



WYOMING
COMMUNITY COLLEGE COMMISSION
2020 to 2025 Strategic Plan

September Final Draft

Introduction & Summary

The Wyoming Community College Commission (WCCC) is undertaking development of a new five-year system strategic plan. Wyoming's community colleges are strong, nimble, and flexible with a proud history of serving the state. The system continues to navigate ever increasing complexities including: the need for additional positive educational outcomes, developing a more educated citizenry, providing workforce development resources, and serving as regional centers within the state and their respective communities. The mission, and past strategic plans, have served as a path forward for Wyoming's Community Colleges.

The Commission voted in June 2019 to initiate strategic plan development. Prior, Statewide System Strategic Plans encompass two distinct components: 1) 2010 Strategic Plan, which includes a Comprehensive History, Economic Analysis, Overview of Colleges, State-level Data, and Strategic Goals and Objectives; and 2) 2014 Strategic Plan 2.0 Addendum, which focuses on Educational Attainment and a refined set of goals.

Commission Mission

Wyoming community colleges provide dynamic lifelong learning environments through higher education, workforce development, innovative partnerships, and civic and global engagement that lead to responsible citizenship and economic, social, and cultural prosperity.

The mission and purpose of the Wyoming Community College Commission is to provide coordination, advocacy, funding, and accountability for the Community College System on behalf of the State of Wyoming.

Coordination – The Community College Commissioners and staff provide coordination across the system on all new program approvals, strategic planning, administrative rule making, consortium contracting, as well as creating system-wide goals and initiatives.

Advocacy – In addition, they advocate for both the colleges and their students, highlighting their pursuit of access, progress, and attainment of educational goals and objectives.

Funding – Through the use of a collaboratively developed funding allocation model, legislative appropriations are distributed using certain performance metrics that recognize achievement toward those adopted system-wide goals.

Accountability – Is achieved through the use of a centralized data warehouse, a system-wide data dictionary, and provided reporting tools that create transparent, real-time reporting capabilities along with the ability to perform predictive analytics of both student success and employment probabilities.



Relevant Statutes

The Community College Commission is tasked, by the Wyoming State Legislature, with creating and maintaining a strategic plan. The creation of this plan is pursuant to the following Wyoming Statutes:

21-18-202 a (v)	<i>“Develop and maintain a statewide college system strategic plan for the delivery of educational programs in Wyoming by each college pursuant to subsection (h) of this section;”</i>
21-18-202 d (i)	<i>“Approve all new academic programs, including applied baccalaureate degree programs, qualifying for state funding pursuant to the statewide community college strategic plan developed under subsection (h) of this section;”</i>
21-18-202 d (ii)	<i>“Review 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”</i>
21-18-202 e (v)	<p><i>“The commission shall provide annual reports to the legislature and governor on the performance of individual community colleges and the college system as well as on the achievement of statewide priorities as specified in the statewide college system strategic plan. The commission and the colleges shall work together in a collaborative effort in defining the report formats and the methodology and data elements required in preparing the reports and a reasonable time line for completion of reports;”</i></p> <p><i>“Reports provided by the commission to the legislature and governor shall be attached with and aligned to the college system performance benchmarks, outcome measures and other performance indicators specified in and defined by the strategic plan.”</i></p>
21-18-202 h	<i>“The commission shall prior to the beginning of each biennial budget period, review, update and modify the statewide college system strategic plan. The plan shall clearly prescribe the components of the educational program and attach program components to statewide system priorities. This plan shall serve as the basis for state operational and capital construction budget requests and funding of the statewide college system for the applicable biennial budget period. In developing, reviewing and updating the strategic plan, the commission shall”</i>



21-18-203 (a)	<i>“In collaboration with the boards of the community colleges, the commission shall submit state appropriation requests on behalf of the community college system in compliance with the statewide community college system strategic plan. The standard budget request submitted by the commission for state aid to community colleges under W.S. 21-18-205 for the fiscal biennium commencing July 1, 2020 and every four years thereafter, shall be equal to the amount defined in W.S. 9-2-1002”</i>
21-17-105	<i>“Tuition to be as nearly free as possible; number, qualifications and selection of students for reduced tuition; tuition for veterans, their spouses and children; reciprocal residency.”</i>

2020-2025 Strategic Plan

The 2020-2025 strategic plan is crafted to provide a direction forward for the Wyoming Community College System and compliment the many statewide educational initiatives including the individual community colleges’ strategic plans, and other agencies such as Workforce Services, Wyoming Department of Education, and the Educational Attainment Executive Council. The Strategic plan includes four primary goals: Educational Attainment, Affordability, Program Alignment, and Economic Development.

<p>Goal #1 Educational Attainment</p> <p>Facilitate postsecondary educational attainment to the betterment of all Wyoming citizens</p>
<p><i>Objectives</i></p> <ul style="list-style-type: none"> • Facilitate the percentage of working adults, 25-64 years of age, with a post-secondary degree or certificate to 60% by 2025 and to 75% by 2040. • Encourage access and infrastructure development for student recruitment, retention, and degree or credential attainment, and reducing barriers for special populations (first generation, low income, minority, veterans, at risk, and adult). • Collaborate with state and federal agencies, school districts, and workforce entities to facilitate a postsecondary educational culture among K-12, adults, and industry. • Facilitate the empowerment of all students to discover their academic and/or workforce potential, achieve goals, and continue growth through lifelong learning and enrichment.

<p>Goal #2 Affordability</p> <p>Facilitate community college system sustainability, funding, and affordability while keeping higher education as nearly free as possible.</p>
<p><i>Objectives</i></p> <ul style="list-style-type: none"> • Encourage structures supportive of administrative and institutional efficiency, academic quality, and safe learning environments. • Engage colleges in prioritizing infrastructure, capital construction, facility resources, and technology supporting quality programs and positive student outcomes.

- Ensure and sustain financial aid programs for special populations by eliminating financial and access barriers.
- Facilitate accurate reporting and analytics for increased efficiencies and enhanced student outcomes.

Goal #3

Program Alignment

Facilitate alignment of post-secondary programs with UW, workplace, and workforce providing a seamless pathway for Wyoming citizens to their future endeavors and to the benefit of the state.

Objectives

- Identify degree, certificate, apprenticeship, and training program gaps to expand offerings meeting industry, workforce, and economic needs.
- Promote initiatives encouraging course transferability, common course numbering and transcripts, articulation agreements, student retention, degree and certificate completion, and persistence to graduation to facilitate pathways for student degree or credential completion.
- Expand access to remote learning (distance education, online courses, work-based, externships, apprenticeships, other) for all programs to include noncredit, community and cultural enrichment, lifelong learning to serve rural and hard-to-reach populations.

Goal #4

Economic Development

Facilitate initiatives leading to the diversification and growth of Wyoming's economy

Objectives

- Continually evaluate community college program offerings and encourage those leading to economic diversification.
- Support the colleges in leveraging economic development, partnerships, consortia, and investments.
- In partnership with other entities, facilitate initiatives and strategies to attract, develop, retain, and advance a skilled, technical, and or scientifically oriented workforce.



Monitoring on going progress towards the four goals and associated objectives is of critical important to the enhancement of postsecondary education across Wyoming. Additionally, progress within the strategic plan is used to allocate funding, focus agency efforts, and further tailor initiatives. Below is a tentative, not definitive, list of potential metrics for consideration.

Suggested Metric		Associated Goal Number
1	High school to post-secondary credential program matriculation within one year of high school completion should increase by 20% (current 42.7)	1
2	Credential productivity rates (per 100 FTE) at the community colleges will increase by 100% (current: 30.3).	1
3	By 2025, the three-year graduation rates at the WY Community Colleges (collectively) will be 43% by 2025, 46% by 2030, and 50% by 2040.	1
4	Increase the First-time/Degree-Seeking average first year student retention rate for the colleges from 57% to XXX%	1
5	Evaluate annual average tuition and fees compared to educational costs in peer states and the Wyoming consumer price index.	2
6	Evaluate annual average tuition and fees compared to educational costs in peer states and the Wyoming consumer price index.	2
7	Maintain Wyoming at XXXX% of comparator state system tuition and expenses.	2
8	Compare average student debt and maintain below XXXX%	2
9	Monitor alignment between and effectiveness of college programs in meeting workforce needs using the SLEDS system to reach XXXX%	3
10	Monitor cohort performance to determine the number, type, and area of degrees and certificates produced, with specific focus to those of high-value for Wyoming.	3
11	Increase the number of graduates with Wyoming associates degrees from a Wyoming Community College (collectively) to 25% by 2025 and 27% by 2030.	3
12	Qualitatively and quantitatively evaluate the contribution of programs to the development of local communities.	4