



**EASTERN WYOMING COLLEGE
BOARD OF TRUSTEES
WORK SESSION
BUDGET PLANNING TIMELINE RETREAT PART 2
4:00 p.m.**

Tuesday, October 14, 2025

EWC Dolores Kaufman Board Room

Vision Statement

Eastern Wyoming College is committed to service and striving for excellence.

College Mission

Eastern Wyoming College champions student success through innovative learning, academic excellence, and community enrichment.

1. Call Meeting to Order

2. Approval of the Minutes

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Approval of the September 9, 2025 Minutes

[Board of Trustees Work Session - Sep 09 2025 - Minutes.pdf](#)




3. Review of EWC's Strategic Initiatives and Assumptions pursuant to Administrative Regulation 2.15.2 Regarding Budget Planning Timeline

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The Board of Trustees will review the college's strategic priorities, established at the August 12, 2025 meeting, which will serve as a guide for the budget panning and institutional decision making. These priorities are designed to strengthen student success, deepen community engagement, and enhance college operations through innovation.

- **Pillar I - Cultivating Success with our Students:** Increase graduation and certificate obtainment by 5%
- **Pillar II - Cultivating Success within our Community:** Increase community interaction and engagement by 40%
- **Pillar III - Cultivating Success Within our College:** Implement innovative technology to automate 20 processes

[EWC Executive Summary Pillars1 2 3.docx](#)

- [Appendix A.pdf](#) 
- [Appendix B1.pdf](#) 
- [Appendix C.pdf](#) 

4. Reports

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Presentation of the Marketing Goals and Strategies Plan

Eastern Wyoming College Foundation Director Lisa Johnson and

Eastern Wyoming College Marketing Director Kristin Sampson

[Marketing Goals and Strategies.pdf](#) 

5. Introductions

Introduction of Jenna Krul, Alumni and Communications Coordinator for the Eastern Wyoming College Foundation

Eastern Wyoming College Foundation Director Lisa Johnson

6. Adjournment



**EASTERN WYOMING COLLEGE
BOARD OF TRUSTEES
WORK SESSION**

Tuesday, September 9, 2025
EWC Dolores Kaufman Board Room

Attendance

Present:

Members: Kurt Sittner, Randy Adams, Rick Vonburg, Bob Baumgartner, Jackie Van Mark, Doug Mercer, Jim Willox

Absent:

Members: Katherine Patrick

1. Chairman Van Mark called the meeting to order at 4:03 p.m.

2. Approval of the Work Session Minutes

Recommended To: Approve the Work Session Minutes

Moved by: Rick Vonburg

Seconded by: Randy Adams

Motion Carried

**3. Updates from Wyoming Association of Community College Trustees
Director Erin Taylor**

Erin Taylor, the executive director of the Wyoming Association of Community College Trustees (WACCT), provided updates on the organization's activities and upcoming events. She announced the appointment of Laurel Ballard as the new director of the Community College Commission and discussed the association's role in advocating for community colleges. Erin outlined key legislative initiatives, including requests for funding to address inflationary costs, support career and

technical education, and sustain the Wyoming Works program. She emphasized the importance of explaining these needs to legislators and highlighted the positive performance measures of Wyoming's community colleges.

The next WACCT meeting will be held in Douglas on the EWC campus, October 2nd, 2025.

4. Review of EWC's Strategic Initiatives and Assumptions pursuant to Administrative Regulation 2.15.2 regarding Budget Planning Timeline.

Dr. Hawes presented a comprehensive review of the colleges processes and systems associated with Colleague, with the findings from 2019 assessment report from Dynamic Campus.

Part of the Strategic Master Plan is to automate 20 processes as we work for advancing operational efficiency and effectiveness. EWC College leadership will work with Ferrilli to set priorities.

5. Adjournment by Chairman Van Mark at 5:09 p.m.

Motion to Adjourn Meeting at 5:09 pm

Moved by: Kurt Sittner

Seconded by: Rick Vonburg

Motion Carried

Jackie Van Mark, Chairman

Randy Adams, Secretary

Lynda Dean, Executive
Assistant

Subject: FY27 Budget Planning Timeline and Trustee Role

As we begin this retreat, I want to provide an overview of the **Administrative Regulation Title: Budget Planning Timeline (Regulation Number 2.15.2)**, which establishes the process by which budget planning assumptions are developed, vetted, and aligned with the College's strategic master plan. This year's review will provide context for the FY27 budget process and frame your role in shaping Eastern Wyoming College's financial strategies.

FY27 Budget Planning Highlights

- **August/September** – Preparation of budget planning materials for department heads, program managers, and budget managers.
- **September** – President and Vice Presidents review strategic initiatives and planning assumptions in preparation for retreat discussions.
- **September/October** – Strategic plan and budget assumptions reviewed collaboratively with the Board of Trustees.
- **November–February** – Departments and programs develop budgets grounded in both College-wide and departmental strategic plans.
- **March** – President and Vice Presidents evaluate requests, set priorities, and recommend allocations.
- **April** – Preliminary Budget finalized and distributed college-wide.
- **May** – Preliminary Budget presented to Trustees for approval at the May board meeting.
- **July** – Final Budget approved and submitted to the Wyoming Community College Commission (WCCC) and Goshen County Clerk.

FY26 Context: Stewardship and Efficiency

Last year, EWC adopted a **zero-sum budgeting model**, ensuring that every expenditure was justified from the ground up. Through this disciplined approach, the College balanced affordability and fiscal responsibility despite a **\$510,000 reduction in state and local funding**. Adjustments to select student fees and staffing structures, combined with continued state-supported infrastructure investments—including HVAC replacements and Veterinary Technology facility upgrades—positioned us to safeguard affordability while advancing critical student learning environments.

Purpose of Trustee Review

The FY27 planning process builds upon these same principles of stewardship, efficiency, and alignment with our strategic mission. At this retreat, the Board of Trustees will:

- Review the **Strategic Master Plan Pillars 1, 2, and 3**.
- Provide input on the planning and budget assumptions guiding FY27 development.
- Ensure budget strategies reinforce EWC's mission of **affordability, quality, and stewardship**.

Your input at this stage is critical to ensuring that EWC continues to advance its mission while navigating fiscal challenges with prudence and vision. I look forward to engaging in meaningful discussion with you during this retreat and working together to frame a strong foundation for the FY27 budget.

Sincerely,

Jeffrey Hawes
President
Eastern Wyoming College

Strategic Master Plan – Pillar 1: Cultivating Student Success

Wildly Important Goal (WIG): Increase graduation and certificate attainment by 5%

1. Strengthen Academic Advising & Student Support
 - Proactive alerts and dashboards flag at-risk students early.
 - Mandatory advising and case management using Smart Plan degree maps.
 - Faculty access to student progress data through HelioCampus.
2. Improve Pathways to Completion
 - Auto-generated program maps and meta-majors streamline student planning.
 - Analytics-based course scheduling ensures timely completion.
 - Credit momentum nudges encourage 15+ credits annually.
3. Expand Student Belonging & Engagement
 - First-Year Experience integration with Smart Plan onboarding.
 - Mentorship participation and student activities tracked through HelioCampus.
4. Remove Barriers to Completion
 - Financial dashboards identify stop-out risks.
 - Alignment of course planning with affordable materials under Lancer All-Access.
 - Data-driven evaluation of tutoring, support services, and flexible learning modalities.
5. Track Outcomes & Accountability
 - Institution-wide dashboards on enrollment, persistence, and completion.
 - Advisors identify and intervene with students off track for graduation.
 - Annual program review integrates enrollment, completion, and labor-market data.

Technology Platforms Driving Student Success

1. Smart Plan: Degree planning, progress tracking, registration integration, and scenario planning to keep students on course.
2. HelioCampus: Predictive analytics, financial and engagement dashboards, and program review tools linking outcomes to workforce needs.
3. EduNav: Scholarship management platform that streamlines scholarship applications, awarding, and tracking, ensuring financial resources are equitably aligned to student success goals.
4. CRM Element451: Student lifecycle management system providing advanced communication tools, personalized outreach, and recruitment-to-retention support through data-driven engagement.

Next Steps

Based on input from the EWC Board of Trustees, the College leadership will begin to align the planning assumptions for the FY27 budget planning process and develop strategies for presentation to the Board of Trustees by the December 2026 meeting.

Strategic Master Plan – Pillar 2: Cultivating Success within our Community

Wildly Important Goal (WIG): Increase Community Interaction and Engagement by 40%

EWC will expand community impact by sustaining current programs, creating new opportunities for youth, and enhancing training options for local businesses and organizations.

Workforce Development

1. Continuation of CDL Programming

- Maintain and expand CDL offerings to meet regional and statewide workforce needs.
- Enhance partnerships with employers to ensure training remains aligned with labor-market demand.

2. Expand Workforce Training Initiatives with Industry Partners

- Collaborate with local organizations to design and deliver customized training for businesses.
- Develop and expand non-credit workforce training that supports local industries and economic growth.
- Introduce short-term credential and skills-based programs to address evolving workforce needs.
- Strengthen collaborations with industry partners to ensure programs remain responsive to employer expectations.
- Work with the Vice President for the Douglas Campus and Outreach Centers, along with the Douglas Campus Advisory Committee, to explore workforce needs in Converse County.

Community Education

1. Continuation of Current Programming

- Sustain and expand existing community education offerings.
- Provide non-credit classes that enrich personal development, lifelong learning, and community engagement.

2. Evaluate and Develop Plan for Potential Partnerships with Goshen and Other Entities for K-12 Students

- College for Kids (Summer 2026): Launch summer enrichment programs with topics developed in collaboration with local K-12 partners.
- K-12 Enrichment Opportunities (Spring 2026): Offer academic and enrichment activities on Fridays or other times, based on feedback from schools to align programming with district needs.
- Athletic Camps: Work with the Athletic Department to expand athletic camp offerings for K-12 students.

3. Expand Community Enrichment Opportunities

- Target high-demand areas for lifelong learning, cultural programming, and community engagement that broaden EWC's reach.
- Partner with GoGoshen to build non-credit employee training courses in leadership, Microsoft products, and other professional development areas.
- Work with the Vice President for the Douglas Campus and Outreach Centers, along with the Douglas Campus Advisory Committee, to explore community education and enrichment needs in Converse County.

Next Steps

Based on input from the EWC Board of Trustees, the College leadership will begin to align the planning assumptions for the FY27 budget planning process and develop strategies for presentation to the Board of Trustees by the December 2026 meeting.

Strategic Master Plan – Pillar 3: Cultivating Success within our College

Wildly Important Goal (WIG): Implement innovative technology to automate 20 processes, including the tracking of Ferrilli's 2019 Dynamic Campus findings.

This pillar reflects EWC's commitment to improving institutional effectiveness by leveraging automation, reducing manual workload, and increasing data-driven decision-making.

1. Automation of Key Processes

- Deploy innovative technology solutions across academic and administrative functions.
- Prioritize high-volume, high-impact processes for automation to reduce inefficiencies.
- Focus on student-facing services (registration, advising, financial aid) to enhance the student experience.

2. Alignment with Ferrilli Dynamic Campus Review

- Track implementation progress against Ferrilli's 2019 Dynamic Campus findings.
- Ensure technology investments directly support recommendations identified in the Ferrilli Review of Dynamic Campus Colleague Enterprise Resource Planning System Assessment Report.
- Evaluate process automation against institutional goals for efficiency and student success.

3. Monitoring and Evaluation

- Establish metrics to evaluate cost savings, staff time reallocation, and service improvements.
- Report regularly to Trustees on progress, challenges, and return on investment.
- Adjust priorities annually based on review of automated workstreams and institutional needs.

Appendices

Appendix A: Ferrilli: Considerations for Automated Processes for Eastern Wyoming College

Appendix B: Ferrilli: Review of Dynamic Campus Colleague Enterprise Resource Planning System Assessment Report

Appendix C: Dynamic Campus: Colleague Enterprise Resource Planning System Assessment Report

Next Steps

Based on input from the EWC Board of Trustees, the College leadership will continue to evaluate technology priorities for FY27 and present an updated automation strategy — including progress on Ferrilli recommendations to the Board by the December 2026 meeting.



Automated processes for Eastern Wyoming College consideration

1. Financial Aid
 - a. Complete:
 - i. Integration of NextGen and Colleague
 - b. In Progress
 - i. AutoPackager
 - c. Recommended:
 - i. Additional ADMIT Status (move off of spreadsheets)
 - ii. Review and improve the process to make Title IV aid available in the bookstore for students not in the Follett All-access program
2. Registrar
 - a. Complete:
 - i. Element451 -> Ethos -> Colleague integration
 - ii. Colleague -> SFTP -> Follett File integration
 - iii. Follett -> SFTP -> Colleague File integration
 - b. In Progress:
 - i. Move to Student
 - ii. Grad Fee Transfer
 - iii. Transcript Printing
 - c. Recommended:
 - i. Student Type
3. Dual Enrollment
 - a. In Progress:
 - i. Populating Student Type
 - b. Recommended:
 - i. Dual Enrollment Scheduling
 - ii. Dual Enrollment Billing
4. Business Office
 - a. In Progress:
 - i. Self-Service Procurement
 - b. Recommended:
 - i. Self-Service Budgeting
5. IT Support
 - a. Recommended:
 - i. Automatically create ticket and let user know when ITServiceDesk@ewc.wy.edu is emailed
6. Reporting

- a. Recommended:
 - i. Automated data feed transfer into selected tool



This report reflects a Ferrilli evaluation of Eastern Wyoming College strategic priorities. In order to determine the current state, it combines a review of the Dynamic Campus Colleague Enterprise Resource Planning System Assessment Report for Eastern Wyoming College from August 2019, an evaluation of work completed by EWC and Ferrilli since 2019, and conversations with EWC leadership about their priorities for EWC's new strategic plan.

**Summary of functional areas evaluated by Dynamic Campus or Supported by Ferrilli
Currently completed, underway, or on roadmap for this year with Ferrilli**

- Enrollment & Admissions
- Outreach
- Registration & Records
- Financial Aid
- Housing & Residence Life (partially included in Element 451 project - need to add review of Colleague set-up)
- Business Office Findings - General Ledger & Accounts Receivable
- Business Office Findings - Purchasing & Accounts Payable - continuation of work from last year
- Institutional Research & Effectiveness
- Marketing and Web (Partially)
- Computer & IT Services Findings
- Bookstore

Areas to Evaluate for addition to roadmap

- Gear Up
- Student Services
- Community Education & Workforce Development, Library, Adult Education Services Findings
- HR & Payroll
- Institutional Development
- Instructional Technology

The table below reflects high level strategic priorities for Eastern Wyoming College. Items with an indicated page number can be found in the original Dynamic Campus Report. Items without a page number have been identified as additional priorities by EWC and Ferrilli.

Enrollment & Admissions

Recommendations	Status	Solution	Page
Optimize Radius and Colleague to reduce manual data entry.	In Progress	Element 451 Implemented Fall 2024	13
Strategies for tracking enrollment funnel/Reporting	On Roadmap	Element 451 Reporting Project Decisions	13
Develop Communication Plans	On Roadmap	Element 451	13
Reduce Paper Processes	On Roadmap	Element451 Housing App - Dorm Room & Meal Selection	13



		Element451 Dual Enrollment App	
Integrate ACCUPLACER	Unknown		13
Implement Element 451	Complete		NA
Optimize process for dual and concurrent enrollment students	In Progress	Utilize existing Colleague and Element 451 tools to optimize and automate process where possible.	NA

Gear-Up

Recommendations	Status	Solution	Page
Provide Access - Investigate/resolve issue with access to needed financial data and journal entries	Unknown		14
Investigate Scholarship Process - Develop a strategic Plan for awarding Gear-UP scholarships to spend available funds most effectively	Unknown		14

Outreach Findings (Concurrent, Dual, and Jumpstart Students)

Recommendations	Status	Solution	Page
Use Colleague as Designed	In Progress		15
Automate Billing	In Progress	Colleague implementation	15
Improve Tracking Capabilities	In Progress	Colleague & Reporting project	15
Integrate ACCUPLACER	Unknown		15
Optimize Use of Element451 for Applications	In Progress		NA

Registration and Records Findings

Recommendations	Status	Solution	Page
Minimize Duplicate Records - investigate student account creation process- implement Colleague Delivered process	In Progress	Element 451/MS Process	16
Implement Communications Management	In Progress	Dave working w/ Lindsay & Kevin	16

Automate Changes in the Student Status	In Progress	Smart Plan & Dual Enrollment Project	16
Streamline Drop/Withdrawal	On Roadmap		16
Implement Roster Verification	Complete		16
Improve Grading Processing	Unknown		16
Streamline Graduation Processes	In Progress	Ellucian Award – In Progress Automated Grad App - Complete	16
Implement Student Self-Service Advising & Registration	In Progress	Smart Plan	NA
Automate Advising Assignment	On Roadmap		NA
Implement Smart Plan and Award	In Progress		NA
Continue to Update and Improve Degree Audit	In Progress		NA
Transcript Updates and Request Processing	On Roadmap		NA
Term Schedule Creation Process	On Roadmap		NA

Financial Aid Findings

Recommendations	Status	Solution	Page
Maintain Staffing Levels	Conversation Ongoing		17
Ensure GLBA Compliance	Add to Roadmap	Additional Assessment and Recommendation Roadmap Approximately 120 hours	18
Validate Degree Audits	In Progress & Ongoing Maintenance Required	Degree Audit updated for 2024/25 Catalog Kevin/Dave/Lynn updating Degree Audits during Smart Plan Implementation for 2025/26	18
Resolve HCM2 Status	Complete		NA
Implement Best Practices for HCM1 Status	In Progress		NA
Implement Autopackager in Colleague	In Progress		NA

Implement Auto Budgets in Colleague	Complete		NA
Integrate NextGen Scholarship Manager with Colleague	Complete		NA
Staff Training for Colleague	In Progress		NA
Optimize Financial Aid Awarding Policy	In Progress		NA
Set-up Colleague to Complete GE/FVT Reporting	Complete		NA
FISAP Set-up and Completion	In Progress		NA
FWS Federal Compliance Reporting Set-up and Completion	Compete		NA

Student Services Findings

Recommendations	Status	Solution	Page
Implement Early Alert Systems	Unknown		18
Implement Communications Management	Unknown		18
Implement Student Organizations/Activities	Unknown		18
Implement Advising	In Progress	Smart Plan	19

Residence Life Findings

Recommendations	Status	Solution	Page
Integrate Admissions/Housing Process	In progress	Element 451 - Initial conversation in August	19
Implement Residence Life	Updated since Report		19
Implement Communications Management	Unknown		19
Secure Room Keys Policy and Process	Add to Roadmap		20
Review Badgepass Policy and Process	On roadmap		NA

Community Education & Workforce Development, Library, Adult Education Services Findings

Recommendations	Status	Solution	Page
Improve Registration Processes - Utilize WebAdvisor online Registration and block registration	Unknown	Recommend Self-Service Instant Enrollment	21

Implement Integration - Refine data mapping for Colleague to Laces for government reporting	Recommend we add to Reporting Project Conversation		21
Colleague integration into Symphony (Library)	Evaluate if business need		24

Business Office Findings - General Ledger & Accounts Receivable

Recommendations	Status	Solution	Page
Supplement CROA Reports	In Progress	Reporting Project	23
Investigate Colleague Sponsor Billing Capabilities	On Roadmap	Recommended review & support of AR processes	23
Automate Deregistration	On Roadmap		23
Automate Bookstore Charges	In Progress/On Roadmap *Add to list and have conversation in next 30 days	Follett Project	23
Implement Card Swipe Capabilities	On Roadmap	Discussion around appropriate payment solution	23
Automate Finding Missing SSN's	In Progress	Reporting Project	23
Optimize Colleague AR Module	On Roadmap		NA

Business Office Findings - Purchasing & Accounts Payable

Recommendations	Status	Solution	Page
Implement Online Requisition Processing	In Progress	Ferrilli Trained AP team on this process and implemented initial office last year	25
Automate Accounts Payable Processes	On Roadmap		25
Minimize Preprinted Forms	Unknown		25

HR/Payroll Findings

Recommendations	Status	Solution	Page
Integrate PeopleAdmin	Unknown	*See below	26
Automate Benefits Processing	Unknown	*See below	26
Simplify Leave	Unknown	*See below	26
Monitor College Work Study Limits	Unknown	*See below	26
Automate Adjunct Pay	Unknown	*See below	26
Accrual Subroutine - if needed	Unknown	*See below	26
Ferrilli HR & Payroll assessment	Add to Roadmap	Approximately 70 hours	NA
HR & Payroll Training & Documentation	Add to Roadmap	Approximately 50 hours	NA
Implement Faculty Load Module	Add to Roadmap	Approximately 60 hours	NA
Additional Recommendations		Hours determined by evaluation	NA

Institutional Research & Effectiveness Findings

Recommendations	Status	Solution	Page
Data and reporting	In Progress	Reporting Project	28
Student Planning	In Progress	Smart Plan	28
Course Scheduling	On Roadmap	Registrar Support	28
Research Student Planning Online Catalog Capability	Add to Roadmap		28

Institutional Development Findings

Recommendations	Status	Solution	Page
Implement Communications Management	Unknown		29
Automate Outside Scholarship Activities	Unknown - but would be great to discuss w/ Susan		29
Aggregate FAFSA Data	Recommend adding to		29

	Reporting Project		
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Marketing and Web

Recommendations	Status	Solution	Page
Technology Improvements <ul style="list-style-type: none"> Panopto video platform Cloud based storage 	Unknown		30
Process Improvements <ul style="list-style-type: none"> Configure MS Student in Colleague Configure Colleague to accept ID pictures and attach them to student's record Troubleshoot and resolve the sporadic issue with IDs and some campus POS systems 	On Roadmap		30
Integration - if badging system for residence halls is employed	Unknown		30

Computer & IT Services Findings

Recommendations	Status	Solution	Page
Bolster IT Support Resources	In Progress	Ferrilli CORE Ferrilli Flexpert	32
Upgrade Technology and Reduce Risk	Complete & Ongoing	Dutch IT	32
Move to Cloud Applications	Unknown	Dutch IT Move to Google Suite (Complete)	32
Implement IT Governance, Planning, and Management Processes	In Progress/On Roadmap	On Roadmap during reporting project	32
Email Migration to Microsoft Suite	Unknown		32
Optimize technology portion of employee onboarding process	Add to roadmap	Estimate 40 hours for evaluation	NA
Implement IT Project Prioritization	Evaluate if business need		NA
Implement IT Change Management Processes and Practices	Evaluate if business need		NA

Implement an IT Annual Operations Plan	Evaluate if business need		NA
Implement an IT Annual Project Management Plan	Evaluate if business need		NA
Digital Student Records & Workflows	On Roadmap		NA
Implement Reporting Strategy, Governance, and unified tool	In Progress		NA

Instructional Technology Findings

Recommendations	Status	Solution	Page
Implement Colleague Integration Tools: <ul style="list-style-type: none"> Schedule a process to create students accounts in active director Use Comm Management to send username and password information Investigate Colleague's capabilities to populate data in Canvas 	Add to Roadmap	*Add to roadmap to identify how this process is working now & update if needed.	32
Investigate Canvas's Integration Tools w/ Colleague	Add to Roadmap	*Add to roadmap to identify how this process is working now & update if needed.	32
Implement HelioCampus	Complete		

Bookstore

Recommendations	Status	Solution	Page
Automate Follett ConnectOnce process	In Progress		NA



TO:
Eastern Wyoming College

**Colleague Enterprise Resource Planning System
Assessment Report**

August 14, 2019

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Dynamic Campus

Eastern Wyoming College Colleague Assessment



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Eastern Wyoming College Colleague Assessment



INTRODUCTION

Eastern Wyoming College (EWC) is challenged with maintaining and optimally increasing enrollments despite the economic circumstances that affect Wyoming and its citizens. Imperative to the success of this endeavor is the effective utilization of the Ellucian Colleague and ancillary systems used by functional areas and the associated technology support systems currently in place.

Dynamic Campus has had the privileged to visit EWC on several previous occasions. The first visit was in 2015 for a Data Management Assessment sponsored by the Wyoming Community College Commission (WCCC) in support of the Wyoming Statewide Longitudinal Data System (SLDS) initiative. A second visit also sponsored by the WCCC, was in 2016 for Data Governance Consulting to support the statewide data requirements of all seven Wyoming Community Colleges.

Recently, Dynamic Campus was provided the opportunity to assess EWC's Colleague Enterprise Resource Planning (ERP) system processes and services. The insights gathered during this assessment made it clear that changes must be made to improve services and gain efficiencies in the use of the Colleague system to help EWC's enrollment, persistence, and retention efforts and ensure its ongoing success as well as the success of its students and the community it serves.

This report provides findings of our assessment of EWC's Colleague based business processes and support functions. For each area, we provide *Observations*, *Challenges*, and *Recommendations* based on best practices.

Eastern Wyoming College Colleague Assessment



EXECUTIVE SUMMARY

In spring of 2019, Dynamic Campus was contracted by EWC to perform an assessment of Colleague based enterprise application functional areas and associated Information Technology (IT) support services to identify opportunities for improvement and more effective use of the Colleague Enterprise ERP system. The onsite assessment was conducted on June 20-21, 2019.

Budget cuts over the past several years, the resulting reduction in staff and services, and declining enrollments were primary drivers for the assessment. In addition, EWC expressed concerns surrounding operational stability and support resources and is seeking recommendations for optimizing systems efficiency and effectiveness. The desired outcome of this effort is a roadmap for improvements and the foundation upon which to develop IT Strategic Plans aligned with institutional objectives and priorities that support the ongoing success of EWC and its students, faculty, and staff.

Findings

EWC has a capable team of hard working and dedicated staff. However, lack of developmental training and knowledge of Colleague delivered functionality over a long period of time has resulted in an abundance of manual and inefficient processes and workarounds. Heavy workloads and time constraints accentuated by low staffing levels in functional areas and limited IT support availability have further accentuated the problem.

The assessment revealed many opportunities for improvement both in the short term and over time. Many of the recommendations can be implemented with existing Colleague functions and features and require only time and expertise for the benefits to be realized.

In addition to the detailed findings and recommendations for each area, the assessment recommendations for improvements are summarized into the following categories requiring action:

IT Support Structure Redesign and Planning Strategies

Along with the IT support resources already in place, additional support resources such as a Colleague administrator, network administrator, and dedicated desktop support technician are fundamental to securing EWC in terms of information security, systems availability, and process efficiencies. Without a change in direction, EWC is in a high-risk situation and campus-wide process effectiveness will continue to decline.

Implementing an IT governance structure for IT strategic planning will give EWC the tools to understand, communicate, align, prioritize, plan, and track IT projects to their successful completion. IT governance engages appropriate EWC personnel in IT planning processes and is key to campus-wide buy-in which promotes institutional success. Development of IT annual work plans aligned with institutional goals ensure projects support institutional priorities. Annual IT work plans and change management practices will facilitate project progress and help protect against unplanned outages.

Staff Development and Training Programs

Over the years, sufficient focus has not been available for staff development and training programs which is the root cause of much of EWC's process inefficiencies. This is not uncommon in higher education as many institutions struggle with tight budgets and scarce personnel resources and skillsets.

Eastern Wyoming College Colleague Assessment



Comprehensive practices for knowledge transfer, training using EWC's systems and data, and complete documentation are required:

- Knowledge Transfer is key to achieving a smooth transition and the effective application of recommended process changes and solutions for EWC. It is imperative that EWC personnel develop the essential competencies for ongoing system use and support. This includes transferring technical standards and associated methodologies; application understanding and process flows; and recommended maintenance and support processes.
- Hands-on Training using EWC data that is configured to reflect the new processes established is required. Training provides guidance for the changed processes as well as verification and certification of readiness prior to any systems changes.
- Documentation - In addition to vendor provided training and standardized documentation, custom functional and technical training materials and documentation specific to the system configuration and processes defined for EWC is needed. This documentation serves as a valuable resource for reference, future training, and ongoing application/system maintenance.

Complete 2019 Information Technology Initiatives

Aging equipment at EWC requires immediate attention because it places EWC at high risk due to security threats and the possibility of lengthy system outages. EWC critical application servers including those hosting Colleague are running on Windows Server 2008 which was end-of-life in 2015. When a server is designated end-of-life it is no longer available for purchase and product improvements are no longer aggressively developed by the vendor to keep pace with changes in technology. Upgrades and patches are minimized making equipment more susceptible to malicious attacks. Maintenance contracts become increasingly expensive and production of repair parts slows or stops making replacement parts are more difficult to find. The same situation is true for the Windows 7 PC operating system which will no longer be supported as of January 2020.

Implement/Reimplement Colleague Modules

In our assessment we discovered a number of Colleague modules included in software EWC licensed from Ellucian that are either not setup to meet specific requirements or are not being used at all. These modules are actually costing EWC in terms of licensing and annual maintenance charges and are not providing any benefit. One of these modules, Communications Management, can be utilized by almost all of the functional areas to significantly improve processes as well as automate communications. Implementation of Communications Management alone will result in tremendous process and service improvements.

Capitalize on Colleague Delivered Functionality

Much EWC staff time is devoted to finding and/or verifying information. Included in the Colleague base product are a number of functions and features that can be utilized to eliminate existing workaround manual and/or paper processes while making information easily accessible to users with secured access. Automated functions inherent in Colleague not only save staff time but are less prone to error, keep sensitive data secure, and facilitate faster service response time to students. Implementation of these features will result in saved time, improved services, and greater job satisfaction. The existing over extended staff resources make implementation of Colleague delivered functionality, where possible, essential to the ongoing health of both EWC and its staff. Examples of Colleague functions and features currently not fully utilized are student status changes, registration and de-registration processes, and student refunds. In addition, there are opportunities to save on costs such as optimizing requisition processing using Colleague for quick turnaround so vendor discounts can be realized.

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Automate and Maximize Process Efficiency

Herein lies another tremendous opportunity for process and service improvement that is well worth the time investment. Many functions and processes at EWC lend themselves to optimization. For example, using the new Radius system to implement an enrollment funnel will help identify targets for increased focus that can lead to increased enrollment. Adopting early alert systems that notify administrators when warning signs indicate a student is at risk so actions can be taken to aid student success can result in improved retention and persistence rates. Streamlined processes not only save time but can result in direct cost savings for example, initiating direct deposit for vendor payments so pre-printed forms can be minimized.

Improve Integrations

Colleague integrations with third-party applications such as the Canvas LMS, and the current Radius implementation will go far to streamline operations and eliminate the potential for duplicate entry and input errors. Alignment between applications supports the need for a single source of truth and builds trust in systems data and processes. We found several opportunities where existing integrations can be more comprehensive, and other application integrations that are available either out-of-the-box or are relatively simple to create.

Cloud-Based Applications Opportunities

EWC can benefit from moving certain applications to the Cloud. Advantages of Cloud services can include enhanced security, scalability, and business continuity, while reducing administration of on-premise servers and lightening the burden of severely stretched IT staff. Cloud-based services come in a variety of models to meet specific needs. Basic Cloud services typically include hardware, storage, security, server updates and patch installations. Others include full application support and maintenance. It is up to EWC to determine the best fit model for each application being considered. Cloud solutions also can reduce the need for certain skillsets that may be difficult to find and maintain in Torrington and surrounding areas. We recommend EWC consider Cloud-based solutions for several systems/services including moving faculty and staff email to Microsoft Office365. We also suggest that EWC consider moving students from Google's GSuite to Office365 to reduce confusion and administration requirements inherent in supporting two email systems. Office365 is free to higher education and widely used in the industry. EWC has plans to complete this migration but lacks the time and personnel resources for the project. Dynamic Campus has recently completed an Office365 migration for another client with the same problem of scarce resources. The project was completed over a two-month period freeing up client IT resources to focus on other priorities.

Investigate Third-Party Applications

There are several opportunities where the benefits of implementing a third-party solution may outweigh the investment. For example, Help Desk software to track and coordinate resolution of IT service requests is fundamental to monitor service levels and target problem areas. Also, third-party software to automate bookstore charges is used widely throughout higher education colleges and universities.

Future Environment

With a better understanding of the current operational environment as an outcome of this assessment coupled with the recommendations provided in this report, EWC will be well positioned to plan initiatives and make decisions for positive change. These change initiatives will help to reduce risk and significantly improve processes and services to facilitate the future growth and success of EWC.

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Dynamic Campus has the expertise to provide solutions that support all the *Best Practice Recommendations* described for each area including any custom development. While using Colleague delivered functionality to its fullest is always the first priority, we have created custom processes at other institutions to fill in where Colleague falls short. With a history of successful implementation at other sites we can fast track those benefits for EWC.

We will be happy to provide a proposal for comprehensive IT and Colleague services at your request.

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BACKGROUND

EWC has two campus's, one in the city of Torrington and the other in Douglas covering six (6) Wyoming counties. It is the second smallest community college in Wyoming with an enrollment of approximately 600 full-time and 1,200 dual/concurrent and part-time students. There are two residence halls on the Torrington campus serving over 200 students. EWC provides its students free parking, laundry, and printing services.

EWC experienced massive funding cuts a number of years ago that have severely impacted operations.

Current Environment

EWC has been using the Ellucian Colleague ERP system for over twenty years. The system is housed at the Torrington campus and is running UI5.9, which is a current version of Colleague. Support resources are limited and there is no Help Desk software to track service requests.

Generally, needed reports are available from Colleague. However, there is concern about process efficiency and update requirements. The sense is that the Colleague system is laborious, highly customized, and requires numerous workarounds to complete processes. Reinforcing the concern were problems experienced during the most recent registration.

In spite of very limited staff and resources, Colleague Self-Service went live in March 2019 and the Ellucian Student Planning module has been recently implemented. Also, implementation of the Radius recruitment solution is underway.

EWC Third-Party Applications include:

- Acalog – Curriculum Management Software (under evaluation for purchase)
- Avamar by EMC – Backup Solution and Data Storage
- AwardSpring - Scholarship Management Software
- Canvas - Learning Management System
- Donor Perfect – Manage Donor Information
- EvaluationKIT – Course Evaluation Software
- Microsoft Campus Agreement – Institution-wide MSOffice and SQL Database Licensing
- PeopleAdmin – Employee Recruiting Software
- Radius - Recruitment/Applicant Tracking Software
- Respondus – Exam Management Software
- Turnitin- Academic Integrity Anti-Plagiarism Software
- VMWare – Virtual Server Platform

Goals

EWC executives shared the following goals and desired outcomes of the assessment:

- Determine appropriate staffing models
- Understand staff development and training requirements
- Provide a foundation to establish IT priorities and direction
- Identify security and processing risks
- Improve service to students

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- Increase knowledge of Colleague capabilities
- Find opportunities where existing Colleague delivered functionality can be utilized
- Learn which processes can be re-engineered for better efficiency
- Minimize customized, manual, and paper-based processes and workarounds
- Develop or enhance Colleague integrations with third-party applications
- Identify automation opportunities
- Recommend upgrades and third-party purchases to increase efficiencies
- Establish a foundation to build an IT Strategic Plan going forward

Approach, Scope, and Visit Schedule

Dynamic Campus conducted a two-day onsite assessment on June 20-21, 2019. The assessment began by gaining an understanding of goals, objectives, viewpoints, and expected outcomes of EWC executive leadership. The balance of the assessment focused on interviews with the staff of EWC functional areas and their use of the Colleague ERP system and other major enterprise systems. Descriptions of current functional, technical, and operational system processes were gathered as well as information on existing support systems. To complete the review process participants were asked to indicate what processes are working well, details of current challenges, and any wish list items they may have. See Appendix A for the assessment schedules and list of participants.

Following are interview focus criteria:

- Determine alignment of EWC mission and goals with IT mission and goals
- Develop an understanding of institutional IT priorities
- Evaluate EWC IT governance, policies, procedures, and business practices
- Identify strengths and weaknesses of EWC's IT structure and services
- Ascertain met and unmet needs
- Develop an understanding of the priorities for each functional department and relationship to EWC mission and priorities
- Understand EWC culture to determine the best fitting recommendations
- Evaluate IT planning and budget processes
- Determine staff understanding of the Colleague ERP system capabilities and effectiveness
- Assess IT service quality and consistency
- Identify data awareness and reporting capabilities
- Evaluate reporting, business intelligence, and predictive analytics services
- Identify current roles and responsibilities of IT personnel and identify skill gaps
- Examine training practices and availability
- Review security policies and practices to protect information and resources
- Ascertain gaps in IT services available to EWC constituents
- Analyze current service methodologies and their conformance to recognized industry best practices
- Evaluate server administration and network infrastructure status
- Determine opportunities for efficiencies and cost reductions
- Ascertain ongoing sustainability
- Assess institutional tolerance, willingness and capability to collaborate effectively to deliver required services and support future IT change

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Dynamic Campus Team and Roles

Dynamic Campus assembled a team to perform a comprehensive assessment of EWC's enterprise applications, functional areas using them, and associated Information Technology (IT) support services. The primary objective was to identify opportunities for process improvements and more effective use of the Colleague ERP system. This team included Dynamic Campus Executive Management, Colleague Subject Experts, and an Engagement Manager. Members of the team include:

Executive Management

The Dynamic Campus executive management team responsible for monitoring the assessment project ensure the goals of EWC executive leadership are met and result in a timely completion of the Dynamic Campus report of recommendations.

Richard Middaugh – Senior Vice President
Shawn Walden – Vice President, Shared Services

Core Project Team

The core project team who participated in the assessment on-site visits were:

Donna Alexander – Engagement Manager
Dan Bonine – Senior ERP Specialist
Mike Fox – Senior Colleague Consultant
Julie Wilson – Senior ERP Financial Aid Analyst

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FINDINGS

How to Read This Report

In each of the *FINDINGS* sections included in this report, *Observations* are based on interviews with administrators and department staff, *Challenges* were either expressed by the interviewees or are Dynamic Campus concerns, and the *Best Practice Recommendations* are solutions to the identified *Challenges* based on current successful practices in higher education and Dynamic Campus's experience working with community colleges of similar make up using the Colleague ERP system.

While care was taken to understand and report findings as accurately as possible there may be occasional instances where information was not heard and interpreted completely or correctly. If any inaccuracies are found they are not likely to substantially change the findings and recommendations provided in this report.

General Findings

These GENERAL FINDINGS *Observations*, *Challenges*, and *Best Practice Recommendations* apply to all the areas reviewed. The detailed findings for each area following this section include issues unique to those areas.

General Observations

EWC is fortunate to have hard working and dedicated staff that are focused on serving the needs of students, faculty, and the administration to the best of their ability. All those we met were open, direct, and hopeful that recommendations from the assessment would result in actions that would help them perform their duties more effectively.

General concerns included a lack of developmental training for staff to facilitate understanding of Colleague capabilities and communication challenges not only with students but between departments and decision makers. Overburdened staff campus-wide and limited funding resources further contribute to a sense that there is a general lack of understanding of the support needed to meet departmental responsibilities and objectives. This also contributes to difficulty coordinating data and processes between departments.

Items listed here are consistent across most, if not all departments interviewed.

General Challenges

- Limited funding due to budget cuts over the past several years and a concern that cuts will continue
- Staff are stretched and performing multiple duties, sometimes outside of their area resulting in:
 - Extremely limited time to complete required functions
- Lack of developmental and training plans over many years resulting in:
 - Incomplete knowledge of available Colleague functionality and capabilities
 - Limited use of Colleague Communications Management (except in Financial Aid)
- Limited access to Colleague
- Need for more automated processes, less duplicate effort and manual spreadsheets
- High dependence on paper processes

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- Minimal time to keep current with new technologies
- Out of date departmental computers in terms of both hardware and software

General Best Practice Recommendations

- Acquire IT staff/services to support critical functions
- Provide Colleague training to increase staff knowledge of its capabilities and use
- Implement Colleague delivered functionality to facilitate processes
- Configure Colleague Communications Management to facilitate communications and processes
- Automate processes for accuracy, efficiency, and to eliminate manual, duplicate, and paper-based processes
- Improve integrations between applications
- Long-Term: Implement a document imaging solution to eliminate paper processes across campus

ENROLLMENT & ADMISSIONS FINDINGS

Observations

Enrollment

The use of Colleague is described as “laborious” by the Enrollment area. This is due, in part, to many customized workarounds to circumvent perceived issues with the Colleague system. The enrollment process is primarily paper-driven.

EWC is in the process of implementing Radius by Campus Management. With Radius, the Enrollment area will be able to create a recruitment funnel, currently not employed at EWC. The recruitment funnel should provide valuable information necessary to develop recruitment strategies. However, this will not address communications with applicants/students and the processing of the status change from applicant to student. With such a small staff wearing many hats, using Colleague and Radius to their capacity would improve communications to prospects about the application, admission, orientation, and registration processes. These improvements should increase the applicant to student matriculation success rate.

Admissions

The Admissions Office is comprised of a small, dedicated staff of three (3) doing double and triple duty as golf coach, advising, data entry, recruiting, data management, and communications management. Most Colleague activities involve manual entry of inquiry and application information received via email and, moving the applicant to student status. Student communications are currently done using a mail merge and Excel spreadsheet to track who has received what communication and when. With the purchase and implementation of the Radius CRM, the team hopes that manual entry will be significantly reduced.

Challenges

- Declining Enrollments – Enrollment is down 17% since 2013.
- Massive Cuts in State Funding – Cuts beginning in 2017 have resulted in EWC budget cuts.

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- Workarounds and Manual Processes - Issues with Colleague are circumvented rather than resolved.
- The 'Move to Student' Status Change – Student status changes are manually processed which is time consuming and prone to errors.
- Paper Processes – A document imaging system is not in use creating the need for manual and duplicate processes.
- ACCUPLACER Integration - ACCUPLACER test score downloads into Colleague are not automated.

Best Practice Recommendations

- Bolster Enrollment Activities
 - Optimize Radius effectiveness:
 - Ensure proper mapping between Colleague and Radius to eliminate or drastically reduce manual and duplicate data entry.
 - Refine recruitment strategies by developing an enrollment funnel to track and analyze which recruiting activities are successful and result in improved application to matriculation rates.
 - Develop Colleague Communications Plans to schedule, track, and trigger additional communications for:
 - Prospects via marketing emails, post cards, etc.
 - Applicants regarding admissions document requests to complete the application process and notifying students of missing documents (transcripts, recommendations, etc.)
 - New students concerning orientation and registration activities
- Eliminate Workarounds and Automate Manual Processes
 - Research custom enrollment processing workarounds currently in place and eliminate those that are no longer necessary or are included in Radius or Colleague provided functionality.
 - Implement the 'Move to Student' application status change included in Colleague delivered functionality. This will also assist the Registration and Records area.
- Reduce Paper-Driven Processes - Conduct analysis of paper-driven processes and determine those that can be handled and automated in Colleague.
- Integrate ACCUPLACER – Create a custom process to automate ACCUPLACER imports into Colleague. This will also assist the Outreach staff who are manually entering each score into Colleague.

GEAR-UP FINDINGS

Observations

The University of Wyoming (UW) oversees EWC's Gear-Up program. Currently, there are approximately 326, 7-12 graders in the EWC service area that are tracked until they enroll in college. Twenty-eight (28) Wyoming schools offer program related services and tutoring. Funding is through a federal scholarship program consisting of \$400 per student. Gear-Up data is recorded in a database separate from Colleague called SCRIBE. Canned Colleague reports showing monthly budget summaries and general ledger reports are used to report program expenditures to UW. UW provides Excel spreadsheets for EWC time entry. All Gear-UP communications are processed manually.



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Challenges

- Lack of Access - Gear-Up personnel are unable to see EWC financial data such as journal entries or amendments and must call the Business Office to acquire the information.
- Scholarship Awarding – EWC personnel interviewed did not know how scholarships are awarded.

Best Practice Recommendations

- Provide Access - Investigate/resolve issue with access to needed financial data and journal entries.
- Investigate Scholarship Process – Develop a strategic plan for awarding Gear-UP scholarships to spend available funds the most effectively.

OUTREACH FINDINGS

Observations

The Outreach program assists Concurrent, Dual, and Jumpstart high school students.

- Dual Enrollment students attend courses at EWC, taught by college instructors, and awarded high school competency and college credit. These courses are funded by the state.
- Concurrent students attend college courses at the high school and are awarded both high school and college credit. Students are not charged for these courses that are funded by the state. Approximately seventy sections for concurrent students exist in the Outreach program.
- Jumpstart students attend classes at the college for college credit only.

Outreach programs are managed and tracked using manual calculations and forms for:

- School district billing
- Student billing
- Any courses that do not have associated billing

Outreach personnel have limited access to Colleague and rely on others for information and data, e.g., enrollment reports. Staff feel that too much time is devoted to chasing paper instead of supporting the students. However, a custom report was created to pull concurrent, dual, and Jumpstart students, the courses they are enrolled in, and the associated designation.

Challenges

- Unique Data Practices – Student background checks are entered into a Colleague comment field. The field is not searchable, so a custom program was developed to report this information. Using comment fields for this type of information can lead to additional manual effort and data unavailability, duplication, and inconsistency.
- Complex Billing - Complicated Outreach billing requirements are manually calculated.
- Inadequate Tracking - Outreach lacks an efficient way to track changes, registrations, etc. and reasons for those changes (for example, why a student's course was dropped).
- ACCUPLACER - All student scores are manually entered into Colleague.

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Best Practice Recommendations

- Use Colleague as Designed – Follow best practices by using delivered fields in Colleague as designed and creating new fields when needed. Adjust practices, if required, with the Wyoming State Data Committee.
- Automate Billing - Utilize a combination of billing methods for students taking Outreach courses. This will require custom programming to allow for multiple registration types which will determine how the billing should be applied for students taking any or all three types of Outreach courses. Electronic billing capabilities will assist in streamlining the business process and minimize manual effort and billing errors.
- Improve Tracking Capabilities – Create a custom process to allow staff to track the reasons for dropped classes and other required information, in Colleague.
- Integrate ACCUPLACER – This will also assist the Enrollment/Admissions processing.

REGISTRATION AND RECORDS FINDINGS

Observations

The Registrar's Office consists of a staff of one (1) so there is a high dependence on technology to increase work productivity. Improvements to the degree audit, registration, and graduation processes have been achieved with the implementation of Ellucian Student Planning and Colleague Self-Service modules. However, manual and ineffective processes remain such as duplicate student record resolution, the "Move to Student" process, and graduation activities that can be further automated to improve student service.

EWC participates in the statewide data integrity group that meets monthly. Though the registrar is not responsible for enrollment reporting (Institutional Research performs this function with the National Student Clearinghouse), the way add/drops/withdrawals are processed impacts the data reported. Inconsistencies with faculty reporting of students who never attended (no shows) and last date of attendance (LDA) when giving "F" grades impacts the Registrar's Office, Financial Aid, and enrollment reporting. Colleague delivered functionality is available to assist with requiring LDA when assigning "F", "W", and/or "I" grades to improve Return to Title IV (R2T4) calculations and accurately update National Student Clearinghouse (NSC) enrollment reporting. If coupled with the Dynamic Campus Roster Verification module which provides online faculty roster submission, one-touch delinquent faculty notification, and reporting functionality, these issues can be addressed favorably to maintain institutional compliance, reduce withdrawal processing time, and reduce NSC enrollment reporting errors.

Challenges

- Many Duplicate Records - EWC uses a duplicate report and privacy codes to block the use of duplicates which is a reactive instead of proactive approach and therefore ineffective in avoiding duplicate record creation.
- Manual Communications - Communications with students are largely manual and not tracked efficiently.
- Paper Registration Processes - The add/drop/withdrawal process is a labor-intensive paper process.
- Roster Reporting Challenges - There are issues with faculty submitting rosters and reporting no-shows in a timely fashion.



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- Grading Configuration Issues - Incomplete grades are not automatically expiring to "W"/"F" grades. This feature is available in Colleague base functionality.
- Ineffective Graduation Processes - The Self-Service graduation (SGRD) process used by the student to apply for graduation does not include the required information, so the student must be contacted to get the information. Also, emails sent to students are ineffective.

Best Practice Recommendations

- Minimize Duplicate Records - Investigate student account creation processes to evaluate why so many duplicate records are created. Determine if process changes are required. Implement Colleague delivered functionality to identify duplicates and significantly reduce their creation.
- Implement Communications Management – Colleague delivered functionality for Registrar functions to:
 - Request and track receipt of documents required to register for classes.
 - Tie communications into registration scheduling.
- Automate Changes in the Student Status - Automate the 'Move to Student' process (also recommended in the Enrollment/Admissions Findings section) using Colleague delivered functionality resulting in a virtually no touch process for:
 - Student notification of admitted status,
 - Notification to student of next steps,
 - Generation and student notification of their username and password to access Self-Service and other student only web services.
- Streamline Drop/Withdrawal – Create an online form for the drop/withdrawal process which can be signed electronically by appropriate personnel, and then processed.
- Implement Roster Verification - Dynamic Campus has developed a faculty verification of student rosters module to automate this process and improve timeliness and accuracy of gathering and reporting this information.
 - Includes a reporting tool to identify non-attending students as of the institution's census date.
- Improve Grading Processing - Implement Colleague delivered functionality for automation of incomplete grade conversions to "W" or "F" grades, as appropriate.
- Streamline Graduation Processes - Dynamic Campus has re-engineered graduation processes at other Colleague institutions to fast-track graduation activities and meet registrar and compliance requirements.

FINANCIAL AID FINDINGS

Observations

The Financial Aid staff of four (4) services more than 1,600 students. Over half of the students receive some form of financial assistance from federal, state, and/or institutional sources. In addition, the Financial Aid staff does a lot of work for other areas, especially with recruitment and retention activities and frequently conducts campus tours.

The Financial Aid Office is a heavy user of Colleague utilizing the Financial Aid and Communications Management modules for all financial aid processing (verifications, professional judgments, etc.), tracking receipt of documents, and communicating with students.

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Financial Aid Self-Service was implemented approximately a year ago along with Self-Service Finance and Student Planning modules. All are reportedly working well. The Colleague delivered Title IV evaluation tool has been employed to determine if the coursework for which the student is enrolled is included in the student's degree/certificate program. This is working well when the degree audit information is correct in Colleague.

The AwardSpring scholarship management software has been purchased and implemented to assist with awarding of endowed scholarships and reportedly is working well for students and the institution. Financial Aid staff are one of the most capable users of delivered Colleague functionality and the only office to use Communications Management. Still, there is a significant amount of manual work and room for improvement.

As a temporary arrangement, an encrypted jump drive was used by a financial aid staff member who was working from home while on FMLA. The drive was used to process high school transcripts for Hathaway scholarship awarding and is not currently in use.

Challenges

- **Retiring Staff** - Financial aid is performing some recruiting and admissions functions with Admissions by participating in numerous recruitment events and registration days/orientations. What was described by staff is more than what is customary, even at smaller institutions. Servicing EWC's 1,600 students while performing these additional duties with a staff of four has not seemed to cause much of a delay in financial aid processing, awarding, and disbursement. However, with the coming departure of the staff member responsible for Hathaway administration and uncertainty as to whether the position will be filled, there is a concern that these duties would impact the level of service for financial aid recipients. Currently, FAFSA filers can expect to be processed and awarded in as little as one week but no more than three weeks. EWC has an expressed interest in improving student matriculation, retention, and persistence. Delays in financial aid processing and awarding can negatively impact these goals.
- **Compliance** - A potential compliance issue needs to be addressed. Gramm-Leach-Bliley Act (GLBA) compliance is required for Institutions of Higher Education (IHE). Compliance is expected to be tested in the A-133 compliance audit beginning with 2019. Additionally, students with study abroad and/or international students from European countries are required to be compliant with the European Union's General Data Protection Regulation (GDPR). It was not clear during the assessment whether GLBA compliance has been achieved. GLBA (and GDPR) compliance is an institutional responsibility but it is included in the financial aid section of this report because it is required for continued Title IV eligibility. Information about GLBA requirements is found at <https://ifap.ed.gov/eannouncements/Cyber.html>. Information about GDPR compliance is found at <http://eugdpr.org/the-regulation/>.
- **Degree Audit** - EWC is making use of Colleague Degree Audit functionality with respect to Title IV credits and specifications are fairly clean, but there is a significant amount of manual work.
- **Paper-Based Processes** - Paper student files are maintained. If electronic files are received, they are printed out and filed. A document imaging recommendation is included the General Findings section of this report because it applies to many functional areas.

Best Practice Recommendations

- **Maintain Staffing Levels** - Financial Aid staffing resources are stretched and must be maintained to ensure financial aid processing and awarding timeframes are not extended.

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- Ensure GLBA Compliance – Take the following steps to demonstrate compliance. (Note: GDPR compliance is also required if EWC has study abroad or international students from the European union.)
 - Identify the person/group responsible for the data security program.
 - Identify reasonably foreseeable internal and external risks to data security via formal documented risk assessments of employee training and management; information systems, storage, transmission, and disposal; detection, prevention, and responding to attacks.
 - Control risks identified and regularly test and monitor effectiveness.
 - Ensure that servicers have a security program.
- Validate Degree Audits - Ensure that degree audits for all programs are correctly updated in Colleague, particularly when new Title IV eligible degree and certificate programs are developed and/or new catalogs are approved.

STUDENT SERVICES FINDINGS

Observations

The Student Services area supports EWC processes for Retention, Student Organizations and Activities, Academic Services, and a Care Team for student achievement and success. The Canvas Learning Management System (LMS), has been modified to allow tutor referral and advising alerts. However, tracking and processing such alerts is manual and primarily a paper process.

Progress reports for student athletes are generated using an Excel spreadsheet and mail merge. The return of completed progress reports is also tracked in Excel spreadsheets.

Challenges

- Early Alert Limitations – Advisor alert functionality was lost when EWC moved from Campus Cruiser to Canvas. Although, a class was created in Canvas to allow for tutor referral and advising alerts, the process is still primarily a paper process which is not available in a centralized location for all those who need to know.
- Manual Communications - Student organizations, activities, and advising communications are produced and tracked manually.
- Limited Use of Colleague – The ability to process, track, and report information out of Colleague for student organizations, activities, and advising processing is minimal.

Best Practice Recommendations

- Implement Early Alerts System - Investigate Canvas's or other 3rd party systems capabilities to support early alert actions to improve retention and persistence rates.
- Implement Communications Management - Colleague delivered functionality to:
 - Create and track receipt of student athlete progress reports,
 - Communicate campus activities,
 - Track participation in campus organizations and activities.
- Implement Student Organizations/Activities – Colleague delivered module with appropriate data fields to track student organizations and activities will allow:
 - Generation of Colleague delivered reports for grades and enrollment changes,

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- Batch processing for financial aid awarding, assignment to advisors, etc.,
- Develop, track, and secure disability and accommodation information.
- Implement Advising - Colleague delivered module for advising.

RESIDENCE LIFE FINDINGS

Observations

The Residence Life Office is a team of two (2) staff plus student residence hall assistants. The residence hall is capable of housing two hundred seven (207) students and is typically near capacity. Students may apply by paper application or online. However, deposits must be made in person as online deposit payments cannot currently be processed. An Excel spreadsheet is used to maintain housing assignments and meal plans. Colleague use is limited to entering billing charges manually and viewing student information.

Student submission of medical forms is optional but should be required. Some emergency contact information is collected via Colleague Self-Service, but it is not forced/required. Additionally, the Residence Life area collects student emergency information on a form which is not entered into Colleague.

Challenges

- Lack of Integration – The housing application process is separate from admissions application process.
- Manual Processes – There is a high dependence on spreadsheets and manual processes for collecting deposits, assigning room and meal plans, and posting charges on student accounts.
- Room Key Processes – While not directly related to technology use (Colleague), current practices for room keys and locks present a safety concern. At end of year checkout, all keys are put in a box that is stored in the director of Residence Life Office. Due to a limited supply of door locks/cores, when a key is reported lost or stolen a duplicate key is issued rather than replacing the lock. Locks are not randomized annually at the end of the academic year.

Best Practice Recommendations

- Integrate Admissions/Housing Processes –
 - Map online admissions application data to appropriate housing fields in Colleague to limit manual entry.
 - Implement a process to accept and process deposit payments online.
- Implement Residence Life – Use Colleague delivered Residence Hall and Meal Plan modules to:
 - Manage student housing and meal plan processes,
 - Require and store emergency contact, insurance, and medical information,
 - Allow billing based on room and meal plan selection.
- Implement Communications Management – Colleague delivered functionality for Residence Life processes to:
 - Request and track received, and missing documents required to live in an EWC residence hall,
 - Send initial and follow-up notifications to applicants and students.

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- Secure Room Keys – At a minimum, randomize locks annually and replace locks instead of duplicating keys when keys are reported lost or stolen. As a long-term solution, implement a third-party badging system to address best practices for room key management.

COMMUNITY EDUCATION & WORKFORCE DEVELOPMENT, LIBRARY, ADULT EDUCATION SERVICES FINDINGS

Observations

Workforce Development

350 students enroll in Workforce Development classes annually. Registration is a manual process. Approximately 25% of the students register using a paper form, 50% register by phone, and the remaining 25% in person. It is believed that Workforce Development students would not likely use WebAdvisor to register for classes. Funds for classes are collected and processed manually by Workforce Development personnel. The largest Workforce Development credit programs are vet tech, welding, cosmetology, and CNA.

The TANF Grant is available for EWC's driving school. Also, the Wyoming Works Grant is available; Round I is for credit programs, and Round II is for non-credit programs.

Library

Student addresses are looked up in Colleague and manually entered into Symphony which is a statewide library system. Student name is cross referenced between Colleague and Symphony for library card numbers. Student information is not imported from Colleague because not many students use the library.

Colleague holds are placed on student accounts for library related issues, as needed. Colleague is also used by the Library for vouchers and budget inquiries.

Adult Education

200 students participate in EWC's Adult Education classes annually to achieve high school completion. Laces and Diploma Sender database systems are used to pull data including high school diploma and GED information for the state. This is a grant program and this information is required by the state. Data is manually entered into both Laces and Colleague. A new database will be available in the future called Community Pro. Laces will feed into Community Pro.

Adult Education students are tracked for two years after they exit the program. This is accomplished by calling students and/or via a survey available on EWC's website.

Challenges

- Colleague Access Limitations – The Adult Education personnel can't access accounts receivable and finance information while off campus.
- Registration Challenges - Registrations are entered one at a time; block registration is not used.
- Lack of Integration – Colleague information is not uploaded into Laces.

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Best Practice Recommendations

- Improve Registration Processes – Utilize WebAdvisor online registration and block registration, where possible.
- Implement Integration – Refine data mapping from Colleague to Laces for government reporting.

BUSINESS OFFICE FINDINGS – GENERAL LEDGER & ACCOUNTS RECEIVABLE

Observations

General Ledger

EWCC's fiscal year is July 1 – June 30. Subsidiary records batches (PGLT) are posted to the General Ledger daily or more often during peak periods. Cash is deposited weekly or more often during busy periods. Colleague is used for budget management and to produce financial statements. The electronic bank reconciliation process works well.

Accounts Receivable

Generally, Colleague accounts receivable processes are not customized; any customizations that exists are mainly for reporting.

Billing tables are maintained in Colleague. Student codes in Colleague are checked and updated during registration to determine the appropriate tuition rates for billing purposes. Various tuition rates and fees include:

- Tuition set rate per credit hour (same for all courses),
- In-state rate,
- In-state but out-of-district rate (same rate but different designation),
- Western Undergraduate Exchange (WUE) rate is 1.5 times the in-state tuition rate (WUE agreement applies to students from certain western states),
- Out-of-state and foreign rate is 2 times the in-state rate,
- Course fees for classes that cost more to teach (e.g., welding), charged at the course or section level,
- Tech fees of \$28 per credit hour, capped at 15 credit hours, support computers and equipment for student learning and other costs.

Students interested in on-campus housing must pay a \$150 housing deposit which can be used to pay for items such as residence hall damage and lost/replacement key charges throughout the semester/year. When deposit funds are depleted, the student is charged another deposit fee for the next academic year. At final checkout, the balance, if any, is refunded to the student. These fees are manually entered into Colleague.

A flat rate is charged for room and board and all meal plans cost the same amount. However, depending on the meal plan chosen by the student, there may be extra discretionary funds available to be used for meals and food outside of the meal plan purchased.

Bookstore charges are manually entered by the Business Office on student accounts the day following purchases.

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Invoices are generated daily at the beginning of the semester then weekly as activities normalize. Transmittal of funds from financial aid are posted to accounts receivable weekly.

Payment options for students include:

- Web online payments
- Payments by mail (checks)
- Payments by phone

The Business Office works in coordination with Student Services to contact the students to request payment. Payments are primarily made by check. Only about 30% of payments are received online. A segment of the student body does not typically use online and electronic information and payment (WebAdvisor/Self-Service) services. High school students are more likely to use these services.

Students are given the option to enroll in a payment plan if they do not have the funds to pay their entire balance. The Business Office creates payment plans in Colleague and sends payment reminders to students who select this payment option.

Statements are sent only to students who don't pay their bill in a timely manner. A late payment fee is charged to encourage students to make future payments on time. If payment is not received, courses are dropped but the student remains financially responsible and a hold is placed on their account to stop registration for the next semester. Holds show on the EWC portal when a student logs in. Ultimately, students who do not pay are sent to collections.

Challenges

- Timing of Information on CROA Reports – The Business Office requires real-time data. CROA reports are generated from day old information and is a source of frustration. To work around this issue, information from other departments and multiple save lists created using SLED, or SLCR are used to get real-time data directly from Colleague on a daily basis.
- Changes to Tuition/Billing/Fee Charges – Sometimes institutional decisions that affect charges are difficult to implement.
- Manual Sponsor Billing – Colleague Sponsor Billing functionality is not being used. To work properly, it must support the following requirements at EWC:
 - Regular undergraduate enrollment tuition must be charged at an hourly rate, plus fees.
 - 15 credit hour tuition cap – This is regulated by the state and is scheduled to change this year. Previous attempts to remove the cap were subject to the results of protests.
 - Concurrent enrollment tuition must be billed to the high school district.
 - Dual enrollment tuition must be excluded from Sponsor Billing and billed to the student.
 - Sponsor billing to third parties such as GI Bill, school districts, employers, etc. would need to account for the credit hour tuition cap and per credit fees.
- Manual Deregistration – The Business Office informs the Registrar which students to cancel for non-payment. The Registrar's Office manually cancels classes for those students after the add/drop period and prior to classes starting.
- Manual Bookstore Processes – At the start of each semester, manual processing is required to allow students to purchase books at the bookstore.
- Credit Card Processing Efficiency – The Business Office would like to have credit card swipe capabilities attached to the computer(s) in the cashier's area.

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- Manual 1098-T Processes - The process for identifying students with missing social security numbers (SSN) is manual.
- Accept Online Payments for Housing Deposits – The Colleague system is capable of processing online payments from applicants not yet classified as students.

Best Practice Recommendations

- Supplement CROA Reports – Identify real-time Colleague delivered reports, if any, to supplement CROA reports and create custom reports in Colleague, as needed.
- Investigate Colleague Sponsor Billing Capabilities – Determine if the Colleague delivered Sponsor Billing functionality can be configured to meet EWC's requirements.
- Automate Deregistration – Define EWC's criteria for deregistration and implement Colleague delivered processes to drop courses and refund charges before classes start, as appropriate. Note: Deregistration must be completed prior to the first day of classes to avoid Return to Title IV (R2T4) calculations for students who have attended registered coursework.
- Automate Bookstore Charges - To reduce labor costs by eliminating manual processes and vouchers that must be tracked and reconciled by office staff, evaluate third-party products such as Trimdata's FA-Link to automate the process. Such products use real-time information to determine student financial aid eligibility to purchase books and supplies in on campus and third-party vendor bookstores.
- Implement Card Swipe Capabilities – Automate credit card processing for the Business Office by installing credit card swipe capabilities on cashier computers.
- Automate Finding Missing SSN's – Dynamic Campus has implemented an automated process at other institutions to find all students without SSN's and send them a communication (via Communications Management) to request their SSN by a specified date to improve accuracy of 1098-T information reported to students and the IRS.

BUSINESS OFFICE FINDINGS – PURCHASING & ACCOUNTS PAYABLE

Observations

Purchasing

Following is the Purchasing Policy from the EWC website:

- The Vice President for Administrative Services has the discretionary authority to approve expenditures that are less than \$1,000.
- Purchases over \$1,000, but less than \$10,000:
 - A single purchase involving the expenditure of more than \$1,000, but less than \$10,000 shall be made after the Vice President for Administrative Services or appointed representative has requested three oral or written bids. If fewer than three bids are received, the purchase may be made without bids, but at the best obtainable price and best serves the needs of the College. In certain cases, the College may decide to advertise.
- Purchases \$10,000 or greater, but less than \$30,000:
 - A single purchase involving the expenditure of more than \$10,000, but less than \$30,000 shall be made after the Vice President for Administrative Services or appointed representative has requested three written bids. If fewer than three bids are received,

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the purchase may be made without bids, but at the best obtainable price and best serves the needs of the College. In certain cases, the College may decide to advertise.

- Purchases \$30,000 or greater:
 - Single purchases equal to or exceeding \$30,000 shall be made only after a call for competitive bids.

Requisitions: Colleague is not used to process requisitions. A paper process using a manual Word document is completed with signatures and returned to Purchasing. A purchase order is manually entered into Colleague, usually the same day. Then a PDF is created and emailed to the originator who sends it to the vendor unless there are special instructions. Any revisions to purchase orders are made manually.

Receiving: The requisition originator manually verifies receipt of goods. Purchasing creates a voucher from Colleague and gives it to originator who compares the voucher to the invoice. When the originator indicates voucher is complete, Purchasing closes the purchase order. The requisition originator also provides the packing slip and invoice to Accounts Payable for payment.

Accounts Payable

P Cards: Credit card limits are position related and are managed and approved by the VP of Administration and the President. Individuals given credit cards are expected to follow the credit card and purchasing policies. The primary function of P Cards is for travel. Optionally, travel reimbursements are also processed with trip receipts. The preference is that a travel advance be submitted ahead of time so that the appropriate approvals are received prior to incurring any expenses.

Accounts Payable Checks: Paper AP checks are printed three times a week. Two weekly AP check runs are based on the invoice due date and a separate weekly check run is processed for student refunds. EWC uses check signing software that has two keys to ensure security. Typically, EWC is not able to take advantage of vendor discounts because information is not received in time. A custom process was developed to create a signature sheet that is signed when checks are picked up. Other than that, there aren't many Colleague customizations for accounts payable processes. Any customizations that do exist are mainly for reporting.

Challenges

- Requisitions/Purchasing:
 - Requisitions are manually processed via a paper process that is inefficient and requires duplicate effort by the originator and the Purchasing Office.
 - Expensive preprinted forms are used for vouchers and purchase orders which reinforces paper-driven processes.
- Accounts Payable:
 - Printed checks are used for AR refunds and vendor payments.
 - EWC struggles to keep up with the changing times in terms of process expectations, for example, some students don't know what to do with a paper check.
 - More automation for process efficiency is needed for labor intensive processes such as student refunds.
 - Typically, EWC is not able to take advantage of vendor discounts because information is not received in time.

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Best Practice Recommendations

- Implement Online Requisition Processing - Colleague delivered requisition processing would allow the following:
 - Requisitioners would enter new requisitions directly into Colleague.
 - Requisitions would automatically be routed for multiple levels of approval signatures within Colleague.
 - Purchase orders would be created from the requisition information entered by the originator and approved in the system.
- Automate Accounts Payable Processes
 - Maximize Direct Deposit - Students and vendors can enter direct deposit information using Colleague Self-Service to minimize the number of paper checks that must be printed.
 - Student Refunds – Investigate Colleague delivered functionality to determine if it meets EWC's requirements.
 - Realize Vendor Discounts - Optimize timely processing of accounts payable processes to take advantage of available discounts.
- Minimize Preprinted Forms - Currently, checks, vouchers and purchase orders are pre-printed. Using Colleague to electronically perform these processes can minimize the need for expensive pre-printed forms.

HR/PAYROLL FINDINGS

Observations

There are one hundred twenty-four (124) full-time benefited employees at EWC. Although, there hasn't been a cost of living raise in several years, the institution does not experience much employee turnover and retention is estimated at nearly ninety percent. PeopleAdmin software is used for recruiting but is not integrated with Colleague.

The Payroll Office reports to Human Resources who reports to the college President. To ensure separation of duties the Vice President of Administrative Services is responsible for position budgeting and signs off on benefits, payroll, and electronic payments.

All employees are paid over 12 months:

- 35 total faculty: 5 are 10-month, 2 are 11-month, and the rest are 12-month
- 2 staff are 11-month, 2 are 10-month, the rest are 12-month

Payroll is Monthly:

- Full-time employees are paid on the 25th for days 1-30
- Part-time employees are paid on the last working day of month for days 16-15
- Adjunct employees are paid via Stipends:
 - Rate of pay is \$640.00 per credit hour,
 - Adjuncts have the option to have multiple monthly payments or one payment at the end of the semester ,
 - Part-time authorization forms are processed for stipends,
 - Separate authorizations are received for block classes, paid at the end of the block.
- Student employees are paid on the last working day of the month for days 16-15



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- Colleague college work study processes are not used, instead the payroll register is given to the Financial Aid Office who most likely manually tracks work study hours.

Direct deposit is available for employees who choose that option. Approximately, five checks are printed for full-time employees and a few for part-time employees.

Leave Plans:

- Health/Wellness (sick):
 - Faculty and staff accrue 12 hours per month based on the months worked.
 - Maximum accrual is 120 days.
- Vacation:
 - Only staff accrue vacation based on pay grade and years of employment.
 - B22 and below:
 - Up to 5 years – accrue 1 day per month
 - Up to 10 years – accrue 1.5 days per month
 - 10 years and over - accrue 1.75 days per month
 - Above B22 up to Professional:
 - Up to 5 years – accrue 1.5 days per month
 - 5 years and over – accrue 1.75 days per month
 - Professional (C41 and above)
 - Accrue 1.75 days per month
 - Employees must use at least half of their annual accrual every fourteen months

Challenges

- Duplicate Entry – The PeopleAdmin employee recruitment tool is not integrated with Colleague so new hire demographic, pay, and benefit information must be manually entered into Colleague.
- Complex Benefits Processing - Benefits regulated by the state are complex, labor intensive, and prone to error.
- Complex Leave Plans – EWC leave plans do not work properly in Colleague Self-Service likely due to a time entry limitation. This makes it difficult for hourly employees to submit time off requests and manual Excel spreadsheets are used. Also, Colleague does not calculate accruals properly.

Best Practice Recommendations

- Integrate PeopleAdmin – Electronically integrate Colleague with People Admin through the use of Ethos to minimize duplicate data entry.
- Automate Benefits Processing – Dynamic Campus has developed a benefits subroutine specifically to accommodate State of Wyoming requirements.
- Simplify Leave – Change accrual rate policies so Colleague delivered functionality can be used to calculate accruals.
- Monitor College Work Study Limits – Implement Colleague delivered college work study processes. Improve the FISAP process and Work Study usage information in Colleague.
- Automate Adjunct Pay – Implement the Dynamic Campus developed batch upload process to pay stipends based on courses taught.
- Accrual Subroutine – Develop a custom subroutine to calculate EWC accruals correctly if base Colleague functionality will not work.

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INSTITUTIONAL RESEARCH & EFFECTIVENESS FINDINGS

Observations

Institutional Research

EWC's Data Analyst is responsible for all institutional reporting. Colleague is the primary data source used to retrieve, analyze data and generally, data is available as needed. Multiple reporting tools are used including SQL queries, Business Objects, and Envision reports designed by previous employees.

Work on defining additional data elements in a data warehouse for all Wyoming Community College's is in progress at the state level. EWC's Data Analyst participates in statewide Institutional Research meetings and semi-monthly group meetings to streamline data. Also, a third-party consultant creates state reports using Business Objects.

Enrollment has been declining since 2014. 2013 enrollment was 1,800. Current enrollment is approximately 1,600 students. Each semester, enrollment reports are posted on EWC's website. Enrollment reports are created for the Clearing House, SLDS, and IPEDS. Enrollment data is not finalized until two weeks after the semester ended. All Wyoming colleges are required to follow this statewide guideline.

Institutional Effectiveness

EWC receives accreditation from the Higher Learning Commission (HLC). Budget funds from the state are based on degree completion and course success indicated by passing grades.

Ellucian Student Planning was implemented in the fall of 2018 and staff training and refining processes are ongoing. Curriculum changes are manually entered into Colleague as are almost every section for every term. Numerous course changes from term to term make it ineffective to roll information from previous terms. Course scheduling software is not in place and staff question whether it would be effective. The course catalog is in PDF format on the website.

EWC has experienced a decline in faculty due in part to the 2015 tightened faculty accreditation matrix requiring faculty to obtain master's degrees. This may also be a factor in declining enrollments. Also, contributing to the drop in enrollment is fewer dual enrollments because high schools are less willing to pay for them and less outreach classes for the non-traditional student. Exceptions are the cosmetology, vet tech, and welding programs enrollments are increasing. The new nursing program is expected to draw more students. Another enrollment incentive is Wyoming Works. Wyoming Works is a statewide program focused on area workforce requirements such as CNA, vet aid, vet tech, criminal justice, and human services. Students will be awarded funds from the state to enroll in these programs.

Challenges

- Data and Reporting - Additional fields are needed for institutional reporting. Also, state enrollment reports, which are used to determine state funding, are not produced until after high school students graduate which is a couple of weeks after college classes end. Compliance for other enrollment reporting requires further investigation.
- Student Planning - More analytic capabilities from the Student Planning system are required but it is understood that two years' worth of full year schedules (instead of by semester), and course rotations/cycles from faculty are needed to predict future course needs.

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- Course Scheduling - This is a labor intensive, manual process to:
 - Submit required reports to the state about cancelled classes,
 - Roll information from previous semesters; it is ineffective because:
 - Degree program changes and courses needed to complete degrees have been in flux due to faculty turnover,
 - Fear that needed changes may be missed if courses are copied and not entered from scratch.
- Online Catalog Capability – The current catalog PDF is not searchable making it difficult for prospective and current students to plan course schedules. EWC has reviewed several third-party course catalog software options and is in the final stages of procuring Acalog.

Best Practice Recommendations

- Data and Reporting – Investigate Colleague delivered reports and functionality. Also, when Colleague delivered IPEDS reporting is correct, it will ensure that data fields are available and accurate to meet compliance for other enrollment reporting requirements.
- Student Planning – The ability to forecast future course needs is available in the Student Planning module. EWC will need to complete a three-year calendar and catalog of offerings in Colleague to utilize this capability.
- Course Scheduling – Once degree programs and associated courses required are stabilized the Colleague delivered functionality can be used to roll information forward to more efficiently create future course schedules.
- Research Student Planning Online Catalog Capability – Course catalog functionality is included with the Student Planning Self-Service module. Investigate whether this will meet EWC's online course catalog requirements prior to purchasing a third-party product.

INSTITUTIONAL DEVELOPMENT FINDINGS

Observations

The Institutional Development Office is a team of two and over the past three years have exceeded \$15.5 million in assets. \$8.2 million has been raised for a new agriculture building but an additional \$320,000 is needed. No funds have been provided by the state for this project.

The Donor Perfect system is used to manage donor information and there is a desire to purchase a more robust system such as Blackbaud Razor's Edge to add alumni relations functionality. The Ellucian Advancement module that can be integrated with Colleague has not been reviewed as a possible management system for donors.

Development's use of Colleague is limited and is primarily to view departmental budgets and add donor scholarships to the student award screen. Development awards approximately \$160,000 in scholarships to students each year. Student scholarships from outside agencies are tracked but Development would like a better way to leverage those dollars. Students must send a 'thank you' letter to the donor prior to award transmission. A donor dinner is hosted by EWC annually. Also, there is a desire to request/require the FAFSA for scholarship recipients. The FAFSA can be used to demonstrate need to qualify for special land purchase programs and reduced costs.



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A future project is to build an alumni association to better engage students as they graduate.

Challenges

- Grow Assets - Donors generally are keeping their pledges but funding cultivation activities need to expand to result in increased donations.
- Thank You Letters -- If students don't write the required "Thank You" letter the award is not processed and sometimes must be reissued.

Best Practice Recommendations

- Implement Communications Management – Colleague delivered functionality to:
 - Request and/or require FAFSA receipt for award transmission,
 - Request and track receipt of 'thank you' letters,
 - Send donor dinner invitations and track receipt of RSVPs,
 - Communicate with new graduates and alumni regarding events and donor opportunities,
 - Develop a communications plan for outside donations such as Girl Scout scholarships.
- Automate Outside Scholarship Activities - Employ Colleague delivered functionality outside scholarship screens to:
 - Track receipt of outside scholarships,
 - Track outside donor scholarships,
 - Produce a database of outside donors to analyze information for strategic planning to increase outside business donations.
- Aggregate FAFSA Data - To determine the number of needy students at EWC, making it possible to participate in grant funded opportunities for additional donor dollars. The FAFSA would also help to leverage federal and state resources before awarding foundation scholarships, thereby increasing financial assistance opportunities to more students and lowering reported student net price.

MARKETING AND WEB

Observations

Four (4) staff members comprise EWC's College Relations, Marketing, and Website departments. WordPress is the content management system (CMS) and EWC's website is hosted offsite. Departments have access to update their web content, though only approximately 5% do, preferring to request assistance from the webmaster. The webmaster creates fillable forms as needed, but there are no integration between the web CMS and other 3rd party systems including Colleague. Google Analytics is used to report web use statistics. The webmaster serves on the EWC compliance committee.

Marketing does not typically use Colleague as they are primarily concerned with the EWC's primary website design and social media. A web redesign is in process including custom templates and is targeted to go live this fall.

Athletics uses PrestoSports for their website. Much of the webmaster's focus is on event streaming.

Marketing is not responsible for the EWC portal which was developed internally after EWC moved from Campus Cruiser with its portal, to the Canvas LMS.



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Marketing uses Colleague to retrieve the student ID number and is responsible for producing student ID cards from the Datacard ID system. Students can receive their ID at orientation or registration. However, there is over an hour delay before the Colleague ID is available to the Datacard system. The student ID can be used in the library, fitness center, for meal plan purchases, to get into EWC activities and events, and as a debit card for point-of-sale (POS) on campus.

Challenges

- Retiring Staffing – The web graphic designer is retiring potentially creating a skillset vacancy.
- Technology
 - Require additional storage capacity for the photo library.
 - Need better web streaming capabilities and services.
 - Multiple versions of Adobe third-party software exists on departmental computers.
- Processes
 - Because the 'Move to Student' process is not automated, there is an hour wait to get the student ID.
 - The POS feature does not always work well on campus.
- Integration
 - Datacard ID system photos are not uploaded into Colleague.

Best Practice Recommendations

- Technology Improvements
 - Panopto is a common enterprise video platform used across higher education. EWC may want to review their website at www.panopto.com for more details.
 - Dynamic Campus can make recommendations for cloud-based storage applications after gathering additional details of EWC's requirements.
- Process Improvements
 - Configure Colleague to automate the 'Move to Student' process so that admitted students can receive the student ID without wait time.
 - Configure Colleague to accept ID pictures and attach them to the student's record.
 - Troubleshoot and resolve the sporadic issue with IDs and some campus POS systems.
- Integration
 - If a badging system for residence halls is employed, configure student IDs to open doors.

COMPUTER & IT SERVICES FINDINGS

Observations

The Office of Computer & IT Services is a staff of three (3), one whom is focused on Instructional Technology. There are seven computer labs on campus, approximately 600 Windows computers, and an iPad cart. Several classrooms have smart boards, and all have projectors.

EWC has a fiber backbone and the core network equipment has recently been updated. Wireless access is available for major sections of the campus. CenturyLink is the Internet Service Provider (ISP). TeamViewer is used to provide remote support all the way to the Montana border. Telecommunication services are provided via an on-campus PBX and a combination of IP and analog phones.

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On-premise Exchange services email for faculty and staff. IronPort is used for email security. Students and adjunct faculty use Google's GSuite Gmail and have access to Microsoft products through the MS Campus Agreement. Staff are provided home directories for file storage and departmental directories are also available. The EWC portal was built internally to provide access to the LMS, Gmail, and other EWC services.

Technology security policies, including Acceptable Use, are posted on the EWC website. Users can opt into Code Red to receive emergency notifications via a call, email, or SMS text messages. Blue light emergency phones are available around campus. Staff computers are configured to timeout after a period of inaction to protect from unauthorized use. Staff can access Colleague from home using a secure link. There are no VPN or remote desktop capabilities. In case of lost or stolen cell phones, IT has the ability to remotely wipe data if users agreed to allow it. Backups are done nightly. A backup generator and Universal Power Supply (UPS) provide approximately one hour, ten minutes of power in the event of a power outage.

EWC's CIO chairs the Technology Advisory Committee which has good cross departmental representation including faculty and students. Committee focus is on projects that have a direct positive impact on the student experience. The Technology Committee makes recommendations to president and cabinet. The CIO is a member of the Wyoming Community College Commission's CIO Council comprised of the CIO's from all seven Wyoming community colleges. In addition, the CIO is a member of the Wyoming Broadband Advisory Council. This council was created by the Wyoming Legislature to assist the state with bringing broadband to rural communities and members of the public.

Current projects include:

- Migration from Windows 7 to Windows 10
- Installation of a new backup generator
- Networking for a new fire alarm system
- Planning for redundant/backup Internet service
- Technology for the new agriculture building currently under construction
- Computer refresh program of approximately 120 desktop and 15/20 laptops each year
- Planning a partnership with another Wyoming college for offsite data storage

Challenges

- Limited Staffing:
 - Colleague Administrator - EWC does not have a Colleague administrator or dedicated Envision programmer. Currently, a retired employee is assisting with much of the Colleague support.
 - Network Administrator – This position is vacant position and isn't being advertised at this time.
 - Desktop Support Technician – IT personnel are stretched to provide routine desktop support such as software updates.
- Aging Technology:
 - Application servers, including Colleague, are on Windows 2008 Server which was end-of-life in 2015 and will no longer be supported after January 2020.
 - Windows 7 migration to Windows 10 must be completed before January 2020 when it will no longer be supported.

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- Although there is a computer refresh program, only approximately 1/6 are refreshed annually leaving some departments with outdated computers.
- Random Project Prioritization:
 - EWC IT is in survival mode, systems with the most critical issues are the ones that get attention.
- Email:
 - Faculty/staff have both Exchange Outlook and Gmail email accounts causing some confusion and communication challenges.

Best Practice Recommendations

- Bolster IT Support Resources:
 - Engage a Colleague administrator, network administrator, and dedicated desktop support technician to remediate security risks, facilitate system availability, and support campus-wide effectiveness and efficiencies.
 - Invest in IT training to keep current with new technologies and capabilities.
- Upgrade Technology and Reduce Risk:
 - Upgrade the Server Farm to current versions of Windows Server 2016.
 - Implement VPN to secure remote access to Colleague for faculty and staff.
 - Increase number of computers refreshed annually.
- Move to Cloud Applications
 - Implement Cloud applications such as email and telecommunications systems to reduce risk and take the burden off of IT.
- Implement IT Governance, Planning, and Management Processes:
 - IT Governance Structure - Engage college personnel in IT planning and prioritization by aligning IT projects with institutional priorities and promoting effective communication and understanding of IT initiatives.
 - Annual Work Plans - Develop annual IT work plans and manage projects to achieve those plans.
 - Change Management – Document enterprise system changes, plan down time, and include backup and recovery plans.
- Email:
 - Migrate faculty, staff, and possibly student email to Microsoft Office365.

INSTRUCTIONAL TECHNOLOGY FINDINGS

Observations

One (1) staff member in the office of Computer & IT Services is focused on supporting Instructional Technology at EWC. Responsibilities include Help Desk services for student and faculty login and Canvas LMS support. It was reported that there are not many Instructional Technology issues and there is no official Help Desk software.

Faculty do not interact much with Colleague, they primarily interact with Canvas. Students are not updating address information using Self-Service. Instead they are making updates in Canvas.

Test grades and assignments are maintained in Canvas and final grades in Colleague. Changes, such as dropped courses are updated in Canvas from Colleague once an hour.



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Classrooms are equipped with projection systems and Starboard technology. A store of laptop computers are available for faculty checkout. Also, faculty are provided access to computers for graphic, audio and video editing and are mostly self-sufficient at developing courses.

Individual and group training is conducted for:

- Interactive video classroom
- Distance delivery strategies and technologies
- Webpage creation

Challenges

- Integration - Many months were devoted to automating account creation using SQL and creating an API to transition data from Colleague to Canvas. Existing tools are available in the Colleague application to perform these functions and require significantly less time to implement.

Best Practice Recommendations

- Implement Colleague Integration Tools:
 - Schedule a process to create student accounts in Active Directory.
 - Use Communications Management to send username and password information to students,
 - Investigate Colleague's capabilities to populate data in the Canvas LMS.
- Investigate Canvas's Integration Tools:
 - Evaluate Canvas's ability to update data in Colleague.

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RECOMMENDATIONS SUMMARY

Following are our recommendations summarized by category for quick reference.

IT Support Structure and Planning Strategies

- Implement IT Governance Structure
- Engage additional staff/services to provide fundamental IT services and support to functional area processes
- Utilize a structured approach for project management and change management

Staff Development and Training Programs

- Form staff development and mentoring programs
- Create Colleague training plans for functional area staff
- Document processes for ongoing operations and knowledge transfer
- Encourage cross departmental communication and interaction

IT Initiatives to Complete

- Upgrade the Server Farm to Windows Server 2016
- Finish the Windows 10 Migration Project
- Implement VPN for Secure Remote Access

Colleague Modules to Implement/Reimplement

- Communications Management (all areas except Financial Aid where it is already in use)
- Student Organizations and Activities
- Advising
- Residence Life

Utilize Colleague Delivered Functionality

- Creation of faculty, staff, and student Active Directory (AD) accounts
- Changes in the student status, i.e., "Move to Student"
- Student notifications including EWC username password information
- Sponsor Billing
- Deregistration
- Requisition Processing
- Online form for drop/withdrawal process
- Expire incomplete "I" grades to "W"/"F" grades
- Student Refunds
- Enrollment and IPEDS Reporting
- Student Planning Online Catalog Capability
- Outside Scholarship Activities to increase donations
- WebAdvisor Online Registration and Block Registration for Workforce Development and Adult Education students
- Future: Student Planning Course Forecasting
- Future: Roll Course Schedules from Previous Terms

Eastern Wyoming College Colleague Assessment



Opportunities to Automate and Adjust Processes to Maximize Efficiency

- Implement Radius Enrollment Funnel
- Minimize Duplicate Records
- Secure Room Keys
- Supplement Business Office CROA Reports with Real-Time Reports
- Implement Early Alerts System
- Automate Finding Missing SSN's for 1098-T Processing
- Accept Online Payments for Housing Deposits and other Deposits
- Maximize Direct Deposit for Students and Vendors
- Implement Card Swipe Capabilities
- Simplify Leave Benefits
- Monitor College Work Study Limits
- Develop Payroll Accrual Subroutine
- Minimize Preprinted Forms
- Optimize Accounts Payable Processes to Realize Vendor Discounts
- Aggregate FAFSA Data
- Resolve ID Point of Sale Issue
- Automated Custom Processes:
 - Faculty Verification of Student Rosters
 - Graduation Processes
 - Wyoming Benefits Calculations
 - Adjunct Pay Processing

Integration Opportunities

- Radius with Colleague
- PeopleAdmin with Colleague
- Colleague Admissions with Housing Processes
- Colleague with Canvas
- Datacard with Colleague (ID Photos)
- ACCUPLACER with Colleague
- Colleague with Laces
- Future: Badging System with Datacard (ID Card Door Access)

Opportunities for Cloud-Based Applications

- Office365 Email for Faculty, Staff, and possibly Students
- Photo Storage
- Web Streaming
- Host Colleague Servers
- Telecommunications

Third-Party Applications to Investigate

- Help Desk software
- Software to automate Bookstore Charges

Eastern Wyoming College Colleague Assessment



RECOMMENDATIONS ROADMAP

While many opportunities for improvement have been identified in the assessment, a thorough Business Process Analysis (BPA) is recommended for each functional area to review processes in detail and determine best fit re-engineered solutions, as needed. Shown here is our recommended Roadmap for addressing EWC's goals.

High Priority Items

- Address IT Governance, Services, and Staffing Issues
- Develop Colleague Staff Development and Training Plans
- Boost Enrollment Processes
 - Implement Colleague Communications Management
 - Utilized Radius to Develop an Enrollment Funnel
- Boost Retention Initiatives
 - Leverage Technology to more Fully Engage Students
- Fully Implement Colleague modules (BPAs are included in this initiative)
- Maximize Colleague delivered functionality (BPAs are included in this initiative)
- Complete IT Projects - Server Upgrade, Windows 10, and Implement VPN
- Automate Processes, where possible

Long-Term Initiatives

- Business Intelligence to Support Executive Decision Making
- Strategic Enrollment Management
- Document Imaging and Workflow System
- Badging System
- Regular Audits to Ascertain Overall System Health
- Project Management and Change Management Processes
- SharePoint Collaboration Application

Eastern Wyoming College Colleague Assessment



Dynamic Campus Service Solutions

Dynamic Campus was founded in 2002 and has been solely focused on serving Higher Education for seventeen (17) years. During our tenure we have helped hundreds of colleges and universities optimize their enterprise system processes and operations. We have the expertise to assist with providing solutions that support all the *Best Practice Recommendations* described for each area in this report including any custom development to reduce risk and significantly improve processes, services, and outcomes. The graph below illustrates the services we provide.



Eastern Wyoming College Colleague Assessment



CONCLUSION

Thank you for your review of this assessment and our recommendations for improvements. Over a brief two-day period, we found many opportunities for positive change that will propel EWC forward quickly as well as possibilities for long-term improvements.

We are aware that scarce availability of experienced IT and Colleague professionals in the local area is an ongoing challenge that EWC faces. So please know that Dynamic Campus stands ready to provide firsthand experience, and professional and technical expertise for high-performance learning and administrative environments through the innovative application of information technology. We are happy to provide additional information and answer any questions you may have. If requested, we can provide a proposal for the services recommended in this report that is tailored specifically to meet EWC's requirements.

Eastern Wyoming College

MARKETING GOALS & STRATEGIES

FY 2025- 2027



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Overview



- Background
 - Communication Audit
 - Market Research: Target Audience, Competitive Analysis
 - Communication Team
- Framework and Key Messages = Consistency
- Measurable Goals & Strategies
- Action Plan
- Metrics for Success
- Next Steps
 - Workshops
 - Quarterly Meetings of Communication Team



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Marketing Goals Align with College Strategic Goals

1	Ensure student success	→ Increase enrollment
2	Develop and sustain resources for the future	→ Enhance community engagement
3	Create a culture of organizational excellence	→ Enhance internal communication



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EWC Marketing Framework

<p>TARGET AUDIENCE <i>(who is most attracted to our college):</i></p>	<p>Because we believe everyone deserves access to a quality, affordable education that prepares them for success in the workforce or higher education,</p>
<p>FRAME-OF-REFERENCE <i>(who we are):</i></p>	<p>Eastern Wyoming College is a local leader in applied learning, offering a supportive environment for academic, personal, and professional growth through hands-on, career-focused programs,</p>
<p>POINT-OF-DIFFERENCE <i>(what makes us special):</i></p>	<p>including opportunities like gunsmithing, Veterinary Technology, cosmetology, agriculture, nursing, and medical assisting, as well as seamless transfer pathways for students pursuing advanced degrees,</p>
<p>BENEFIT <i>(why what we do is unique):</i></p>	<p>empowering students to gain real-world experience, build rewarding careers, strengthen local industries, and contribute to their communities while staying close to home.</p>



Key Messages

Supportive Environment:

- Eastern Wyoming College features small class sizes, dedicated faculty, and personalized support to foster academic success and career readiness.

Applied Learning:

- Gain real-world experience while earning your degree.
- EWC's hands-on training prepares students for immediate entry into the workforce with practical, career-ready skills.

Transfer Programs:

- Your pathway to a college degree starts here
- With robust transfer agreements, EWC ensures students can smoothly transition to 4-year institutions after earning an associate degree.

Career-Ready Graduates:

- Programs in agriculture, healthcare, and skilled trades ensure students are prepared to thrive in high-demand fields.

Welcoming Atmosphere:

- EWC is a place where you will find a sense of belonging.
- EWC is a safe, caring environment.

Quality Education:

- Highly qualified professors prepare students to be the best they can be in their chosen fields of study. These professors take a great interest in their students' success. Their students' success is the top priority.
- The programs integrate technology and sustainable practices, equipping students for successful careers.

Community and Career Focus:

- EWC: Serving Eastern Wyoming with Education, Support, and Careers.
- EWC positions itself as the local, affordable, and practical choice for students seeking to gain skills that benefit their communities.

Local Impact, Global Opportunities:

- EWC strengthens local industries and communities while providing students with the skills to compete in a competitive job market.



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Marketing Goals

1. Increase Enrollment:

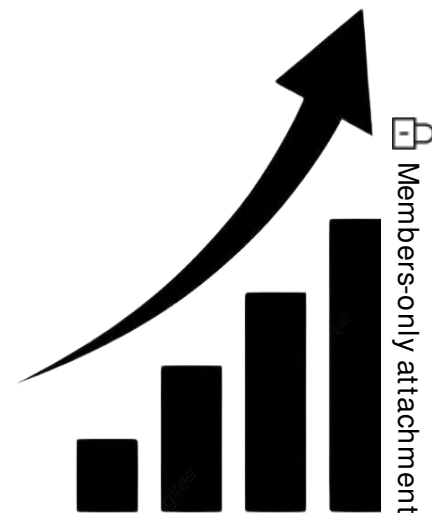
To grow student credit hour enrollment by 3.5% by FY26 and 5% by FY27, the college will launch a multi-channel marketing campaign by Fall 2025 targeting prospective students across Wyoming and neighboring states. Campaign efforts will include segmented digital advertising tailored to programs like healthcare, ag-tech, and the trades, as well as retargeting strategies for high-intent audiences. Performance will be assessed quarterly through FY27.

2. Enhance Community Engagement:

To strengthen local ties and increase visibility, the college will host four annual community-focused events starting in September 2025, such as Lancer Day, the Ag Showcase, and alumni receptions. These events aim to grow attendance by 20% annually and generate at least 10 earned media stories each year. Partnerships with local media and civic organizations will be leveraged to maximize outreach and participation.

3. Enhance Internal Communication:

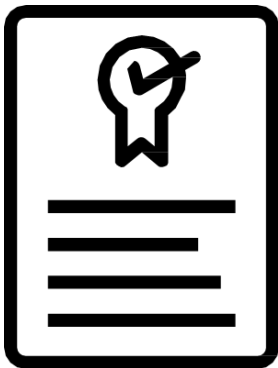
Supporting employee retention and recruitment, the college will launch internal marketing initiatives including newsletters, welcome kits for new hires, and faculty/staff spotlights on social media. A pilot program will begin in Spring 2026 with the goal of improving employee communication satisfaction scores by 20% by FY26. Efforts will be implemented using current staff and in collaboration with Human Resources, with an initial evaluation set for July 2026.



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Action Plan

- Tactics
- Action Items
- Timeline
- Responsible



Tactics

- Planning
- Website Updates
- Style Guide
- Digital Ads
- Media Outreach
- Video
- Presentations, Visits
- Virtual Information Sessions
- Community Events
- Scholarships and Incentive
- Program Launch
- Social Media
- Email Marketing



Marketing Metrics



Metric	Report Frequency
<ul style="list-style-type: none">• Website traffic• Social media engagement• Ad performance	Monthly
<ul style="list-style-type: none">• High school outreach events• Scholarship applications• Employer partnerships	Quarterly
<ul style="list-style-type: none">• Marketing spend vs. Attendance/enrollment• Overall enrollment growth• Program awareness• Community engagement	Annually



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Moving Forward Together



These strategic initiatives will position Eastern Wyoming College for growth, community leadership, and continued student success.

The EWC Marketing Team has developed several tools for use by anyone in the organization to implement these strategies.

The Communication Team will review the plan in detail, suggest additions or modifications, and meet regularly to measure progress.

MARKETING TOOLS

- ☐ Brand Narrative
- ☐ Style Sheet (logos, colors, fonts)
- ☐ Marketing Campaign Outline
- ☐ Flyer Template
- ☐ Press Release Template
- ☐ Marketing Scorecard



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Thank you!

Please feel contact the
Marketing and Media Department
with any questions:

marketing@ewc.wy.edu



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