



Progress Update June 2016

Complete College Wyoming, appointed by Governor Mead, facilitates cooperation among community colleges, The University of Wyoming, K-12, and other key stakeholders in focusing on student access, success and completion.

The Need Continues

Wyoming and the nation face a shortage of employees with the skills necessary to compete in an increasingly complex, global economy. Studies estimate that by 2020, 65 percent of the jobs in Wyoming will require some form of postsecondary credential. Indeed, Wyoming employers continue to demand higher numbers of skilled employees. To complicate the challenge, the recent downturn in the extraction industry, particularly in coal, has presented the opportunity to retrain employees and help our communities develop new industries to support our population base.

Wyoming is committed to helping our workforce be the best and most qualified. With this in mind, Governor Mead committed Wyoming to join Complete College America and to focus on student success, degree completion and workforce preparation.

Wyoming is making progress on increasing educational attainment for its 308,000 working-age adults (those between the ages of 25 and 64)—46.4% hold a two- or four-year college degree and an addition 8% have a certificate of some type. This is an increase from the 2013 39.4 percent. (*A Stronger Nation Through Higher Education, Lumina Brief, 2016*)

History and Highlights

Fall 2012

- Governor Mead committed Wyoming to the Complete College America (CCA) effort and appointed the core team of 8 members, which included representatives from the University of Wyoming, Wyoming Community Colleges, Trustees, Wyoming Community College Commission, Commission staff, Department of Education and the Governor's Office.
- Completed a state assessment on completion and provided annual data on student success and completion as a part of the national data gathering.
- Attended the CCA Convening and began planning for the Wyoming effort.

Spring 2013

- Asked the Governor to appoint additional members to the CCW team: a legislator, a Business/Industry person, and an additional University of Wyoming member.
- Developed a white paper on the mission and charge for Complete College Wyoming (CCW) and **established goals:**
 1. Increase **completion at the community colleges** significantly by 2022. **The Community College goal, established by CCW in October 2013, is to increase community college certificate and associate degree recipients by 5% annually, with a base year of 2011-12 and a time period of 10 years to end in 2021-22.** This goal was approved by the Wyoming Community College Commission and all community college Boards of Trustees in October 2013. The 2011-12 base year provides a comparison point for measuring goal attainment and effectiveness of success strategies implemented after that year. Expected impact will begin to be measured in 2014-15.
The UW President and UW Board of Trustees support the goal to **increase the number of baccalaureate degrees conferred at UW** by 2% annually (base year of 2011-2012) beginning in the academic year 2016-2017 and ending in the academic year 2021-2022.
 2. **Ensure that every degree-seeking student completes gateway courses in English and Math within their first 30 credit hours** at the Wyoming Community Colleges.
 3. **Create statewide stakeholder buy-in** for achieving Wyoming's completion goals.
 4. **Develop capacity and support for Guided Pathways to Success** strategies.
 5. **Identify the progress and success metrics that are important to Wyoming.**
- Worked to assure that CCW goals, actions and metrics support the strategic plans of the University of Wyoming, Wyoming Community College Commission, and individual institutions.
- Researched best practices and "game changers" in student completion and success.

Fall 2013

- Held twice monthly meetings to discuss success issues, continue planning and communication efforts and work on data metrics.
- Expanded the core team to include additional representations from colleges, department of education and other entities.
- Presented at the Community College Trustee Association annual Summit to trustees, college administrators, faculty, K-12 partners, legislators, and Governor's staff.
- Attended annual CCA Convenings and specialized workshops on remediation, guided pathways, fifteen to finish, and student success.
- Conducted two faculty and student support staff planning sessions on student success and remediation.

Spring 2014

- Attended the Lumina-funded ECS Developmental Bootcamp.
- Created a CCW website and informational video to share resources and best practices.
- Summarized and published the new activities of the University and seven community colleges related to student success.
- Further expanded the team to include faculty representation from every college and a superintendent.
- Worked with Workforce Services to gather employment data and success information from employers. Signed an MOU for gathering data during FY15.

Fall 2014

- Developed context, progress, and completion/success metrics.
- Participated in the WY Articulation Summit where 2 plus 2 plans for the 17 highest enrollment degree programs began development.
- Provided regular presentations and work sessions for trustees, college staff and other interested participants.
- Presented at the Community College Trustee Association annual Summit to trustees, college administrators, faculty, K-12 partners, legislators, and Governor's staff.
- Developed a working paper on college and career readiness in Wyoming.

Spring 2015

- Finalized and distributed the working paper on college and career readiness in Wyoming.
- Developed guided pathways (academic plans) to completion at the two and four-year level. There is a strong partnership between the community colleges and the University of Wyoming to ease transfer and shorten student time to degree through program articulation (2 plus 2 plans).
- Finalized metrics and set the due date for the first round of data for June 15. The first data dashboard will be distributed in the fall.
- Developed a marketing subcommittee and created a CCW brochure and Postcard mailing to legislators. Added a PR committee liaison to the team.
- Added an additional industry representative, David Traverso from Cloud Peak Energy.
- Identify an additional representative from the K-12 environment.
- Reviewed results from initiatives designed to address remediation.
- Collaborated with Wyoming Public Television on a series of programs on student persistence and completion in Wyoming.
- Developed goals for the coming year.

Fall 2015

- Completed the first Dashboard and shared metrics with key stakeholders.
- Attended the Complete College American convening.
- Held a fall completion conference for Complete College Wyoming members, Community college trustees, Community College Commissioners and staff, and college employees. Shared best practices and information on joint efforts.
- Continued the work between the University of Wyoming and the Community Colleges on guided pathways; providing information for students on the degree path for UW programs and the 2+2 path for community college students who transition to UW. Fall planning conference in Laramie had 176 attendees from the University and the colleges.
- Completed two Wyoming Public Television segments on persistence and completion of higher education in Wyoming. Participants in the programs included Governor Mead, Jillian Balow, Superintendent of Public Instruction, John Freeman, Wyoming Representative, college employees, Commissioners, Trustees, and students.

Spring 2016

- Completed the College and Career Readiness Definition, shared with key parties, and began work with the Department of Education to assure consistency within the two efforts to complete a sound definition.
- Completed a third Wyoming Public Television segment focusing on the economic impact and the importance of education in our state.
- Focused on efforts in changing remediation and strengthening pathways which leads to fewer credit hours above degree requirements and a shorter time to degree.
- Shared success stories from throughout the State.
- Worked with the Department of Education to add members from the K-12 sector.
- Began planning for a Fall 2016 meeting of high school and college faculty in math and English.
- Completed most of the 2+2 agreements in the 35 most common majors.
- Added additional members to the team including another legislator and high school counselor.
- Met to plan goals and initiatives for FY17.
- Participated in the Community College Trustees Governance Institute for Student Success in June.
- Several members will attend the 15 to Finish CCA program late in June.

General Accomplishments

The most positive success for CCW has been the open and consistent dialog among all higher education entities in Wyoming regarding the challenges and opportunities faced as we work to support students in achieving their educational goals. There has also been increased dialog with K-12 partners regarding college readiness and cooperative activities related to math and English preparation. The CCW Team

meets monthly via conference call and meets twice annually for in-person meetings. We continue to attend the annual CCA Convenings and specialized workshops on remediation, guided pathways, fifteen to finish, and student success. In addition, the CCW team has:

- Focused on student timely degree and certificate completion.
- Reframed developmental education (remediation) at the community colleges.
- Opened lines of communication with K-12 partners on college readiness.
- Emphasized accountability and reporting metrics.
- Developed more structures approaches to student scheduling and building pathways to degree completion.
- Provided a forum for educators, trustees, Commissioners, and others to gather together to talk strategically about student success and completion.

Metrics

After significant research, feedback from constituents, and meetings with institutional research staff, the team identified the following metrics that would be reported as a part of an annual statewide dashboard. These metrics are the same or similar to those already being tracked by institutions, the Wyoming Community College Commission and national entities (such as the Integrated Postsecondary Education Data System (IPEDS)).

Context Metrics

- Enrollment (Headcount and Full Time Enrollment)
- Entering student preparation
- Financial Aid Support

Progress Metrics (priority order)

1. Student progress, retention and persistence: semester-to-semester, fall-fall
2. Gateway course (College-level math and English) completion (within the student's first 30 credit hours)
3. Course completion rates
4. Milestone credit hour progress toward degrees

Success/Completion Metrics (priority order)

1. Degree and certificate completion
2. Transfer out rates
3. Employment in Wyoming and surrounding states
4. Average time to degree or certificate completion
5. Workforce performance and/or participation

**Appendix A
Complete College Wyoming
Team Members**

Core Team

Name	Position	Affiliation
Dr. Sara Axelson	VP for Student Affairs	University of Wyoming
Kathy Dolan	Trustee, Casper College	Wyoming Association of Community College Trustees
Dr. Mark Englert	VP, Gillette Campus	NWCCD (Gillette College)
John Freeman	Representative, Wyoming Legislature	Wyoming State Legislature
Dr. Jackie Freeze	VP, Student Success Services, CCW Chair	Western Wyoming Community College
Mary Kay Hill	Deputy Policy Director	Governor's Office
Sherry Lovercheck	LaGrange, WY	Wyoming Community College Commission (Commissioner)
Dr. Patrice Noel	Director of Transfer Relations	University of Wyoming
Dr. Jim Rose	Executive Director	Wyoming Community College Commission
*Dr. Joe Schaffer	President	Laramie County Community College
Jeff Wasserburger	Senator, Wyoming Legislature	Wyoming State Legislature
Dave Traverso	Manager, Systems	Cloud Peak Energy

Extended Team

Erin Taylor	Executive Director	Wyoming Association of Community College Trustees
Dr. Terry Harper	Interim VP, Academic Affairs	Laramie County Community College
Judy Hay	VP, Student Services	Laramie County Community College
Brad Barker	Hathaway Scholarship Consultant	Wyoming Department of Education
Dr. Joe McCann	Program Teams Leader	Wyoming Community College Commission
Dr. Michelle Landa	VP, Academic Affairs	Eastern Wyoming College
Dr. Brad Tyndall	VP, Academic Affairs	Central Wyoming College
Corey Daley	VP, Student Services	Central Wyoming College
Dr. Shawn Powell	VP, Academic Affairs	Casper College
Steve Thulin	Professor of History	Northwest College
Brent Bacon	Academic Affairs	Wyoming Department of Education
Tracy Stibitz	Gear-Up Coordinator	Wyoming Department of Education
Nicole Pritchard Sackrider	Counselor	Laramie High School
Dr. Summer Stephens	Superintendent	Weston Co. School Dist.

Faculty Representatives

Claudia Stewart	Math Instructor	Casper College
Dr. Mohamed Chakhad	Instructor, Physics, Math, & Engineering Instructor	Laramie County Community College
Steve Thulin	Professor of History	Northwest College
Dr. Will Clark	Asst. Professor of Biology	Western Wyoming Community College
David Anton	Professor of Math	University of Wyoming

PR Support:

Christopher Sheid	Coor. Marketing & Communication	Western Wyoming Community College
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Appendix B

College and Career Readiness Statement for Wyoming

Raising the Rigor of Academic Standards: In today's global economy, a high-quality education is no longer just a pathway to opportunity and success – it is a prerequisite. Because economic progress and educational achievement go hand in hand, educating every American student to graduate prepared for college and for success in a new workforce is a national imperative.

President Barack Obama
Remarks to the Hispanic Chamber of Commerce
March 10,
2009

The Complete College Wyoming Team, comprised of representatives from the Wyoming State Legislature, the University of Wyoming, Wyoming Community Colleges, K-12, Department of Education, Wyoming Community College Commission, and business and industry, has developed this high-level definition of college and career readiness. It has been widely distributed and feedback has been solicited from all who represent education in Wyoming. This document will now become the foundation for further dialog, planning, details, and metrics related to preparing our students for success. It is hoped that we will continue to receive feedback, modify as needed, and build a set of concrete procedures that will support a common understanding of readiness.

Preamble: Wyoming students who are college and/or career ready will demonstrate the knowledge, skills and abilities that are necessary to successfully complete entry-level, credit-bearing college courses, participate in certificate or workplace training programs, or enter economically viable career pathways. In order to meet this goal, the state has defined a set of learning competencies, intellectual capacities and experiences essential for all students to:

- Be able to continue to learn, and willing to do so
- Provide positive contributions to their families, workplaces and communities
- Be successfully engaged global citizens

Beyond demonstrating college and career ready levels of competence in English Language Arts, Literacy and Mathematics on a readiness assessment, all high school students should develop a foundation in the academic disciplines identified in the Hathaway Success curriculum. Students must be able to:

- Synthesize information from multiple sources to draw conclusions
- Critically analyze information
- Apply models and technology to real world situations
- Write and speak effectively so that a general or specific audience can understand the information
- Read, understand, and summarize information from a variety of sources
- Solve problems with connections to the standard mathematical practices [1]

Qualities and Strategies: Preparation for college and career should help students develop a wide range of quantitative and qualitative abilities that go beyond the minimum levels of competence needed for entry-level college courses and employment. Students will demonstrate:

- Higher order thinking skills of analysis, synthesis, and evaluation
- The ability to think critically, coherently, and creatively
- The ability to direct and evaluate their own learning, be aware of resources available to support their learning, and have the wherewithal to access these resources when needed.
- Motivation, intellectual curiosity, flexibility, discipline, self-advocacy, responsibility, and reasoned perspectives
- The ability to prioritize tasks and goals, and effectively manage their time

Personal & Professional Skills: Student preparation for college and career should emphasize career awareness, exploration and immersion as well as development of the foundational knowledge and skills necessary to successfully navigate the workplace. College and career ready students will demonstrate:

Work Ethic and Professionalism

- Attendance and punctuality expected by the workplace
- Workplace appearance and decorum appropriate for position and duties
- Accepting direction and constructive criticism with a positive attitude and response
- Motivation and taking initiative, taking projects from initiation to completion
- Understanding workplace culture, policy and safety, including respecting confidentiality and workplace ethics

Effective Communication and Interpersonal Skills

- Oral and written communication appropriate to the workplace
- Listening attentively and confirming understanding
- Successfully interacting with co-workers, individually and in teams

Proficiency in these skills is common for success in all workplaces and should be viewed as the foundation upon which additional workplace and career skills are added based on the specifics of any job.

APPENDIX D

MATTHEW H. MEAD
GOVERNOR



STATE CAPITOL
CHEYENNE, WY 82002

Office of the Governor

November 6, 2012

Mr. Stan Jones, President
Complete College America
1250 H Street NW, Suite 850
Washington, DC 20005

Dear Mr. Jones:

The State of Wyoming accepts your invitation to join the Complete College America (CCA) Alliance of States.

As part of our commitment to the CCA, Wyoming has assembled a team representing Wyoming community colleges, the University of Wyoming, the executive branch and employers. Each of these entities and its representatives is committed to improved postsecondary outcomes.

The Wyoming Community College Commission will facilitate the compilation of baseline completion data according to CCA/National Governors Association Common Completion Metrics. Wyoming's team will set state and campus completions goals, develop plans to achieve those goals and publicly report its progress each year.

Dr. Jim Rose, Executive Director of the Community College Commission, will serve as state team leader and as your liaison to my office. You can reach Dr. Rose at: jim.rose@wyo.gov. He can provide you with names and contact information for all members of the Wyoming task force.

Thank you, Mr. Jones, for your leadership. Wyoming looks forward to joining your effort and to making a difference.

Best regards,

A handwritten signature in black ink, appearing to read "Matthew H. Mead".

Matthew H. Mead
Governor

MHM:md