Institutional Technology Plan	<ul style="list-style-type: none"> <li>• Update and Review of the 2020-21 Instructional Technology Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly analysis of the Instructional Technology Plan's goals and objectives thru the end of the 2025 Academic Year.</li> </ul>
Master Facilities Plan	<ul style="list-style-type: none"> <li>• Update and Review of the 2020-21 College Master Facilities Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly analysis of the College Master Facilities Plan's goals and objectives thru the end of the 2025 Academic Year.</li> </ul>

### **Strategic Goal #3: Creating a Culture of Organizational Excellence**

The College's structure and practices ensure clear and complete support for fair, ethical and transparent processes to all that we serve.

#### **Objective 3.1: Foster a climate of inclusivity so that all students, employees, and visitors are welcomed, supported, and valued for their contributions.**

Strategy 1: Review and assess the training and onboarding processes for employees.

Strategy 2: Develop, implement, and evaluate inclusiveness and diversity training through professional development for all employees.

Strategy 3: Develop an ongoing process for recognizing employee engagement and employee contributions to diversity and inclusion.

Strategy 4: Develop and implement consistent quality standards for all departments providing services to students, employees, and visitors.

#### **Objective 3.2: Develop and implement an Integrated Planning and Budget Cycle Process to promote continuous improvement and data-informed decisions.**

Strategy 1: Develop and implement an institutional effectiveness plan including the assessment of all academic, co-curricular, and operational programs and activities.

Strategy 2: Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness.

Strategy 3: Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs.

Strategy 4: Develop and implement a process for semi- annual and annual benchmark reporting of the institutional strategic plans to internal and external stakeholders.

### Goal Three: Creating a Culture of Organizational Excellence Key Performance Indicators (KPI'S)

Key Performance Indicators	Baseline	Target
Student Satisfaction Trend Data (CCSSE Benchmark Trend Data 2019)	<ul style="list-style-type: none"> <li>• CCSSE/EWC Active Support for Learners Benchmark – 44<sup>th</sup> Percentile</li> <li>• CCSSE/EWC Student Effort Benchmark - 41<sup>st</sup> percentile</li> <li>• CCSSE / EWC Academic Challenge Benchmark - 46<sup>th</sup> Percentile</li> <li>• CCSSE / EWC Student-Faculty Interaction Benchmark – 50<sup>th</sup> Percentile</li> <li>• CCSSE/EWC Support for Learners Benchmark - 49<sup>th</sup> Percentile</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed the CCSSE 50<sup>th</sup> Percentile in all categories by the end of the 2025 Academic Year (CCSSE 2021, 2023, 2025).</li> </ul>
Climate of Inclusivity (Great Colleges Survey Data 2018)	<ul style="list-style-type: none"> <li>• EWC 2018 Carnegie Association Benchmark for Respect and Appreciation – 61<sup>st</sup> Percentile</li> <li>• Carnegie Association Benchmark for Respect and Appreciation – 67<sup>th</sup> Percentile</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed the 67<sup>th</sup> Percentile as measured by Carnegie Association Benchmark for Respect and Appreciation (Great College Survey) by the end of the 2025 Academic Year.</li> </ul>
Data Driven Decision Making and Continuous Improvement (Great Colleges Survey Data 2018)	<ul style="list-style-type: none"> <li>• EWC 2018 Carnegie Association Benchmark for Shared Governance - 49<sup>th</sup> Percentile</li> <li>• Carnegie Association Benchmark for Shared Governance – 65<sup>th</sup> Percentile</li> <li>• EWC 2018 Carnegie Association Benchmark for Communications - 52<sup>nd</sup> Percentile</li> <li>• Carnegie Association Benchmark for Communication – 62<sup>nd</sup> Percentile</li> <li>• EWC 2018 Carnegie Association Benchmark for Collaboration – 54<sup>th</sup> Percentile</li> <li>• Carnegie Association Benchmark for Collaboration – 67<sup>th</sup> Percentile</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed the 65<sup>th</sup> Percentile as measured by Carnegie Association Benchmark for Shared Governance (Great College Survey) by the end of the 2025 Academic Year.</li> <li>• Meet or exceed the 62<sup>nd</sup> Percentile as measured by Carnegie Association Benchmark for Communications (Great College Survey) by the end of the 2025 Academic Year.</li> <li>• Meet or exceed the 67<sup>th</sup> Percentile as measured by Carnegie Association Benchmark for Collaboration (Great College Survey) by the end of the 2025 Academic Year.</li> <li>• Meet or exceed the 67<sup>th</sup> Percentile as measured by Carnegie Association Benchmark for Teaching Environment (Great College Survey) by the end of the 2025 Academic Year.</li> </ul>

	<ul style="list-style-type: none"><li>• EWC Carnegie Association Benchmark for Teaching Environment – 45<sup>th</sup> Percentile</li><li>• Carnegie Association Benchmark for Teaching Environment - 67<sup>th</sup> Percentile</li></ul>	
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