

# CARBON COUNTY HIGHER EDUCATION CENTER

## STRATEGIC PLAN

2022-2025

# TABLE OF CONTENTS



XX	ABOUT CCHC
XX	INTRODUCTION
XX	KEY TERMS
XX	MISSION
XX	VISION
XX	ANALYSIS: SWOT FINDINGS
XX	EXCERPTS FROM SURVEY
XX.	DATA
XX	STRATEGIC PRIORITIES
XX	TIMELINE
XX.	FUNDING OPPORTUNITIES
XX	LEADERSHIP QUALITIES



# ABOUT CARBON COUNTY HIGHER EDUCATION CENTER

---

The Carbon County Higher Education Center (CCHEC) serves as a catalyst for higher mobility and greater prosperity in the region. The institution is a crucial access point for higher education and the in-demand skills employers, workers and the community as a whole needs to thrive. In addition to being an economic generator, the center is also a community stronghold, enriching and strengthening the residents of Carbon County and Little Snake River Valley.

The center provides a wide scope of educational opportunities, from credit-bearing college courses to lifelong learning opportunities for residents in collaboration with its key partners.

CCHEC's wide range of offerings is the result of the 1985 agreement between Carbon County School District #1 (CCSD #1) and Western Wyoming Community College to form a joint Board of Cooperative Higher Education Services (BOCHES). Created by the Legislature, BOCHES (or BOCES) generate partnerships between school districts and their nearest community college to provide educational services.

# INTRODUCTION

---

The world of work is changing at an accelerated pace and smart strategy is required to continually foster innovation and growth. This plan seeks to build on CCHEC's current strengths, proactively align its resources, and encourages focused approaches to achieving significant goals critical to the institution's future.

In highlighting the core purpose, vision, and focus, it seeks continued educational growth and success in serving the Carbon County community. It also targets opportunities CCHEC can leverage to continue to meet the needs and expectations of students and the community in this ever-changing era.

A diverse group of stakeholders committed to the success of CCHEC's students, employees, and the community gathered to set forth the initiatives of the CCHEC's strategic plan. The strategies for success were established by the BOCHES Board of Trustees, partners at Western Wyoming Community College, Carbon County School District #1, CCHEC employees, and community partners.

The planning process included:

- Extensive surveys of faculty, students, community members, industries, and other partners
- Analyses of financials and enrollment data
- A strengths, weaknesses, opportunities, and threats discussion
- The gathering of stakeholder input on initial mission and vision
- Establishing frameworks for funding and grant opportunities
- Synthesis of themes from surveys and other feedback mechanisms
- Development of an evaluation methodology and criteria for the assessment of roadmap progress



# KEY TERMS

**Mission:** Demonstrates why an organization exists, relates to the present, and provides items to act upon.

**Vision:** Inspires, relates to the future, provides direction, and offers goals to aspire to.

**Strategic priority:** An explicit set of prioritized actions developed to execute strategy over the mid-term.

**Objective:** Actions that must be implemented into daily activities in order to see improvement in strategies.

**Initiative:** Projects (new or existing) that are designed to help the organization achieve strategic objectives and have significant organization-wide impact.

**Target:** A specific element that helps measure progress against objectives.





## OUR MISSION

Carbon County Higher Education Center (CCHEC) is committed to serving the higher education needs of our community and accepts the responsibility to provide high-quality training programs through the cooperative efforts of Western Wyoming Community College, Carbon County School District #1, community, industry, and local government. CCHEC provides community education courses, vocational and workforce training, and college credit courses through our partners and affiliates.

## OUR VISION

To empower our students and community through education, opportunity, and collaboration.



# STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

## S

- Facility
- Staff
- Community support
- Industry Partners
- Board Engagement
- Educational Partners
- Dual/Concurrent
- Platform to start
- Physical Location
- Reputation
- Flexibility/Adaptability
- Responsive to Needs of Community

## W

- Funding (if not proactive)
- Transparency/distrust--Communication could be root cause
- Trust and follow through with partners
- Lack of staff due to funding cuts
- Visibility with ALL age groups
- Missing opportunities to connect

## O

- New leader
- Teamwork
- Working more cooperatively w/ all schools
- Work with community partners
- Attend CCSD #1 district-wide meetings
- LSRV: build more advising pathways for high school students
- Improve student services w/high school
- Dual/concurrent programs
- More exposure on trades and CTE
- Open Houses
- Professional development for staff
- Data Analysis
- General Counseling
- Educate the public
- Keeping people in Wyoming through education
- Utilizing community expertise
- Internships

## T

- Buy-In
- Not Marketing
- Not defining the end game
- Staffing
- Compartmentalization
- Personal mental attitudes
- Funding
- Distrust of community from prior bond issue

# EXCERPTS FROM THE 2021 COMMUNITY SURVEY

I really enjoy the educational and social interactions.

“ CCHEC has many helpful classes that can be very useful later in life or as career paths.

The college classes are great for high school students. I also love the community education activities.

” The LSRV higher education program is an absolute blessing to our community! As well as the people who work there.

# DATA



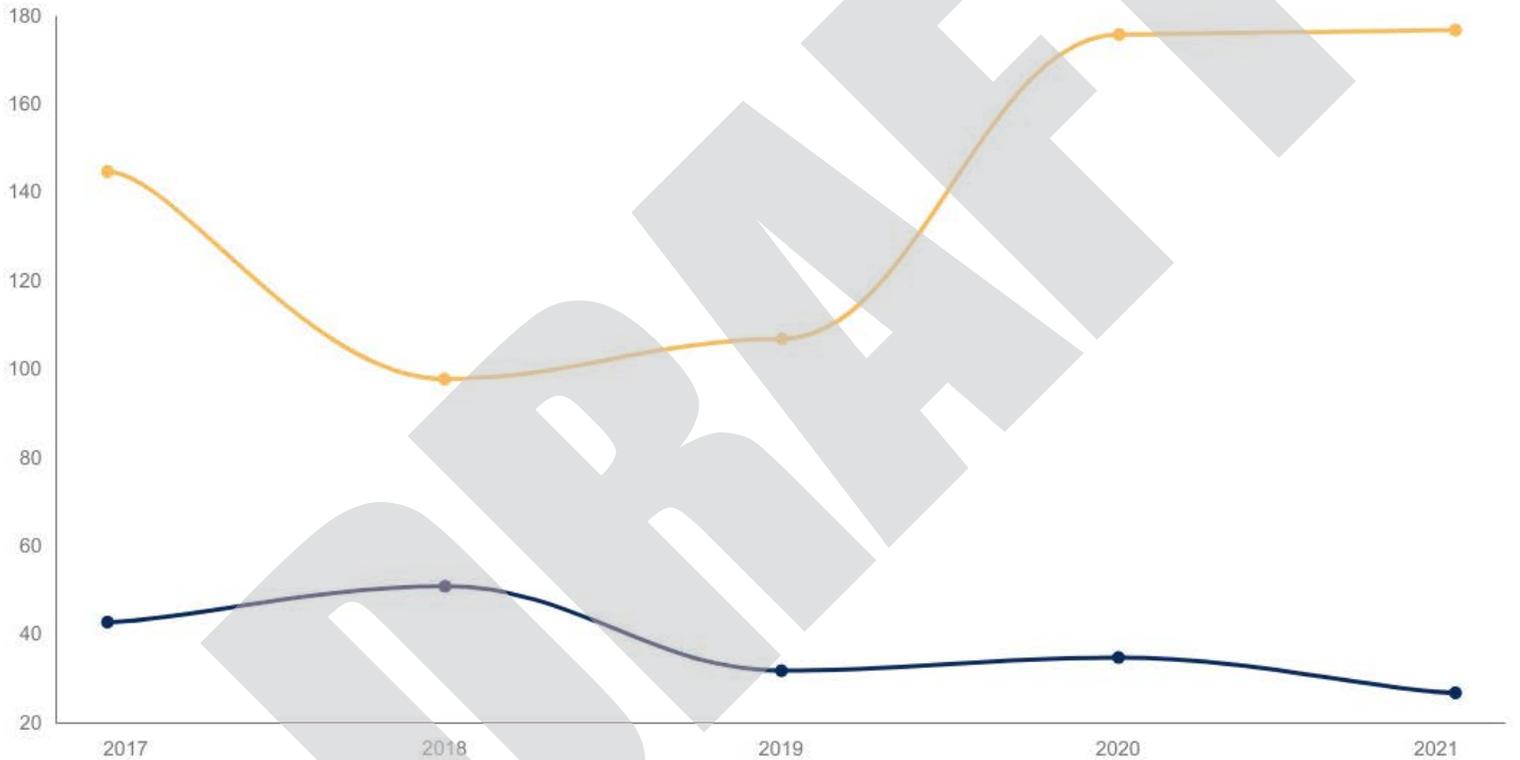
Telephone Sales  
1-800-944-9292  
Visit Us At  
woodworker.com

PRO Sales  
1-800-321-9841  
Visit Us At  
pro.woodworker.com

# CARBON COUNTY HIGHER EDUCATION CENTER

## Dual and Concurrent Enrollment

Rawlins vs. LSRV



Rawlins



Little Snake River  
Valley (LSRV)

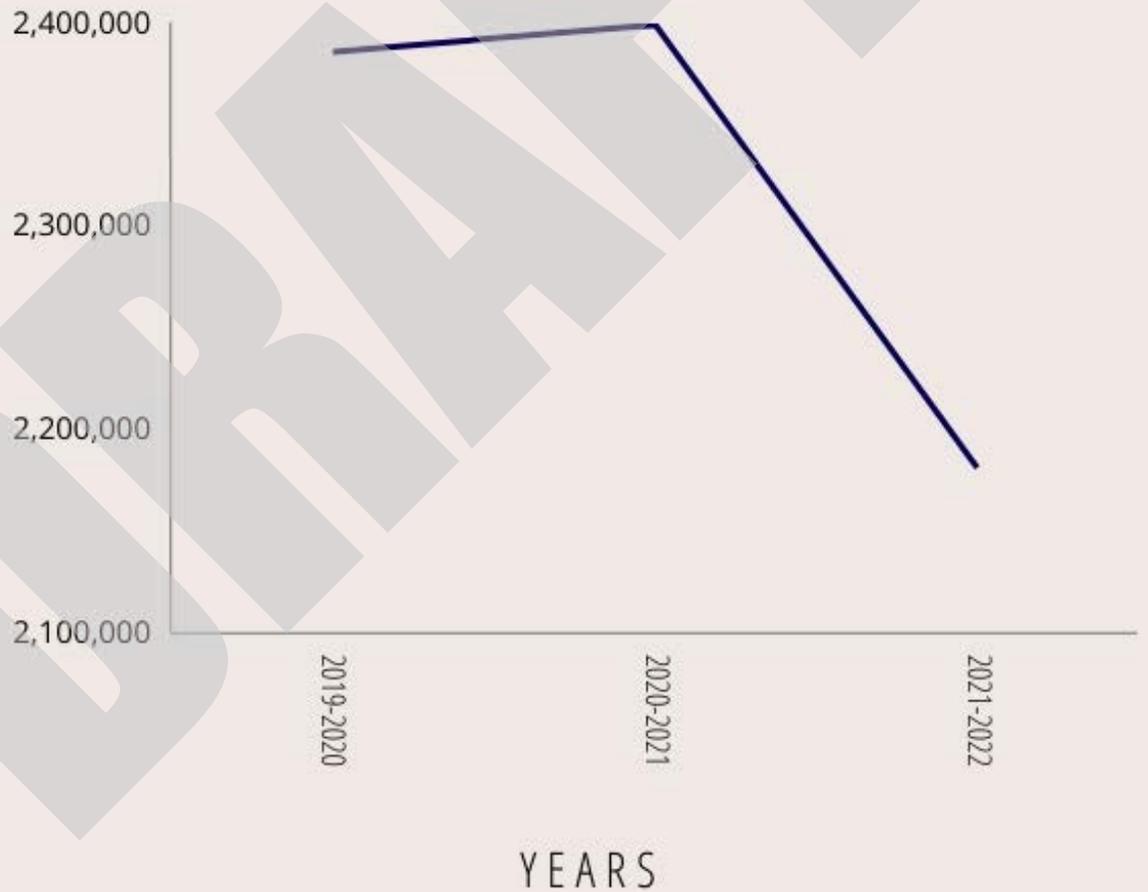


# TOTAL INCOME

## 2019 - 2022



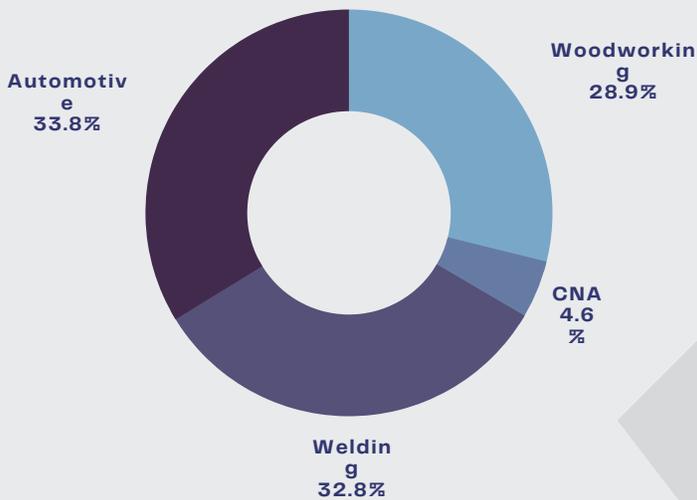
TOTAL INCOME



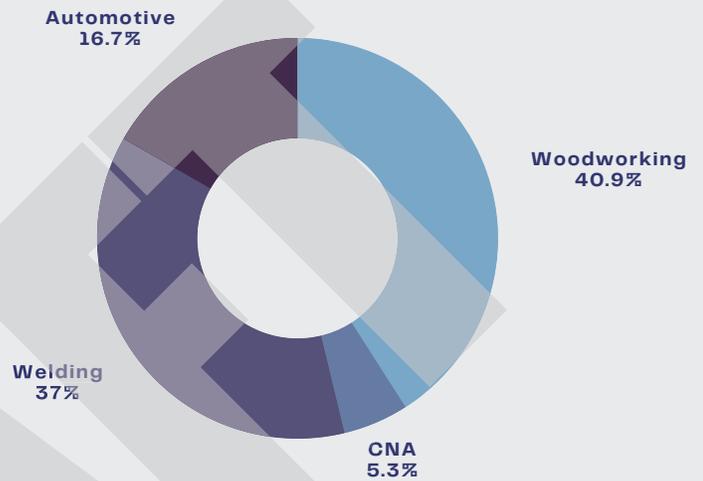
# HIGH SCHOOL CAREER TECHNICAL EDUCATION NUMBERS

Rawlins High School and Rawlins Cooperative High School Students

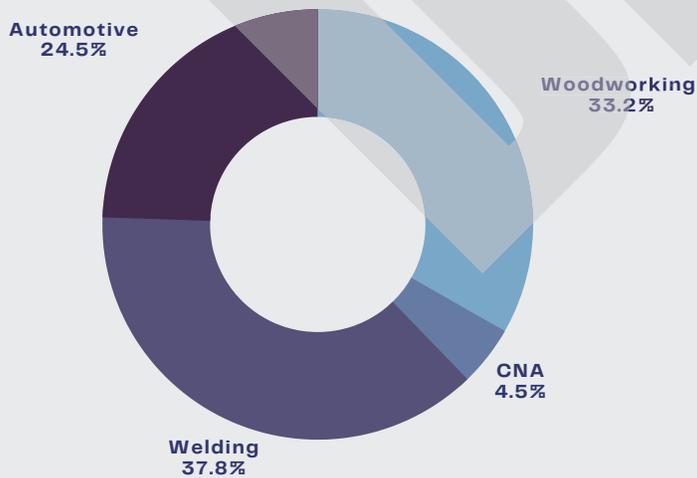
2018-2019



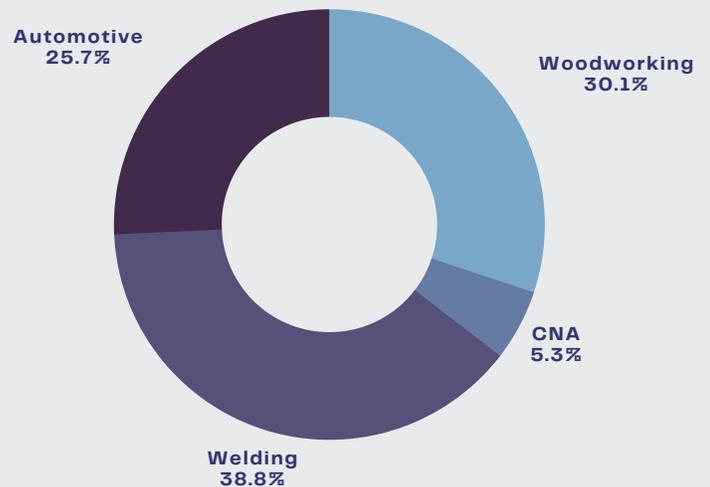
2019-2020



2020-2021



2021-2022





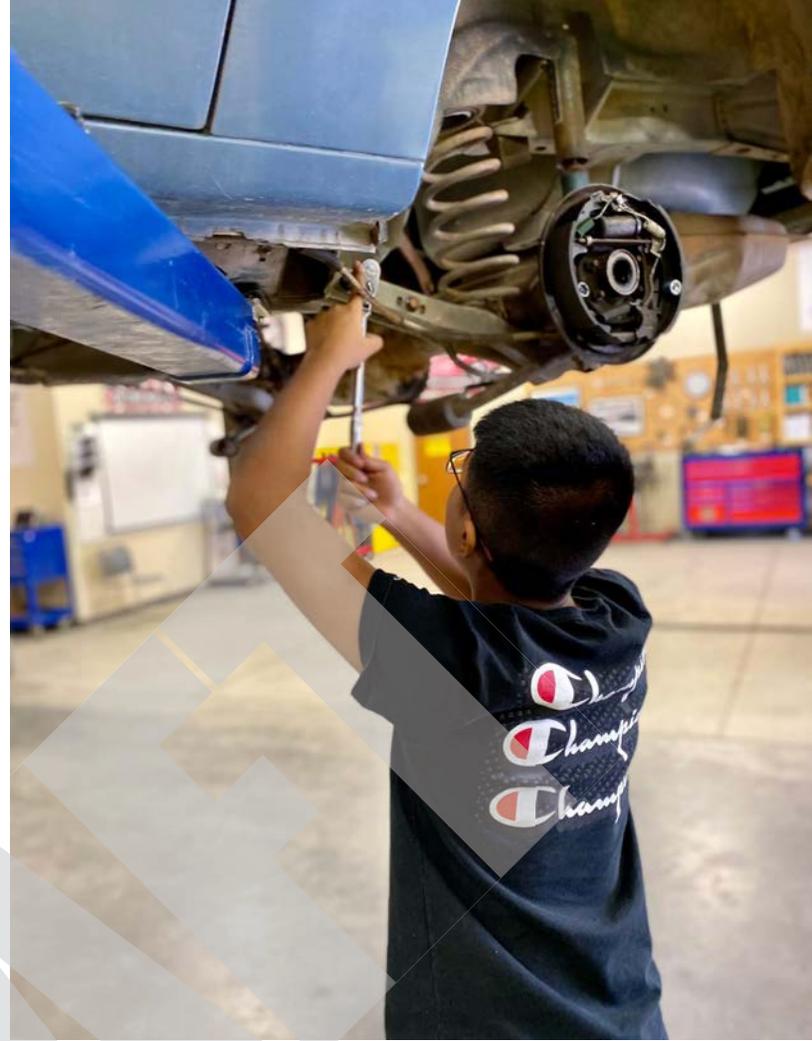
# OUR STRATEGIC PRIORITIES:

-  **CULTIVATE STUDENT SUCCESS**
-  **ENGAGE, GROW, ADAPT**
-  **FOCUS ON OPERATIONAL EXCELLENCE**
-  **UTILIZE DATA TO GUIDE DECISION AND PROVIDE RELEVANT PROGRAMMING**



# TIMELINE

DRAFT



# STRATEGIC PLAN



# STRATEGIC PRIORITY 1:

## Cultivate Student Success

### Goal 1: Be Student Oriented

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Empower all CCHEC students to be successful in their educational goals.	Develop written or published pathways for high school students through comprehensive advising.	Work with RHS and LSRVHS & WWCC to develop pathways and support comprehensive advising practices.	Student Services, both high schools, LSRV, WWCC  Lead: Student Services & LSRV
	Comprehensive advising for all students.	Support comprehensive advising practices that are customized to both high school and adult students.	Student Services, LSRV, high schools, WWCC  Lead: Student Services
	Assure all students are connected to appropriate tools and resources.	Develop a process to provide students with appropriate tools and resources to support individual student success.	Teachers, ABE Coord., Student Services, LSRV, Program Planner  Lead: Student Services
	Recognize student achievement.	Support monthly opportunities to recognize student achievement in all program areas.	Teachers, ABE Coord., Student Services, LSRV, Director, Exec. Asst, Program Planner  Lead: Marketing

# STRATEGIC PRIORITY 1:

## Cultivate Student Success

### Goal 2: Offer Professional Development Opportunities

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Support opportunities for CCHEC staff to build knowledge and skills to support a student-centered mindset and culture.	Leverage partner resources to develop relevant training content.	Provide opportunities for internal professional development twice a year in addition to position specific training.	Director, Exec. Asst.  Lead: Director

### Goal 3: Assess Resources

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Ensure a learning experience that provides students with a competitive advantage.	Determine a process for assessing CCHEC equipment and facilities.	Implement a system for tracking equipment, technology, and facilities to determine adequacy of CCHEC infrastructure.	IT, Teachers, LSRV, Director, Exec. Asst., ABE Coord., Program Planner  Lead: Director & IT
CCHEC students have access to effective resources for registration and enrollment.	Provide an improved user experience for community education enrollment.	Provide training on the current community education registration software.	LSRV, Community Ed, Exec. Asst.
		Evaluate options for community alternative education software.	LSRV, Community Ed, Exec. Asst.

# STRATEGIC PRIORITY 2:

## Engage, Grow, Adapt

### Goal 1: Cultivate Partnerships and Maintain Community Support Objectives

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Grow relationships with new, current, and former students in all areas.	Recruit new students	Increase student enrollment by <b>XX%</b> per year.	ABE Coord., LSRV, Comm Ed., Student Services, Marketing, Teachers Lead: Director
		Expand utilizations of social media tools to include trending platforms at least twice per month to reach current and potential students.	Marketing, Teachers, LSRV, ABE Coord., Student Services  Lead: Marketing
	Retain current students	Increase student follow-up surveys to include all program areas.	Teachers, ABE Coord., LSRV, Comm Ed., Student Services, Marketing Lead: Director
		Utilize network of former students to motivate and mentor current students.	Teachers, ABE Coord., LSRV, Comm Ed., Student Services, Marketing
		Expand utilization of social media tools to include trending platforms at least twice per month to reach current and potential students.	Marketing, Teachers, LSRV, ABE Coord., Student Services  Lead: Marketing

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
	Connect with former CCHEC students	Develop a system to reach out to CCHEC alumni at least once per year	Student Services, Marketing, ABE Coord., LSRV, Comm Ed., Teachers  Lead: Student Services, Marketing
Strengthen partnerships with the community.	Be present in the community	Each CCHEC staff member should increase visibility in the community with at least one key partner (contact).	All staff and CCHEC Board.  Lead: Director
		Increase the number of events held at CCHEC facilities.	Marketing, Teachers, LSRV, ABE Coord., Student Services  Lead: Marketing
Maintain a steady funding stream for CCHEC through renewal of the mill levy.	Remain a viable part of the community.	Focused on-going marketing to educate community on CCHEC funding. 2) Increase frequency of inviting the public to CCHEC facilities by adding at least one opportunity per year. See above Target	Marketing, LSRV  Lead: Director
Visible, meaningful, and intentional communication	Target sectors of the community to highlight CCHEC services.	Develop a plan to target sectors of the community with specific communication on CCHEC initiatives.	Marketing, LSRV  Lead: Marketing
	Increase utilization of the CCHEC electronic newsletter to once per month and incorporate Little Snake River Valley.	Team: Marketing, LSRV  Lead: Marketing	

# STRATEGIC PRIORITY 2:

## Engage, Grow, Adapt

### Goal 2: Adapt to Workforce Training and Programming Needs

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Proactively plan and respond to workforce training and community programming needs.	Increase the frequency of contact with workforce and industry partners.	Create an industry-led advisory committee for the trades that will meet at least twice per year.	Director, Exec. Asst.  Lead: Director
	Ensure all curriculum is aligned to Western Wyoming Community College and/or industry standards and certifications and/or Wyoming Dept. of Ed standards and/or local industry workforce needs.	Develop a process to monitor curriculum to ensure alignment with appropriate standards.	Director, Teachers, LSRV, ABE Coord., Comm Ed., Student Services
	Seek community feedback on current and potential programming.	Create content specific focus groups.	Director, Exec. Asst. Program Specific Leads  Lead: Director
	Regularly connect with Western Wyoming Community College and Carbon County School District #1.	CCHEC leadership participate in college and district leadership meetings.	Lead: Director

# STRATEGIC PRIORITY 2:

## Engage, Grow, Adapt

### Goal 3: Embrace Diversity

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Breakdown barriers to participation and provide an inclusive environment for all.	Provide appropriate training for administrative and instructional staff.	Develop staff training opportunities in Diversity, Equity & Inclusion (DEI) and generations in the classroom/workplace.	Director, Exec. Asst.  Lead: Director
Support outreach to all demographics in the community.	Connect with community partners to identify populations that have not historically connected with CCHEC.	Utilize focus groups to determine best practices.	ABE Coord., Program Planner, LSRV  Team: ABE Coord.
		Increase Spanish course offerings in Rawlins	ABE Coord., Program Planner  Team: ABE Coord.
		Develop opportunities for underserved populations to connect with CCHEC and community resources.	ABE Coord., Program Planner, LSRV  Lead: ABE Coord.

# STRATEGIC PRIORITY 3:

## Focus on Operational Excellence

### Goal 1: Demonstrate Continuous Improvement

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
CCHEC will continually review and adapt to best serve our community.	Create formal evaluation instruments for administrative and instructional staff.	Complete all staff evaluations yearly.	Director, Exec. Asst. Lead: Director
	Develop program and/or position specific goals that support the CCHEC Strategic Plan.	Training on S.M.A.R.T Goals for staff and teachers.	All CCHEC Staff Lead: Director
CCHEC employees are engaged and empowered	Support opportunities for employee feedback	Annual employee surveys and interviews.	Director, Exec. Asst. Lead: Director
		Develop a formal offboarding process for staff.	Director, Exec. Asst. Lead: Director
	Ensure employees have the knowledge, skills, and organizational awareness to be collaborative, productive team members.	Develop a formal onboarding process for staff.	Director, Exec. Asst.

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
		Provide opportunities for position specific professional development.	Director, Exec. Asst. Lead: Director
	Promote employee wellbeing and a positive work culture.	Recognize CCHEC employees for accomplishments.	Director, Exec. Asst., Marketing, Comm Ed., LSRV Lead: Director
		Create a wellness program for CCHEC staff.	Director, Exec. Asst., Marketing, Comm Ed., LSRV Lead: Director
		Promote opportunities for staff teambuilding activities at least twice per year.	Director, Exec. Asst., Marketing, Comm Ed., LSRV Lead: Director

# STRATEGIC PRIORITY 3:

## Focus on Operational Excellence

### Goal 2: Proactive Fiscal Responsibility

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Understand the cyclical nature of the CCHEC funding model and proactively be prepared to adapt and plan for future needs.	Create awareness regarding CCHEC funding model and budget process.	Activate the CCHEC Strategic Plan to look beyond a 12-month funding cycle to set long-term goals and funding targets (1-5 years).	Lead: Director
		Provide staff training on CCHEC budget preparation once per year.	Accounting Specialist, Director Lead: Accounting Specialist
		Incorporate budget considerations to the performance evaluation process.	Director and staff Lead: Director
		Utilize data, advisory committees, and focus groups to inform budget decisions.	Director, Exec. Asst. Lead: Director
	Secure alternative funding sources for CCHEC to support long term financial stability.	Research the process of starting a foundation for CCHEC.	Director, Exec. Asst. Lead: Director

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
		Research grant and donation opportunities to support CCHEC initiatives	Director, LSRV, Accounting Spec. Teachers Lead: Director
Cultivate a culture of safety, communication, transparency, and trust for CCHEC.	Safety training for all CCHEC staff.	Provide de-escalation and emergency training for employees at least twice per year for staff and students.	Director, Exec Asst., LSRV  Lead: Exec. Asst.
	Review policies and procedures regarding safety procedures and protocols.	Recommend any suggested changes to the board yearly and communicate changes to CCHEC staff.	Director, Exec Asst.  Lead: Director
	Foster a culture of trust and transparency.	Establish a formal mechanism for leadership and board of trustees to communicate with CCHEC staff and community.	Director, Board, Exec. Asst.  Lead: Director
		Facilitate a “meet and greet” with all CCHEC staff and board of trustees at least once per year.	Director, Exec. Asst.  Lead: Exec. Asst.

# STRATEGIC PRIORITY 4:

## Utilize Data to Guide Decisions and Provide Relevant Programming

### Goal 1: Understand the Current Economic Landscape

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Utilize broad-based economic data to guide decisions that benefit the local community.	Access relevant demographic data, labor market information and emerging industries available at the federal, state, and local level.	Connect to statewide data resources through Dept. of Workforce Services, Wyoming Dept. of Education, and local economic development.	Director, Student Services, ABE Coord., LSRV.  Lead: Director
Gather data from multiple perspectives	Seek community feedback.	Conduct a community survey at least once per year.	Marketing, LSRV  Lead: Marketing
		Create a portal on the CCHEC website for electronic feedback.	Marketing  Lead: Marketing
		Provide comment cards at CCHEC buildings.	Marketing, LSRV  Lead: Marketing

# STRATEGIC PRIORITY 4:

## Utilize Data to Guide Decisions and Provide Relevant Programming

### Goal 2: Develop a System to Measure and Report Data

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Educate stakeholders on what the metrics represent and why they are important	Prepare a CCHEC Annual Report.	Disseminate CCHEC to community and stakeholders yearly.	Director, Exec. Asst., Marketing Lead: Director

### Goal 3: Be Relevant

<u>OBJECTIVES</u>	<u>INITIATIVES</u>	<u>TARGETS</u>	<u>IMPLEMENTING TEAM</u>
Provide the community with the most current and up to date educational opportunities and services.	Apply data gathered in strategic priorities to guide programming decisions.	Develop a system (rubric) to evaluate relevancy of each program area in conjunction with annual budget review.	Representative team of CCHEC staff and CCHEC Board of Trustees.
		Develop a system (rubric) to evaluate proposed new programs.	Director



# FUNDING OPPORTUNITIES

## Wyoming ARPA Funding

Wyoming was allocated about \$1.07 billion from American Rescue Plan Act (ARPA) funds. Wyoming state agencies are working closely with Governor Gordon's office and legislators to identify the best ways to capitalize on this opportunity.

Governor Gordon is reviewing options to best invest the \$1 billion in federal funds to address the immediate and long-term impacts of the COVID-19 pandemic. The areas of focus he identified are:

- Health and Social Services
- Education and Workforce
- Economic Diversity and Economic Development

The Governor and his Strike Team have collaborated on identifying both short and long-term priorities within each area of focus. This work not only includes identifying the most significant problems the state is facing due to the pandemic but also identifying the best opportunities for investment of these funds.

## Wyoming Innovation Partnership (WIP)

Through the University of Wyoming and community colleges, opportunities may be available through affiliation with Western Wyoming Community College. The WIP

initiative seeks to support the state's overall economic vision set forth by the Wyoming Business Council and support education attainment goals developed by the state.

## Next Generation Sector Partnerships

Next Generation Sector Partnerships are an initiative of the Wyoming Workforce Development Council. These partnerships are eligible for grants that further the end goal of industry-driven initiatives throughout the state.

## Daniels Fund

The Daniels Fund Grants Program focuses on supporting highly effective nonprofit organizations that achieve significant results within Wyoming and three other states, as well as select programs with national impact.

## Good Jobs Challenge

A training program funded by the U.S. Economic Development Administration, this ARPA-back initiative grants training funds to industry-led partnerships.

## Workforce Development Training Fund

The Pre-Hire Economic Development Grant program funds training programs, addressing worker shortages.

# FUNDING OPPORTUNITIES

## (continued)

### **Partnerships with employers to meet training needs**

Employer-funded workforce development partnerships are an opportunity to address important skill needs in the community.

### **U.S. Department of Labor Grant Opportunities**

Community colleges and industry partnerships are eligible entities for various grant opportunities through the Department.

### **Department of Workforce Services: Internship and Apprenticeships Grant**

The Department of Workforce Services offers employers grants to pay wages for the purposes of establishing internship and apprenticeship programs.

### **Learning for Justice Educator Fund**

Grants of up to \$10,000 are available for projects which create affirming school climates, respond to and prevent incidents of hate, and embrace principles of tolerance and inclusion.

### **Change Happens Foundation**

The Change Happen Foundation funds applications focused on science, the environment, and education.

### **ESOL / The Tina B. Carver Fund**

Provides grants for purchase of student classroom materials and teaching materials in support of adult English as a second language program.

### **Wish You Well Foundation**

Provides grants which support the development and expansion of new and existing literacy and educational programs.

### **Ewing Marion Kauffman Foundation**

Provides grants to projects which improve education, boost entrepreneurship, and help communities and individuals thrive.

### **CCHEC Foundation**

The establishment of a foundation will be a sea-change for the entire organization as it opens it up for many different potential fundraising opportunities:

- Regular events (banquets/galas, auctions, etc.);
- One-time and/or regular tax-deductible donations from businesses and individuals; and
- Bequests from community members and/or alumni.

### **Monitoring the Wyoming Legislature**

Monitor and track interim committee work and bills filed prior to each Legislative session. In addition, regularly communicate with local Legislators to keep them informed regarding CCHEC priorities. For example, HB50 "BOCES as a local education agency," which is a measure being considered during the 2022 Budget Session.

# LEADERSHIP QUALITIES

## CCHEC's Top Traits for the Executive Director Role

Identified during the staff interview process

- A LEADER THAT TAKES CARE OF STAFF
- A COLLABORATOR



- SOMEONE WHO DOES NOT SHY AWAY FROM TOUGH CONVERSATIONS
- A VISIONARY
- SOMEONE WHO CAN FACILITATE CHANGE

- AN ADVOCATE FOR THE PROGRAM
- COMMUNITY-FOCUSED AND INVESTED IN THE COMMUNITY



- EMBRACES THE BOARD/LEADERSHIP RELATIONSHIP

