



2020-23 STRATEGIC PLAN
INITIATIVE DESCRIPTIONS



CUSTOMER PERSPECTIVE

STRATEGIC PRIORITY: BECOME MORE STUDENT FOCUSED

FOCUS AREA: A1- STUDENTS

Objective: Provide students with necessary skills and experiences

INITIATIVES:

A1a: Co-Curricular Experience

Providing opportunities for students beyond the classroom creates a holistic experience at the college. Of equal importance is making sure that all students have access to these opportunities, regardless of their location.

A1b: Case Management- Credit

To ensure the success of our credit students, measures will be enacted to guide and support students through the student lifecycle, from prospect to alumni.

A1c: Career Readiness

Aligning the skills students obtain through course and program completion with employer needs will help to ensure the college is producing competent workers.

A1d: Course Scheduling

Offering courses at days and times that meet the needs of our students is critical for enrollment, retention, and student success. This initiative focuses on using data to both analyze and predict scheduling needs then use the results to adjust accordingly.

A1e: Noncredit to Credit Pathways

Identifying opportunities and providing a seamless transition from noncredit to credit enrollment is the focus of this initiative.

CUSTOMER PERSPECTIVE

STRATEGIC PRIORITY: BECOME MORE STUDENT FOCUSED

FOCUS AREA: A2- STAKEHOLDERS

Objective: Engage with our stakeholders

A2a: Alumni Experience

Alumni are the ambassadors of the college's brand. Creating an engaged and supportive alumni network is critical to the success of the college.

A2b: Community Connections

Immersing ourselves in initiatives and partnerships with the communities we serve strengthens our relationships and enhances the community perception of the college. This initiative focuses specifically on opportunities in the New Kensington and Indiana communities.

A2c: Higher Education Partnerships

Strong partnerships with four-year institutions provide pathways for students to continue their education. By collaborating with these institutions to offer both dual admissions and a full faith in transfer, students will directly benefit by maximizing transfer of credit and time spent at Westmoreland.

A2d: Case Management- Business & Industry

Enhancing partnerships with business & industry in order to offer programming to meet their needs will ultimately lead to increased enrollment and strengthened relationships.

A2e: Trade Union Partnerships

Strengthening our connection with trade unions provides input and assistance to our community while educating our students with career credentials.

A2f: Athletics

In addition to providing situations for students to engage in the co-curricular experience, exploring opportunities around athletics, intramurals and other athletic-related programming is a focus of this Strategic Plan.

INTERNAL BUSINESS PROCESS PERSPECTIVE

**STRATEGIC PRIORITY: IMPROVE OUR SYSTEMS AND
PROCESSES TO ACHIEVE OPERATIONAL EXCELLENCE**

FOCUS AREA: B1- OPERATIONS MANAGEMENT

Objective: Improve our operations

INITIATIVES:

B1a: Communication Strategies

Being able to effectively communicate with all constituents, both internal and external, is critical to the success of the college. This initiative focuses on strategies to ensure timely and effective communication and sharing of information.

B1b: Athletic Facilities

Updating and improving all athletic facilities at the college is expected to aid in recruiting and retention efforts. In addition, improving our facilities may provide greater opportunities for partnerships with external stakeholders.

INTERNAL BUSINESS PROCESS PERSPECTIVE

**STRATEGIC PRIORITY: IMPROVE OUR SYSTEMS AND
PROCESSES TO ACHIEVE OPERATIONAL EXCELLENCE**

FOCUS AREA: B2- CUSTOMER MANAGEMENT

Objective: Manage our customer needs

INITIATIVES:

B2a: CampusNexus

This initiative focuses on implementing all modules of the new Enterprise Resource Planning system, CampusNexus. With the new system, process efficiencies and measures such as retention and graduation are expected to improve.

B2b: Process Review

An important component of being as efficient and effective as possible is continually reviewing processes college-wide. This initiative focuses on process review aside from those related to case management and the ERP that are addressed in other initiatives.

INTERNAL BUSINESS PROCESS PERSPECTIVE

**STRATEGIC PRIORITY: IMPROVE OUR SYSTEMS AND
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FOCUS AREA: B3- INNOVATION

Objective: Innovate, inspire and lead!

INITIATIVES:

B3a: Adjunct Academy

This initiative focuses on assessing the needs of part-time faculty and providing the tools and resources necessary to be successful in the classroom.

B3b: Center for Teaching and Learning

Providing quality, innovative education is a hallmark of the college. The Center for Teaching and Learning will help faculty improve their courses and ultimately, student learning, in a variety of ways.

B3c: Honors College

The newly formed Honors College will be restructured to provide additional opportunities for students to participate in scholarly activities.

B3d: Nontraditional Programming

Assessing the needs of nontraditional student populations and offerings programs and services to help them achieve their goals is the focus of this initiative.

INTERNAL BUSINESS PROCESS PERSPECTIVE

**STRATEGIC PRIORITY: IMPROVE OUR SYSTEMS AND
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FOCUS AREA: B4- REGULATORY & SOCIAL

Objective: Enhance safety and compliance

INITIATIVES:

B4a: Compliance Education

Compliance with local, state and federal regulations is a priority of the college. This initiative focuses on educating the college community about those regulations that guide and impact the work we do.

B4b: Campus Security

The current state of security at all college locations will be assessed and enhanced.

B4c: Environment

The college will explore options to become good stewards of our environment. This may include exploring energy conservation and green initiatives.

B4d: Business Continuity

Ensuring the college can stay in operation in the event of any disaster is a priority of the college. The college will continually assess our plan for interruption of business operations and develop a plan for disaster recovery.

EMPLOYEE LEARNING AND GROWTH PERSPECTIVE

STRATEGIC PRIORITY: ALIGN OUR CULTURE WITH OUR VALUES BY EMPOWERING OUR EMPLOYEES AND BY PROVIDING THE SYSTEMS THEY NEED

FOCUS AREA: C1- HUMAN CAPITAL

Objective: Develop our employees

C1a: Professional Development

Professional development for employees has been a focal point for the past several years and will continue to be an area of focus for the life of this Strategic Plan. Continued opportunities for employees to learn and growth will be provided.

C1b: ERP Training

Training in the use of the new ERP, CampusNexus, will be provided to employees as needed for success in their positions.

C1c: Change Management

The primary goal of change management is to help employees incorporate change into how they do their work. Providing a change management program will support employees as we move into a new ERP, new processes, and new strategies.

C1d: Position Review

This initiative continues and finalizes the position review work that began in the 2017-20 Strategic Plan. Focal areas include new job descriptions, employee evaluation and compensation tools.

C1e: Employee Recognition

A program will be developed to recognize employees for their contributions and work related to Strategic Plan initiatives.

C1f: Employee Training

Employee training and completion of certificates or programs related to job responsibilities and compliance will be monitored.

EMPLOYEE LEARNING AND GROWTH PERSPECTIVE

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FOCUS AREA: C2- INFORMATION CAPITAL

Objective: Upgrade our technology

INITIATIVES:

C2a: Technology Committee

A technology committee will be developed with a charge to review and enhance the Technology Plan so that it aligns with the mission, vision and values of the college. The committee will also focus on items such as software licenses and purchasing.

C2b: Technology Plan

A technology plan will be developed and implemented with a primary focus on continuing to enhance technology at the college.

EMPLOYEE LEARNING AND GROWTH PERSPECTIVE

STRATEGIC PRIORITY: ALIGN OUR CULTURE WITH OUR VALUES BY EMPOWERING OUR EMPLOYEES AND BY PROVIDING THE SYSTEMS THEY NEED

FOCUS AREA: C3- ORGANIZATIONAL CAPITAL

Objective: Enhance workplace climate

INITIATIVES:

C3a: College Resources

Ensuring employees are knowledgeable about the resources available to them as a college employee is important to the leadership team at Westmoreland. This initiative focuses on creating a repository of resources and communicating those resources to all employees.

C3b: Management Skill Development

All employees, regardless of position and future position ambitions, will be given access to leadership and supervisory skill development opportunities. There is a two-fold benefit to this initiative: employees who want to move up at the college and those who want to better understand leadership and supervisory efforts and challenges will gain from these opportunities.

C3c: Team Building

This initiative focuses on providing activities to strengthen team building both within and between offices at the college. Working together to accomplish shared goals is critical to our success.

FINANCIAL PERSPECTIVE

STRATEGIC PRIORITY: PLACE WESTMORELAND COUNTY COMMUNITY COLLEGE ON A FIRM FINANCIAL FOOTING TO DELIVER ON THE LONG-TERM PROMISE OF OUR MISSION

FOCUS AREA: D1- REVENUE

Objective: Increase revenue

INITIATIVES:

D1a: Noncredit Offerings

Noncredit offerings will be expanded to all locations and multiple modalities of delivery of instruction will be explored.

D1b: Events Revenue

The college will explore ways to increase revenue from events using all college facilities including rooms, athletic fields, conference spaces and the theater.

D1c: Fundraising

This initiative focuses on exploring new ways to raise funds from alumni, other donors, foundations, and grants. We plan to educate ourselves on new and innovative strategies in an effort to increase fundraising.

D1d: Education Center Strategies

Targeted strategies will be developed for the education centers in an effort to increase revenue and efficiencies.

D1e: Conference Hosting

By exploring possibilities to host conferences at the college, we hope to provide greater opportunities for employees, generate revenue, and reduce expenses.

D1f: Credit Offerings

Credit course and program offerings will be continually assessed to ensure they meet the needs of all of our stakeholders and generate revenue.

FINANCIAL PERSPECTIVE

STRATEGIC PRIORITY: PLACE WESTMORELAND COUNTY COMMUNITY COLLEGE ON A FIRM FINANCIAL FOOTING TO DELIVER ON THE LONG-TERM PROMISE OF OUR MISSION

FOCUS AREA: D2- PRODUCTIVITY

Objective: Reduce expenses

INITIATIVES:

D2a: Employee Wellness

Doing our part for employee health and wellness benefits all staff physically, mentally and emotionally. Offering health-focused programs will improve employee health and well-being, ensure adherence to local, state and federal guidelines, and may lead to reduced healthcare costs.

D2b: Workforce Realignment

This initiative focuses on realigning resources to support changes at the college and better serve our constituents.

D2c: Resource Utilization

The college currently owns and has access to many resources that may be of value to external constituents. This initiative focuses on creating an inventory of resources then offering them for external use to build and fortify partnerships, and generate revenue.

D2d: Maintenance Agreements

The maintenance agreements, equipment agreements and contracts will be reviewed to make sure that they meet the needs of the college, are relevant and support strategic initiatives.

D2f: Budgets

This initiative focuses on the capital budget and departmental alignment with budget priorities.