



WYOMING COMMUNITY  
COLLEGE COMMISSION  
AGENCY STRATEGIC PLAN

2021 to 2024

## WYOMING COMMUNITY COLLEGE COMMISSION

### **Goals are Future Accomplishments**

The Wyoming Community College Commission's internal strategic plan for the four-year period spanning 2021 through 2024 is tied directly to the statutorily required Priorities established by the Commission. Specific agency sections for mission statement, responsibilities and accomplishments will be relayed in the agency's annual report.

Priorities established June 2019 for the upcoming biennium:

1. Educational Attainment and ENDOW statewide collaborations including the completion of the rules writing process for and implementation of Wyoming Works and BAS
2. Common Transcript/Transfer Process and SLEDS implementation
3. Organizational operations, functions, efficiency, and capacity of agency and staff
4. Statewide College System Strategic Plan sunset and development of new plan aligned with Attainment Council
5. Commission meeting reorganization completion and annual commissioner development
6. Relationship building with Governor, legislators, trustees, colleges, presidents, and other stakeholders
7. Explore additional opportunities for grant funding

For the time span of 2021 through 2024, the following seven areas and their corresponding goals have been identified as priorities for the accountability of the Wyoming Community College Commission staff members.

#### **Educational Attainment**

The ENDOW and Educational Attainment goals will require the Commission to work across state agencies, colleges, university, and business and industry to ensure that grants and educational programs are leveraged to maximize their impact on both traditional and working adult populations. The legislation that codified the attainment goals and educational attainment executive council, SEA 61, requires that a five-year and 10-year educational master plan be developed to achieve the attainment goals. Embedded with the state's attainment goals are successful alignment and integration of other plans that support the attainment work including Adult Education, High School Equivalency, CTE Perkins V, and WWDC/WIOA programs.

#### **Goals:**

- Provide innovative and timely developmental training, financial reimbursements, monitoring and leadership activities to ensure the state's eight Adult Education Centers are fully functional and thereby meet the state's plan and federal requirements of WIOA, as applicable.

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- Coordination among partners, especially the DWS and WDE, will be fully functional and meet the needs of the state’s employers as well as increasing the visibility amongst eligible students.
- Ensure all participants in these programs are aware of established pathways that will lead to credential, employment, and “up-skilling” opportunities.
- Complete and implement the 5-year and 10-year Wyoming Educational Master Plans to achieve the educational attainment goals.

### **New Statewide College System Strategic Plan Development and Implementation**

“Develop and maintain a statewide college system strategic plan for the delivery of educational programs in Wyoming by each college . . .” (W.S. 21-18-202 a (v)) and “Approve all new programs qualifying for state funding pursuant to the statewide community college strategic plan . . .” (W.S. 21-18-202 d (i))

The update to the Statewide College System Strategic Plan summary report was accepted at the June 2019 WCCC meeting and serves as the comprehensive report. Based on the 2010 and 2014 SP and SP Addendum, 11 Goals were identified with 11 Goals substantially met. Within the 11 met goals were 69 tasks of which the majority were met. Of these tasks, 20 will be tracked, whenever possible, in the future. More information can be found at: [www.communitycolleges.wy.edu](http://www.communitycolleges.wy.edu).

Recently, the State of Wyoming embarked upon an aggressive economic diversification strategy and plan, which resulted in identifying education and workforce as a fundamental building block. As a result, the Educational Attainment Executive Council and state-level educational attainment goals were established in two Executive Orders, 2018-1 and 2018-4, in 2018. The 2019 Wyoming Legislature subsequently codified the educational attainment goals for Wyoming and the Educational Attainment Executive Council in Senate Enrolled Act 0061. The legislation requires the Educational Attainment Executive Council, through its membership and working body of the WICHE Attainment Taskforce and staff, to develop a State Higher Education Strategic Plan with a five-year and ten-year implementation plan to achieve the educational attainment goals.

#### **Goals:**

- Upon completion of the State Higher Education Strategic Plan, a new Statewide College System Strategic Plan will be developed in alignment with the State Higher Education Strategic Plan.
- Work across all seven colleges and use existing councils to develop the primary aspects of the new plan.
- Develop a structure to develop a structure for annual commission review and to provide messaging on the statewide community education effort and status of the statewide strategic plan.

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### **Common Transcript/Transfer Process**

The 2019 legislation passed HEA 0096 identifying processes that need to be created to assist a student in course transfer and ultimately lead to the student obtaining a degree or certificate. This legislation aligns with the Education Attainment Council goal of having 67% of the adult population having a degree or certificate by 2025. Working with the eight institutions in Wyoming, the following goals will be accomplished within the specified time-frame.

#### **Goals:**

- At a minimum, provide the colleges a way to examine and verify course listings of every student who attended and received credit for a course they attempted or completed within Wyoming.
- Work with the eight institutions in Wyoming and verify that their course catalogs are available via electronic means and online. Once the course catalogs are available, verify that a student has the ability to determine if a course they had taken will transfer to a postsecondary institution within Wyoming.
- Working with the eight institutions, determine the best way to electronically exchange transcripts utilizing industry best practice.

### **Data Governance and Data Informed Decisions: DMARS and SLEDS**

Through a data governance structure created and managed by the WCCC, an advanced reporting environment that utilizes standard fields and common data definitions enables the Business Analytics and Support Section (BASS) to maintain and support one reporting environment. Subsequently, data changes, updates and isolated reports can occur simultaneously for all seven institutions and the commission. The ongoing development and implementation of a standardized data system is complex, and contains numerous aspects that must be addressed to facilitate the future success of this endeavor.

SLEDS will Leverage the existing architecture originally built for the community colleges, but create a new governance structure out of the participating entities identified within the SLEDS MOU.

#### **Goals:**

- Create a data schema leveraging the existing architecture to allow any entity's researcher that is participating in SLEDS, a standardized reporting environment with agreed upon data definitions.

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- Pursue a higher level of reporting promoting the use of predictive analytics. Through the result of the effort described above, create predictive models that will help the colleges interact with students who might be at risk not completing their degree.

### **Special Programs and New Grant Opportunities**

By effectively and efficiently overseeing and managing the Wyoming Investment in Nursing (WyIN) Program, the Overseas Combat Veterans (OCV) Program and the Wyoming Adjunct Professor Loan Repayment (WAPLR) Program, and these programs' corresponding appropriations, the Commission helps Wyoming students who qualify to further their education, which in turn enhances the education and capabilities of Wyoming's workforce. The Commission also seeks out new grants that can be utilized to expand the effectiveness and scope of the colleges' and the Commission's efforts.

#### **Goals:**

- Ensure disbursements and tracking of payments to vendors and students are timely, well-documented and accomplished electronically.
- Develop a structure for annual Commission review and to provide messaging on the statewide community education effort and status of the statewide strategic plan.
- Create and maintain monthly financial reports that track and display appropriations, spend rates, obligations and available funds by program.
- Facilitate successful grant applications that support the educational attainment efforts of Wyoming in areas such as data, workforce, apprenticeships, adult learners and student success.

### **Program Tracking and Implementation**

W.S. 21-18-202 d (ii) assigns the Commission responsibility to "(r)evue existing programs, determine the most effective and efficient delivery of programs qualifying for state funding pursuant to the statewide community college system strategic plan and terminate state funding for those programs which are inconsistent with the statewide community college system strategic plan."

#### **Goals:**

- Provide a forum in which academic leadership from the colleges and the commission can review, approve, and provide feedback for suggested new courses and programs, as well as vetting changes to established courses and programs.
- Ensure programs offered by the seven community colleges are tracked and well-documented, showing degrees and certificates available provide the educational

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opportunities sought by both students and employers, and that redundant programs across the system are kept to a minimum.

- Utilize database improvements to identify inconsistencies in course numbering, work with the seven colleges to increase alignment, and improve the efficacy of transfer and articulation across the state.

### **Capital Construction (CAPCON)**

W.S. 21-18-225 requires the Commission to identify community college building needs and develop a prioritized list of community college capital construction projects. This is done through the use of a capital construction model that employs college data such as building gross and net assignable square footage by space use code, student FTE trends, population trends, library volumes, and employee FTE, among others.

#### **Goals:**

- Update data within the model annually.
- Review the 13 capital measures annually per Commission directive with the Administrative Services Council to determine if they remain relevant and accurate.
- Maintain a facilities inventory that produces the biennial major maintenance request and distribution by college once appropriated, and that determines the annual distribution of Federal Coal Lease Bonus Funds, if received.