

WYOMING EDUCATIONAL ATTAINMENT EXECUTIVE COUNCIL

MEETING AGENDA

November 6, 2018

Casper College

125 College Dr. Casper, WY 82601

Strausner Hall, SH 207

Dial-In phone number: 888-571-1315 PIN: 27468

THE STATUTES OF WYOMING REQUIRE THAT ALL MEETINGS OF PUBLIC BODIES BE OPEN TO THE PUBLIC, EXCEPT IN SPECIFIC CIRCUMSTANCES, AND THE EDUCATIONAL ATTAINMENT EXECUTIVE COUNCIL FULLY SUPPORTS THAT MANDATE

ALL OF THIS INFORMATION IS AVAILABLE ELECTRONICALLY AT:

<http://www.communitycolleges.wy.edu/initiatives/attainment/>

(TIMES AND ORDER OF AGENDA ARE TENTATIVE AND SUBJECT TO CHANGE WITHOUT NOTICE)

November 6, 2018

2:00 p.m.

CONVENE PUBLIC MEETING

Objectives:

- Overview the Executive Orders 2018-1 and 2018-4
- Outline the Charge of the EAEC and how the work integrates with the WICHE Attainment Taskforce and associated staff
- Understand the data and context
- Set date for statewide listening sessions late Nov/early Dec
- Set tentative schedule for quarterly meetings
- Identify needed information to complete 5-year and 10-year Educational Master Plans within one year

2:00-2:15 p.m.

I. Framing the WHY

- i. ENDOW
- ii. WICHE Attainment Taskforce and Staff (Attached)
- iii. Complete College Wyoming
- iv. Economic Imperative/ROI

2:15-2:30 p.m.

II. Executive Orders (Attached)

- i. 2018-1 Establishing the Educational Attainment Goals for WY
- ii. 2018-4 Establishing the Educational Attainment Executive Council tasked with developing 5-year and 10-year plans to achieve the Attainment Goals
- iii. Educational Attainment Executive Council Membership (Attached)

2:30-2:50 p.m.

III. The Charge of the EAEC: Developing 5-year and 10-year Educational Master Plans

- i. College-going culture HS to College Transition (Recruitment & Retention Plan Summary Attached)
- ii. Adult population (Adult Promise application letter attached)
- iii. Need Based State Aid
- iv. Programs aligned to industry needs for long-term career adaptability including incorporation of Prior Learning Assessments, Internships, and Apprenticeships

2:50-3:15 p.m.

IV. Current Data and Challenges to meeting Attainment Goals

- i. Data Overview (Attached)
- ii. Branding Campaign for 67%, 82%, and Adults
- iii. Completion of the task at-hand
- iv. Attainment percentages compared to the state population
- v. Credentials of quality for employment and long-term workforce needs

3:15-3:40 p.m.

V. Discussion: What information is needed to do this work?

3:40-4:00 p.m.

VI. Discussion: Statewide Listening Session(s)

- i. Statewide Listening Session Nov/Dec 2018
- ii. Structure and Draft Agenda (Attached)

ADJOURN

WICHE Task Force on Closing Postsecondary Attainment Gaps

Proposal Form

1. Proposal Contact

- a) Name: Mary Aguayo
- b) Title: Director of Transfer Relations
- c) Agency/Organization: University of Wyoming
- d) Address: Dept. 4313, 1000 E. University Ave., Laramie, WY 82071
- e) Phone/Email Address: 307-766-6695, marya@uwyo.edu

This proposal is submitted on behalf of the Wyoming Community College Commission, the University of Wyoming, and the seven Wyoming community colleges and is endorsed by:

Jim Rose, Executive Director, Wyoming Community College Commission
Darren Divine, President, Casper College
Stefani Hicswa, President, Northwest College
Karla Leach, President, Western Wyoming Community College
Laurie Nichols, President, University of Wyoming
Joe Schaffer, President, Laramie County Community College
Lesley Travers, President, Eastern Wyoming College
Brad Tyndall, President, Central Wyoming College
Paul Young, President, Northern Wyoming Community College District

2. Demonstration of Cross-sector Commitment

Please list the name, title, and email address of the representative(s) from each of the following sectors who will make up your state Task Force team. Include a short (no more than 3 sentences) description of their expected contribution to the project. Indicate which individual and agency will serve as the project lead.

- State higher education agency
- Two- and four-year postsecondary systems and/or institutions
- State legislature
- Governor's office
- Workforce, economic development, and/or business and industry
- State K-12 agency
- Local and/or philanthropic communities

These task force members anticipate full participation in the task force process and will lead the change efforts statewide:

- Laurie Nichols, President, University of Wyoming, laurie.nichols@uwyo.edu*
- Joe Schaffer, President, Laramie County Community College, jschaffer@lccc.wy.edu*
- Jillian Balow, State Superintendent of Public Instruction, Wyoming Department of Education, superintendent@wyo.gov
 - Represented by Dicky Shanor, Chief of Staff, Wyoming Department of Education, dicky.shanor@wyo.gov (added 5/18)

Task Force on Closing Postsecondary Attainment Gaps Request for Proposals



- Cindy DeLancey, President, Wyoming Business Alliance and the Wyoming Heritage Foundation, cindy@wyoba.com (added 3/2/2018)
- Mary Garland, President and Chair, John P. Ellbogen Foundation, mleg0@yahoo.com
- Mary Kay Hill, Policy Director, Office of Governor Matt Mead, marykay.hill@wyo.gov
- Shawn Reese, Chief Executive Officer, Wyoming Business Council, shawn.reese@wyo.gov
- Jeremiah Rieman, Director of Economic Diversification, Office of Governor Matt Mead, jerimiah.rieman@wyo.gov
- Sandy Caldwell, Executive Director, Wyoming Community College Commission, sandra.caldwell@wyo.gov (replacing Jim Rose, 7/18)
- Bill Schilling, ENDOW Vice Chair, bill@wymmentor.com (added 4/5/18)
- Jeff Wasserburger, Senator, Wyoming Legislature, jeff.wasserburger@wyoleg.gov
- Mary Aguayo, Director of Transfer Relations, University of Wyoming, marya@uwyo.edu (removed 7/18)

** Project co-leader*

These members anticipate providing support, recommendations, data analysis, and feedback to the task force, working to implement recommendations, and will serve as leaders in the statewide meetings:

- Leah Barrett, Vice President, Northern Wyoming Community College District, lbarrett@sheridan.edu
- Cory Daly, Vice President, Central Wyoming College, cdaly@cwcc.edu
- Matthew Ewers, Associate Vice President, Northern Wyoming Community College District, mewers@sheridan.edu
- Gerald Giraud, Vice President, Northwest College, gerald.giraud@nwc.edu
- Clark Harris, Vice President, Laramie County Community College, charris@lccc.wy.edu
- Nancy Johnson, Director of Distance Learning, Western Wyoming Community College, njohnson@westernwyoming.edu (added 5/4/18)
- Kyle Moore, AVP Enrollment, University of Wyoming and co-chair, Complete College Wyoming, kyle.moore@uwyo.edu
- Shawn Powell, Vice President, Casper College and co-chair, Complete College Wyoming, spowell@caspercollege.edu
- Lori Ridgway, Director of Marketing and Public Relations, Central Wyoming College, lridgway@cwcc.edu
- Becca Steinhoff, Executive Director, Wyoming Kids First, director@wyokidsfirst.org (added 5/11/18)
- Kathy Wells, Vice President, Central Wyoming College, kwells@cwcc.edu

Attached letters of support:

- Greg Hill, CEO of Hess Corp. and state ENDOW Economic Diversification Council Chairman
- Complete College Wyoming

3. Data Resources & Access (250-word maximum)

Briefly describe the current state and other data sources available for the project, as well as staff

capacity to perform necessary analysis (for example, state has linked higher education and workforce data with the capacity to disaggregate by race/ethnicity).

The Wyoming Community College Commission (WCCC), together with the seven community colleges, have begun the creation of a Statewide Longitudinal Data System in 2017. At the core of the data warehouse, the WCCC has implemented an identity-matching product that allows the linkage of individuals across multiple disparate data sources. The software uniquely allows commission staff to assign an anonymized ID that can be used to send the data to researchers for further analysis, without divulging any personally identifiable information. The current system has student and course level data from all seven community colleges, demographics for every high-school student who has graduated or dropped out of school in Wyoming, National Student Clearing House data for all community college students, all participants in Adult Basic Education and those receiving a High School Equivalency Certificate (formerly GED). The WCCC has recently obtained wage information from the Wyoming Department of Workforce Services for all former community college students, and for all students who participated in the state's Hathaway Scholarship Program. The University of Wyoming has recently implemented Oracle Business Intelligence Cloud Services, a data visualization tool, and has begun purchasing data on its graduates' career sectors and salary outcomes that can be disaggregated by race/ethnicity or other factors as needed.

4. State Actions Taken to Date (500-word maximum)

Outline what steps your state has taken to date to identify students under-served by the higher education system; policies, practices, or other actions put in place to address these gaps; and what progress has been evidenced towards these goals.

In 2017, Wyoming began its work on postsecondary educational attainment in earnest. With a Lumina technical assistance grant, we convened statewide education leaders in July to begin the discussion of credential attainment. In November of 2017, the University of Wyoming Board of Trustees and the Wyoming Community College Commission formally adopted by joint board resolution a statewide attainment goal of 60 percent. Our state's ENDOW economic diversification council formally supported the adoption of a statewide attainment goal in December of 2017 and Matt Mead, Governor of Wyoming, issued an executive order on January 26, 2018 stating Wyoming will achieve 67% post-secondary credential attainment by 2025 and 82% by 2040.¹ This goal has the support of K-12, higher education, employers, the legislature and governor and this cross-sector support and willingness to act is a significant strength as we develop our work in attainment. We have a small population and our stakeholders care, are engaged, and are motivated to be on the cutting edge. In tough economic times, we recognize that our state's postsecondary credential attainment is more important than ever before and we stand ready to make necessary changes.

Wyoming is poised to develop the plan and associated metrics to achieve the attainment goal. In response to a legislative request, all eight public colleges jointly submitted a 3-year plan outlining recruitment and retention strategies to the Wyoming State Legislature in December 2017, highlighting the attainment goal

¹ <http://governor.wyo.gov/documents/executive-orders>

and outlining higher education's potential to increase the number of certificates and degrees produced in the state.² Included in this report are plans to:

- develop a single statewide college application,
- design and fund a statewide need-based financial aid program, and
- re-enroll working adults in higher education.

Wyoming sent a state delegation with representatives from the university, a community college, and a legislator to the Lumina Strategy Labs Peer Learning Opportunity on need-based aid in 2017, and the Community College Commission has obtained a grant from ECS to design a comprehensive need-based aid strategy.

Building on this collaboration and success, Wyoming's public colleges and the WCCC are ready to expand the scope and develop a statewide plan in partnership with the state economic diversification committee (ENDOW), the Department of Education, and governmental agencies focused on the workforce. A significant focus of this plan will be the development of a policy agenda that drives measurable change and works to close the achievement gaps for underrepresented students. Wyoming cannot achieve this goal without being mindful of attainment gaps for adult, rural, low-income, first generation, and students of color in the state, particularly considering that the Hispanic population is increasing significantly and Wyoming is home to one of the largest Native American reservations in the nation.

Wyoming's efforts begin with significant groundwork laid: The eight public colleges are high quality and low cost, and have made progress on advancing retention and completion through *Complete College Wyoming*. The state provides the Hathaway Scholarship for high school graduates to pursue a college education. Each college is actively developing new and innovative programs delivered through a variety of modalities, and is focused on serving the regional workforce needs. The community colleges and university are collaborating to ensure a seamless transfer experience through guided pathways, recognized by *Washington Monthly*³ in August 2017 as among the most innovative in the nation. The university has also established a Transfer Success Center and a Native American Education Research and Cultural Center within the last academic year, both designed to meet the unique needs of their target population and close the achievement gaps for the populations they serve.

5. Priorities for Task Force Participation (Up to Three, 100 words each)

Identify your state's priorities for participating in the Task Force (up to three), specifically, what does your state hope to gain from participating in this work.

Priority 1: Develop a statewide plan that identifies the actions, resources, and partnerships necessary to achieve Wyoming's attainment goals in 2025 and 2040 and close the gaps for underserved populations, including adult, rural, low-income, first generation, and students of color. Specifically, this should include the details of an optimal need-based financial aid program, with the intent to obtain funding in the 2019 legislative session. The attainment plan we develop will engage stakeholders around the state, help

² http://www.uwyo.edu/govcom/_files/docs/reports/october-2017-reports/legislative%20reports/november-wyoming-colleges.pdf

³ <https://washingtonmonthly.com/magazine/septemberoctober-2017/the-twelve-most-innovative-colleges-for-adult-learners/>

Wyoming make meaningful strides towards moving the needle on these critical initiatives to positively impact our economy for years to come.

Priority 2: Determine clear steps to create a statewide college-going culture, starting in the K-12 schools. This includes development of post-secondary transition plans with every ninth grader in the state, in alignment with the state superintendent's goal that high school graduates will be college, career, or military ready. The university and community colleges are also exploring a statewide shared application for all eight public colleges, which incorporates a transfer guarantee and provides students with an avenue for co-produced advising on a guided pathway to avoid excess credits. The need to market these changes and promote the value of higher education through a public awareness campaign is expected.

Priority 3: Innovate new ways to engage adults in higher education. Lumina data suggests that there are over 80,000 adults working in Wyoming with some college and no degree, and an additional 40,000 with an associate's and no bachelor's degree. Equity in access to higher education means Wyoming's higher education entities need to engage adults with new and different programs, modalities and delivery methods, stackable credentials, career-ready certificates, and partner with employers to deliver continuing education while on the job.

6. Key Components of technical assistance (TA) Needed (Up to Three, 100 words each)

Note the areas in which you expect to most benefit from WICHE's support. For example, using data to analyze existing gaps, identifying policy solutions, etc.

Component 1: Provide a structure to engage Wyoming's cross-sector stakeholders with one another and with other states' leaders. This multi-state engagement will allow us to be maximally innovative in developing national best practice on postsecondary credential attainment work. With its smaller population, Wyoming can move quickly and make bold changes but it does not have the infrastructure to support a large team dedicated completely to access and attainment. This collaborative framework will be transformational for our work. Wyoming's educational attainment stakeholders are nimble and action-oriented, and our success in passing an attainment goal in only nine months demonstrates we are ready to move forward efficiently and effectively.

Component 2: Develop clear evidence-based policy solutions to Wyoming's most pressing educational attainment concerns. In alignment with the needs of the state, Wyoming is actively looking to transform access and success in higher education statewide. This will involve taking a close look at every facet of how higher education engages with students and how it is structured to facilitate success for all, particularly those who are adult, rural, low-income, first generation, and students of color.

Component 3: Organize accountability metrics to ensure that Wyoming is able to formatively assess our progress towards our goals in 2025 and 2040. It will be necessary to measure progress using data systems that connect K-12, postsecondary, and workforce data in new and innovative ways. It is critical that we provide dashboards to tell the story of change to a wide audience in a clear and consistent manner. Wyoming must also work to better develop longitudinal data across state boundaries.

Apply for Technical Assistance

Full Application

Requesting entity name and point of contact (include point of contact name, title, email & phone number):

WICHE Task Force for Closing Postsecondary Educational Attainment Gaps Co-Chairs:

- Dr. Laurie Nichols, President, University of Wyoming
 - laurie.nichols@uwyo.edu and 307-766-4121
- Dr. Joe Schaffer, President, Laramie County Community College
 - jschaffer@lccc.wy.edu and 307-778-1102

Lumina state policy agenda policies, objectives, and desired outcomes for proposed Strategy Labs Technical Assistance engagement:

Set an ambitious goal

Note: The goal is set, but we need to take the next steps in creating a unified vision for education to take Wyoming forward in accomplishing the goal

Audience(s) to engage (describe and explain):

In November of 2017, the University of Wyoming Board of Trustees and the Wyoming Community College Commission formally adopted a statewide attainment goal, and Matt Mead, Governor of Wyoming, issued an executive order on January 26, 2018 stating Wyoming will achieve 67% post-secondary credential attainment by 2025, and 82% by 2040. All eight public colleges jointly submitted a 3-year plan outlining recruitment and retention strategies to the Wyoming State Legislature in December 2017, highlighting the attainment goal and outlining higher education's plans to increase the number of high-quality certificates and degrees produced in the state. Wyoming's public colleges and Community College Commission were selected to join the WICHE Task Force for Closing Postsecondary Attainment Gaps and is now engaged in the development of the statewide plan to close postsecondary attainment gaps, in partnership with the ENDOW economic diversification committee, the Department of Education, governmental agencies focused on the workforce, and other stakeholders. A significant focus of this plan will be the development of a policy agenda that drives real, measurable change and works to close the attainment gap for underrepresented students and promote equity. Creating the plan with an equity lens and closing the attainment gaps are mathematically necessary to achieving the statewide goal, and are essential given that Wyoming is the *Equality State*.

For Wyoming to develop this agenda to create the necessary changes, we propose that Governor Mead should establish a state "Educational Attainment Council." This group will integrate K12 and higher education initiatives into the state's economic diversification priority sectors, articulate the specific value of the state's higher education sector, and work to create a unified vision through development of a statewide post-secondary educational strategic plan.

The Lumina Technical Assistance Grant will be used to resource and convene the Council. Wyoming would like to invite Lumina President Merisotis to visit our state, launch the Council with Governor Mead, and engage with the state's WICHE Task Force on Closing Postsecondary Attainment Gaps. Pulling

Draft – 3.22.18

Questions? Contact Gretchen Syverud at gsyverud@luminafoundation.org

from successes in Alabama’s recent plan, Wyoming would conduct a regional listening tour engaging business and industry leaders. Informed by the project’s data and policy gap analysis, the Council would also develop a data dashboard tracking key metrics for K12 and higher education statewide. These activities can propel Wyoming from simply a goal to the development of a shared agenda and begin the movement towards the strategies and tactics necessary to realize the attainment goals in 2025 and 2040.

Will this work engage elected officials (e.g. governors, state legislators)?

Yes

Please include a simple line item budget that demonstrates how funds would be allocated:

\$5,000- Convene and launch the “Educational Attainment Council”

\$15,000- Statewide Listening Tour (and media campaign)

\$10,000- Data dashboard development

Next steps planned (including dates, names, follow-up tasks):

Governor Mead to formally announce “Educational Attainment Council”

- At point: Mary Kay Hill, Policy Director, Office of Governor Matt Mead and WICHE Task Force Member
- Date: July/August 2018

Council Convenes

- At point: Co-chairs Drs. Nichols and Schaffer
- Date: August/September 2018

5-Stop listening tour with media campaign on the importance of high education commences

- At point: Co-chairs Drs. Nichols and Schaffer
- Date: September/October 2018

Data dashboard development

- At point: Co-chairs Drs. Nichols and Schaffer with Dr. Sandy Caldwell, Wyoming Community College Commission Exec. Director and WICHE Task Force Member
- Date: 2019

List of supporting documentation included with this application:

WICHE Task Force to Close Postsecondary Attainment Gaps application and letters of support

Entity(ies) to be supported (organization name(s) and address(es)):

University of Wyoming President’s Office

Dept. 3434, 1000 E University Ave

Laramie, WY 82071

Draft – 3.22.18

Questions? Contact Gretchen Syverud at gsyverud@luminafoundation.org

Acknowledgements and representations of Authorizing Party:

Office of the Governor

**STATE OF WYOMING
EXECUTIVE DEPARTMENT
EXECUTIVE ORDER**

Order 2018-1

EDUCATIONAL ATTAINMENT

WHEREAS, the State of Wyoming seeks to increase economic opportunity for our citizens, communities and businesses; and

WHEREAS, the economic growth and economic diversification of the State will depend on citizens and workers with a wide array of knowledge and skills; and

WHEREAS, in the next seven years, over 60 percent of America's workers will need education and training beyond high school graduation; and

WHEREAS, 92,976 students are enrolled in Wyoming public schools today, and they should have an opportunity to participate fully in our economy with access to post-secondary credentials and degrees; and

WHEREAS, educational attainment through quality industry credentials and higher education degrees is connected to higher employment and increased earning power; and

WHEREAS, 45.8 percent of Wyoming citizens have a high quality credential or degree; and

WHEREAS, an increase in educational attainment will have a significant positive impact on the economy and on the quality of life for all citizens in Wyoming; and

WHEREAS, the State of Wyoming supports efforts to address achievement gaps focusing on underserved populations, including first generation, low-income, minority, and adult students; and

WHEREAS, Wyoming's community colleges and the University of Wyoming have committed to increasing educational attainment; and

WHEREAS, the Wyoming Department of Education is committed to increasing the number of high school graduates;

NOW, THEREFORE, pursuant to the authority vested in me by the Constitution and the Laws of the State, I, Matthew H. Mead, Governor of the State of Wyoming, do hereby issue this Executive Order providing as follows:

1. I join the Wyoming Community College Commission and the University of Wyoming Board of Trustees in establishing an educational attainment goal of 67 percent by 2025 and 82 percent by 2040 of Wyoming's working population 25 – 64 years who possess a valuable post-secondary credential (certificate or degree).
2. The Wyoming Department of Education, the Wyoming Community College Commission, Wyoming's seven community colleges, and the University of Wyoming will collaborate on a plan necessary to achieve Wyoming's educational attainment goal, implement strategies and programs necessary to fulfill the goal, and provide annual progress reports. Wyoming's plan should meet the need of the State's businesses and be aligned with priority economic sectors identified by the ENDOW Executive Council in its 20-year comprehensive economic diversification strategy as approved by the Governor.

This Executive Order takes effect upon my signature and remains in effect until replaced or rescinded.

Given under my hand and the Executive Seal of the State of Wyoming this 26 day of January, 2018.


Matthew H. Mead
Governor

Office of the Governor
STATE OF WYOMING
EXECUTIVE DEPARTMENT
EXECUTIVE ORDER

Order 2018-4

EDUCATIONAL ATTAINMENT EXECUTIVE COUNCIL

WHEREAS, the State of Wyoming seeks to increase the number of its working population 25 – 64 who possess a valuable post-secondary credential (certificate or degree); and

WHEREAS, the State of Wyoming has established an educational attainment goal of 67 percent by 2025 and 82 percent by 2040; and

WHEREAS, we must increase high school graduation rates, close higher education attainment gaps, and increase opportunities for Wyoming workers to obtain post-secondary credentials; and

WHEREAS, the University of Wyoming, the Wyoming Department of Education, and Wyoming's Community Colleges have all committed to increasing educational attainment; and

WHEREAS, in order to be achieved, the goal requires collaboration and cooperation among all education organizations and workforce as well as the state's business community;

NOW, THEREFORE, pursuant to the authority vested in me by the Constitution and the Laws of the State, I, Matthew H. Mead, Governor of the State of Wyoming, do hereby issue this Executive Order providing as follows:

1. There is created the Wyoming Educational Attainment Executive Council (Council) as a means of accomplishing the goals established in Executive Order 2018-1.
2. The Council shall:
 - a. Establish a five-year and a 10-year strategic plan to reach the Wyoming educational attainment goal;
 - b. Convene stakeholders to develop these strategic plans;
 - c. Convene meetings with stakeholders and the public across Wyoming to obtain necessary information and suggestions on strategic plan elements;
 - d. Include an analysis of opportunities coordinated across priority economic sectors as identified by the ENDOW Executive Council; and
 - e. Establish appropriate data metrics and performance indicators in the development of the strategic plan and communicate relevant data to the governor, state legislators and the public.

3. The President of the University of Wyoming and a President of one of the Wyoming community colleges are included as voting members of the Council and shall serve as Council co-chairs.
4. The Council shall consist of 15 members, including:
 - a. The President of the University of Wyoming;
 - b. The Executive Director of the Wyoming Community College Commission (WCCC);
 - c. The Superintendent of Public Instruction or her designee;
 - d. A President of a Wyoming community college as selected by the President's Council;
 - e. Two members of the ENDOW Executive Council;
 - f. A Wyoming school district Superintendent;
 - g. A representative of the Governor's Office;
 - h. The Director of the Department of Workforce Services;
 - i. A representative of the University of Wyoming, designated by the President of the University of Wyoming, whose duties are directly aligned with enrollment services and student success;
 - j. The Chief Executive Officer of the Wyoming Business Council;
 - k. An individual with expertise in the delivery of education to individuals on the Wind River Indian Reservation;
 - l. A member of the WCCC with experience on the Complete College Wyoming initiative, as selected by the WCCC;
 - m. One member of the Wyoming Senate, as appointed by the President of the Senate; and
 - n. One member of the Wyoming House of Representatives, as appointed by the Speaker of the House.
5. The Council may convene subcommittees and involve stakeholders as necessary.
6. The Council shall be housed within the WCCC, with support from the University of Wyoming, the Department of Education and the Department of Workforce Services.
7. The Council shall report quarterly and provide copies of each strategic plan to the Governor, the University of Wyoming Board of Trustees, the WCCC, the ENDOW Executive Council and the Joint Education Committee of the Legislature quarterly.

This Executive Order takes effect upon my signature and remains in effect until replaced or rescinded.

Given under my hand and the Executive Seal of the State of Wyoming this 23 day of August, 2018.


Matthew H. Mead
Governor

Educational Attainment Executive Council Membership

REPRESENT	LAST	FIRST	TITLE	DESIGNEE
University of Wyoming	Nichols	Laurie	President	
Wyoming Community College Commission	Caldwell	Sandra	Executive Director	
Wyoming Department of Education	Balow	Jillian	Superintendent	Dicky Shanor, Chief of Staff
Wyoming Community College, President's Council	Hicswa	Stefani	President	
ENDOW Executive Council	Garland	Mary	Executive Council member	
ENDOW Executive Council	Schilling	Bill	Executive Council member	
Wyoming School District Superintendent	Chapman	Gillian	Superintendent - Teton County	
Office of the Governor	Hill	Mary Kay	Chief of Staff	
Department of Workforce Services	Cox	John	Director	
University of Wyoming	Moore	Kyle	AVP for Enrollment Management	
Wyoming Business Council	Reese	Shawn	Chief Executive Officer	
Wind River Indian Reservation	St. Clair	Owen	School District Superintendent	
Wyoming Community College Commission	Frederick	Craig	Commissioner	
Wyoming Senate	Wasserburger	Jeff	Senator	
Wyoming House of Representatives			Representative	

Wyoming Colleges' Recruitment and Retention Plan

Legislative Request 2017 HEA82, Section 67, footnote 11. The University of Wyoming, the Community College Commission and each community college shall collaborate and develop a unified plan to provide a coordinated approach to the recruitment and retention of and incentives for students graduating from Wyoming secondary schools and from schools in states contiguous to Wyoming. The university, on behalf of the university, community colleges and Commission, shall report their progress on the plan to the joint education interim committee and the joint appropriations committee not later than September 30, 2017, and incorporate a final plan for the legislature not later than December 1, 2017, within their respective 2019-2020 biennial budget requests.

Summary of the Report Submitted on November 30, 2017

Wyoming's higher education institutions will work together to expand postsecondary attainment for traditional and non-traditional students to benefit the future of our great state.

Over the next three years, Wyoming's eight institutions of higher education will work together and, in partnership with the Wyoming Community College Commission, the UW and community college Trustees, and the Wyoming Department of Education, develop a statewide strategic enrollment management agenda approved by Trustees statewide. Broadly, the structure of the agenda will focus on the themes of (1) creating a college-going culture, (2) removing barriers to college participation, (3) building a pipeline for Wyoming's colleges, (4) developing paths to re-entry into college for Wyoming high school graduates entering higher education from the workforce, and (5) building pathways to completion.

1. Create a College-Going Culture

To increase the rate of college-going in the state, UW and the community colleges will partner with the Wyoming Department of Education to

- a) create a marketing and communications plan focused on the value of higher education and opportunities in Wyoming for students in grades 9-12, including the Hathaway Scholarship program;
- b) share student names and contact information such that every Wyoming student can be made aware of opportunities for study at their local community college and UW;
- c) develop a postsecondary plan for every student during 9th grade; and
- d) set a goal for increasing the rate of immediate entry into higher education from high school.

2. Remove Barriers to College Participation

To remove barriers to entry for first-time and transfer students, UW and the community colleges will

- a) create a common application for use at each of the eight institutions;
- b) explore the cost and implementation of a potential shared student information system and opportunities for collaborations on shared data systems;
- c) jointly promote students' completion of the Free Application for Federal Student Aid, or FAFSA; and
- d) identify a statewide goal and secure necessary resources for state-funded need-based financial aid.

3. Create a Pipeline to Wyoming's Colleges

To encourage non-resident college-going in Wyoming, UW and the community colleges will

- a) expand the use of regional pricing strategies to attract nonresident students;
- b) co-create a statewide marketing campaign for non-residents to attend college in Wyoming;
- c) reaffirm a commitment to ease of transfer and development of pathways to degrees in Wyoming, including expanding the 2+2 articulation agreements;
- d) evaluate the capacity of Wyoming's institutions to ensure a financially feasible mix of resident and non-resident students enrolled in the right programs; and
- e) analyze Wyoming college's student housing capacity.

4. Develop paths to re-entry into college for Wyoming high school graduates entering higher education from the workforce

To serve adult students those who enter higher education from the workforce, UW and the community colleges will

- a) provide an on-ramp of transitional student services to ensure success;
- b) ensure career and technical program options are aligned with the state's economic and workforce needs;
- c) provide expansion of certificate programs for workers that are already in the workforce; and
- d) expand the Bachelor of Applied Science degree and develop a college completion degree option.

5. Build Pathways to Completion

To ensure those who begin their education will complete it, UW and the community colleges will

- a) utilize data and national best practice to set aggressive student success goals; and
- b) increase fall-to-fall retention rates and the number of students who earn post-secondary credentials through Complete College Wyoming.
- c) Partner with ENDOW and others to establish programs and practices to retain college graduates and certificate completions in Wyoming.

Timeline

Present

- a. Set a statewide goal for post-secondary educational attainment via a joint resolution with the Wyoming Community College Commission and the UW Board of Trustees.
- b. Effective November 17, 2017, the goal is to increase the percent of the working population 25-64 years old that possess a valuable post-secondary credential to 60% by 2025, and to 75% by 2040.

Year 1

- a. Determine statewide enrollment goals and metrics to measure success, to include both the number of Wyoming and nonresident students served, the percent of high school graduates in the state pursuing higher education, the FAFSA federal financial aid application completion rate, and the rate of transfer.
- b. Partner with the Wyoming Department of Education to provide directory information for all high school students in the state to their regional community college and the University of Wyoming, form a statewide higher education marketing council, and coproduce a communication sequence to educate students and parents about higher education and financial aid.
- c. Research opportunities for development of a statewide college application, including the budgetary impacts, and make a recommendation for implementation. Pilot the implementation.
- d. Engage in

institutional capacity evaluation, including student housing, and the types of programs, including degrees and certificates, necessary to meet future needs.

Year 2

- a. Implement and jointly promote the statewide college application and completion of the Free Application for Federal Student Aid, or FAFSA.
- b. Deepen partnerships with high schools to encourage the development of postsecondary transition plans for all high school students and provide training for counselors and superintendents on relevant topics.
- c. Update and expand upon the communication sequence outlined in year one, developing a full marketing and media campaign.
- d. Explore and expand regional pricing strategies to attraction nonresident students to Wyoming for higher education.
- e. Establish programs and practices to keep Wyoming's college graduates in-state.

Year 3

- a. Research opportunities for need-based aid models, including the budgetary impacts, and make a recommendation for implementation.
- b. Develop a report including national benchmarking on the impact of Complete College Wyoming and other student success initiatives on progress towards improving retention and completion for traditional and nontraditional populations.
- c. Explore a shared student information system and opportunities for data partnership.
- d. Further develop the statewide communications and marketing plan to reach non-resident audiences.



Adult-Focused State Promise Program Letter of Submission: Wyoming

August 15, 2018

This letter submission is submitted on behalf of the Wyoming Community College Commission, the University of Wyoming, and the seven Wyoming community colleges and is endorsed by:

Sandra Caldwell, Executive Director, Wyoming Community College Commission

Darren Divine, President, Casper College

Stefani Hicswa, President, Northwest College

Karla Leach, President, Western Wyoming Community College

Laurie Nichols, President, University of Wyoming

Joe Schaffer, President, Laramie County Community College

Lesley Travers, President, Eastern Wyoming College

Brad Tyndall, President, Central Wyoming College

Paul Young, President, Northern Wyoming Community College District

As stated in our letter of intent, Wyoming began its work on postsecondary educational attainment in 2017 and we have made incredible strides in just one year, both setting a formal goal and in developing a plan to achieve it. We acknowledge the critical role that higher education plays in diversifying our economy and ensuring a vibrant future for the state, and have commitment throughout Wyoming to an equitable and strategic approach to lead the west in transforming the higher education landscape. Our attainment goal has the support of K-12, higher education, employers, the legislature and governor and this cross-sector support and willingness to act is a significant strength. We have a small population and our stakeholders care, are engaged, and are motivated to be on the cutting edge. We can move quickly, acquire the necessary matching funds, and have business community and political engagement on this critical task. Wyoming cannot afford to ignore the potential to transform our state through enrolling and re-enrolling adults. This opportunity to join the cohort of Adult Promise states is one we are poised to optimize. This is the right opportunity for Wyoming at the right time.

Wyoming recognizes that the potential of the Adult Promise Program is so important we want to prioritize maximum funding. The potential for a \$400,000 grant is significant for the State of Wyoming. In comparison to other states, the impact of \$400,000 for this effort is great with the funding having the ability to create systemic change and generational impact.

As evidenced in this grant submission, all seven community college presidents, the university president, and the Wyoming Community College Commission have committed to matching up to the full \$400,000 in potential grant dollars, as well as providing in-kind support. If Wyoming is selected to join the Adult Promise cohort, we will focus our support funds on the following priorities:

- Developing and promoting state-funded need-based financial aid for adult students

- Targeting outreach to adults who have left our institutions with accrued credits but no degree, and general marketing to adult students who may have credits from out-of-state institutions to invite them to complete their degree in Wyoming
- Focus on high-value programs that link to priority areas in the workforce
- Considering the impact of emergency aid and debt forgiveness
- Acknowledging the prior knowledge of adult students through development of a statewide PLA hub
- Creating cohort programs for returning adults with accelerated, hybrid, and year-round courses to ensure strong outcomes
- Building stackable credentials with guided pathways to provide adult students with certificates, associate's degrees, and bachelor's degrees
- Providing coaching and mentoring for adults to navigate higher education
- Closing the attainment gap for adult students of color

We hope that you will consider Wyoming as a grantee and help create the systemic and statewide change that will propel Wyoming solidly into a successful future.

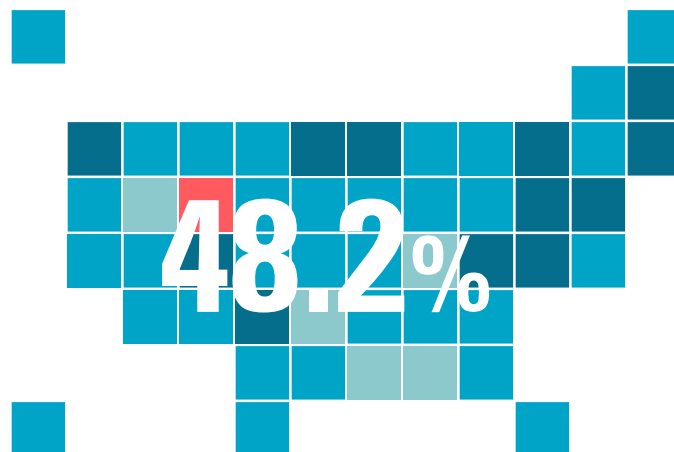
Respectfully Submitted,

A handwritten signature in cursive script that reads "Sandy Caldwell".

Dr. Sandy Caldwell,
Executive Director
Wyoming Community College Commission

A STRONGER NATION

Learning beyond high school builds American talent



Wyoming's Report 2018



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Wyoming's progress toward the goal

By 2025, 60 percent of Americans will need some type of high-quality credential beyond high school. To count toward this important goal, any credential must have clear and transparent learning outcomes that lead to further education and employment. **Wyoming's attainment rate is 48 percent, and the state is working toward its attainment goal of 60 percent by 2025.**

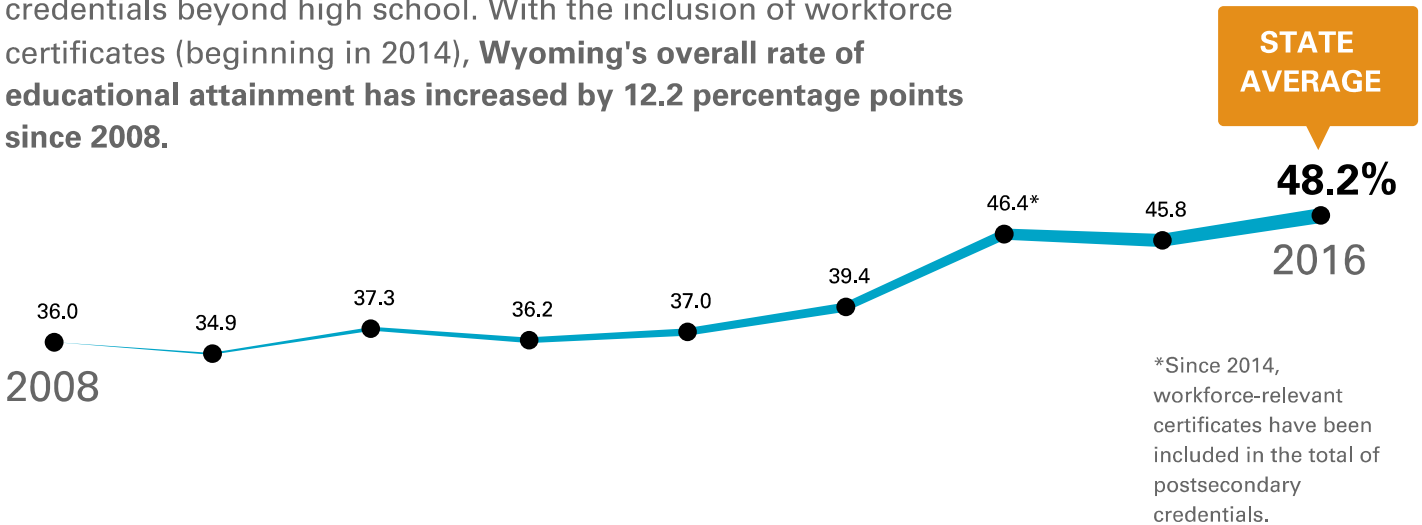
How Wyoming compares to the nation

Educational attainment in Wyoming exceeds the national average, but work remains before it reaches 60 percent.



Wyoming's progress

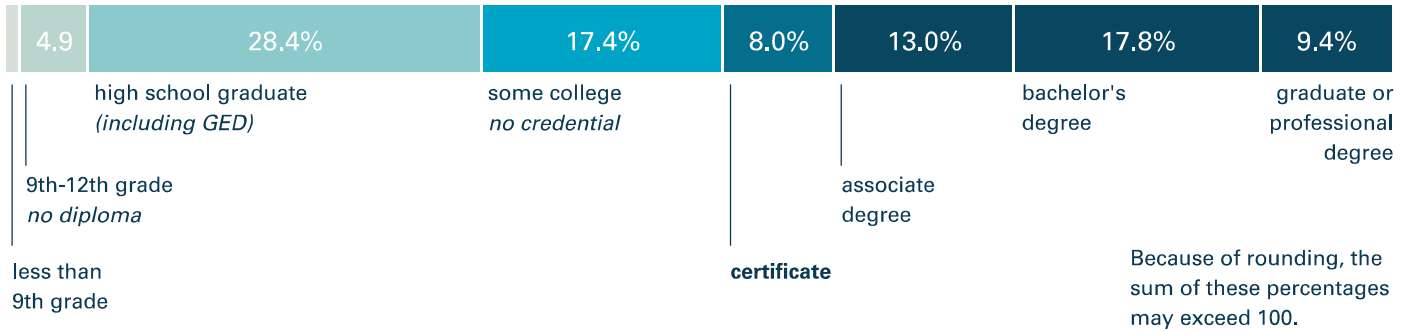
To reach state goals, the state will not only have to maintain current rates of attainment but also significantly increase the number of people who enroll in programs and earn all types of credentials beyond high school. With the inclusion of workforce certificates (beginning in 2014), **Wyoming's overall rate of educational attainment has increased by 12.2 percentage points since 2008.**



Highest Education Level Across Wyoming

WYOMING AGES 25-64

48.2% attainment



Wyoming's racial and ethnic disparities

There are **significant gaps** in educational attainment that must be closed – specifically, **gaps linked to race and ethnicity. These gaps persist in every state.** Because educational attainment beyond high school has become the key determinant of economic opportunity **closing these gaps is crucial.**

Comparing Wyoming Counties

Exploring educational attainment at the local level can be especially helpful to state and local leaders as they work on talent development. For example, by pinpointing counties or regions where attainment lags, resources can be targeted where they're needed most. Conversely, in areas of high attainment, other regions may find practices or processes they can emulate.

Compare degree attainment rates across Wyoming's 23 counties. Attainment is shown here as the percentage of people ages 25-64 with at least an associate degree.*

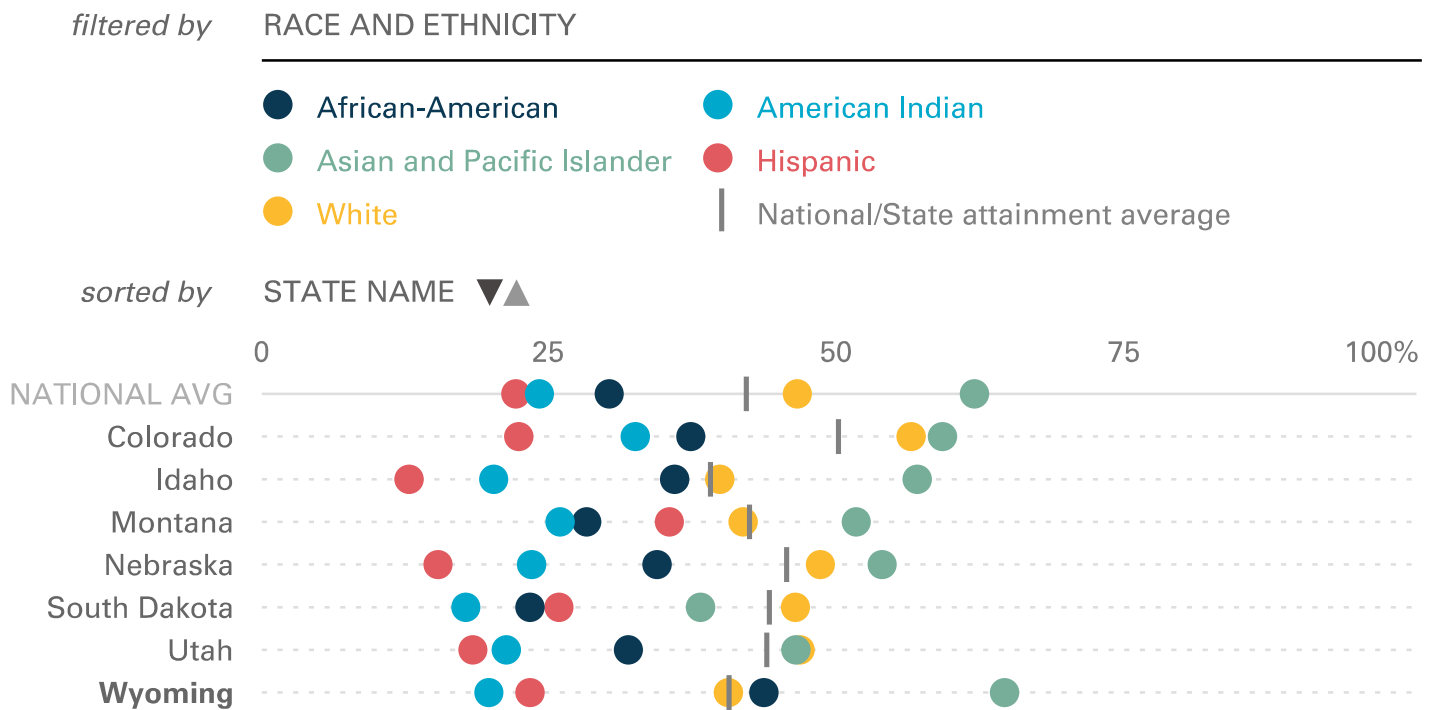
sorted by NAME ▼▲

Attainment	County	Population	Pop. Rank	Attainment	County	Population	Pop. Rank
58.7%	Albany	38,256	6	33.6%	Natrona	81,039	2
28.1%	Big Horn	12,005	15	30.7%	Niobrara	2,480	23
31.3%	Campbell	48,803	3	44.0%	Park	29,353	8
32.3%	Carbon	15,618	12	29.1%	Platte	8,680	17
29.7%	Converse	14,191	13	42.3%	Sheridan	30,200	7
34.0%	Crook	7,464	20	37.2%	Sublette	9,769	16
35.0%	Fremont	40,242	5	33.1%	Sweetwater	44,165	4
36.9%	Goshen	13,390	14	61.5%	Teton	23,191	9
41.5%	Hot Springs	4,679	22	29.0%	Uinta	20,773	10
40.2%	Johnson	8,486	18	29.4%	Washakie	8,235	19
42.5%	Laramie	98,136	1	30.4%	Weston	7,236	21
30.8%	Lincoln	19,110	11				

Results by race and ethnicity in Wyoming

A growing proportion of today’s learners are African-American, Hispanic, and American Indian; and data show persistent and troubling gaps between their attainment levels and those of their white peers. Addressing these gaps – and expanding post-high-school learning opportunities for all – is essential to reducing the inequality that influences much of American life.

Explore **Wyoming's attainment rates across five racial and ethnic groups**, and see how it performs relative to other states. Attainment is shown here as the percentage of residents, ages 25-64 with at least an associate degree.*



Data sources

Data sources for *A Stronger Nation* are listed below, along with links and additional information.

Attainment and enrollment rates

U.S. Census Bureau American Community Survey (ACS): One-year Public Use Microdata Sample (PUMS). County-level and metro-regional data are from ACS five-year estimates (2012-2016). College enrollment percentages reflect the enrollment of non-degree-holding students, ages 18-54, at public and private two- and four-year institutions.

- U.S. Census Bureau: <http://www.census.gov/programs-surveys/acs>

Persistence and completion rates

Student retention rates (persistence) and degree-completion rates were collected by the National Student Clearinghouse. Graduate degrees awarded were analyzed by the National Center for Education Statistics and IPEDS.

- National Student Clearinghouse, 2016: <http://www.studentclearinghouse.org/>
- National Center for Education Statistics: <https://nces.ed.gov/>
- Integrated Postsecondary Education Data System Completion Survey 2014-2015: <https://nces.ed.gov/ipeds/Home/UseTheData>

Awareness

Data that track public opinion about the importance of earning credentials come from a Gallup-Lumina Foundation survey conducted in 2016.

Population

U.S. Census Bureau Population Division: Annual Estimates of the Resident Population April 1, 2010, to July 1, 2016.

- U.S. Census Bureau Annual Population Estimates: https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=PEP_2016_PEPANNRES&prodType=table

Inclusion of certificates

Attainment rates for 2014, 2015, and 2016 include the estimated percentage of working-age Americans who have earned high-value postsecondary certificates – not just associate degrees and above, as *A Stronger Nation* reported in previous years. This estimated percentage was derived by polling a nationally representative sample of Americans ages 25-64. The surveys were conducted by NORC at the University of Chicago, an independent research institution.

At the state level, the estimated percentage of state residents who have earned high-value certificates was derived by labor market experts at Georgetown University's Center on Education and the Workforce.

- NORC at the University of Chicago: <http://www.norc.org>
- Integrated Postsecondary Education Data System: <https://nces.ed.gov/ipeds/Home/UseTheData>
- Georgetown University's Center on Education and the Workforce: <https://cew.georgetown.edu/>

Defining metro areas

Metro-area data in *A Stronger Nation* are those that apply to the nation's Metropolitan Statistical Areas (MSAs). The term MSA refers to "a large population nucleus, together with adjacent communities having a high degree of social and economic integration with that core." MSAs comprise one or more entire counties, except in New England, where cities and towns are the basic geographic units. The federal Office of Management and Budget defines MSAs by applying published standards to Census Bureau data.

Lumina Foundation is an independent, private foundation in Indianapolis that is committed to making opportunities for learning beyond high school available to all. We envision a system that is easy to navigate, delivers fair results, and meets the nation's need for talent through a broad range of credentials. Our goal is to prepare people for informed citizenship and for success in a global economy.



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February 2018

Statewide Listening Sessions Tentative Date: Nov 29

Set up a plan for statewide convenings

- a. Dates**
- b. Purpose and Process**
- c. Facilitation**
- d. Outcomes and use of information**

Tentative agenda concept: Note that we will need help and support to get the word out. Wyoming Business Alliance, WBC, Colleges, and local chambers.

- a. Initial reception to welcome the public*
- b. Gov Mead video on the WHY (This is his, so we should ask him if he wants to do this.) 3 minutes*
- c. ENDOW speaker—Data and ENDOW 3 minutes*
- d. Community Business person—Data and importance 3 minutes*
- e. Facilitator—Sets the stage for the next 45 minutes of discussion. Lead off with a set of probing questions for the local business person. Work the room with various support to obtain feedback to questions.*