PURPOSE

Creating new opportunities for current and future generations of Wyomingites by ADDING VALUE to Wyoming's core industries and LEVERAGING them to ACTIVATE new economic sectors

VISION

Realize diverse, broad and lasting growth so that Wyoming can prosper no matter the economic climate or status of individual sectors

ADD VALUE

TO CORE INDUSTRIES

natural resources | tourism and outdoor recreation | agriculture

- Drive innovation to create new markets for Wyoming extracted and grown goods
- Increase access to domestic and international export markets for core industries
- Foster startups in core industries
- Recruit companies and offices that employ highlyskilled and highly-educated workforce in core sectors
- Use Wyoming's advantages in tourism and outdoor recreation to attract workforce
- Encourage development of new technology to create new expansion opportunities
- Transform disruption into new economic opportunity

ACTIVATE

NEW ECONOMIC SECTORS

healthcare | financial, scientific and professional services | digital and technology | arts and culture | advanced manufacturing

- Create a vibrant community of startups and investors and capital
- Develop a culture of innovation that attracts transformative companies and people to Wyoming
- Help existing knowledge, creative and advanced manufacturing businesses expand
- Market Wyoming's knowledge, creative, and advanced manufacturing economy
- Recruit companies in new sectors
- Invest in amenities like downtowns, connectivity and recreation that draw and retain knowledge, creative and advanced manufacturing workforce

LEVERAGE

LOCAL ECONOMIC DEVELOPMENT

- Foster a culture of regional connectedness among communities •
- Empower communities to sustainably develop their unique economies
- Work with partners to develop effective approaches to economic and community development in rural communities

PARTNERSHIPS

- Coordinate inter-agency plans and programming
- Align advisory and ad-hoc boards
- Increase communication across partnerships
- Increase alignment and clarity of roles and shared objectives

INVESTMENTS AND SERVICES

- Revise programs to create investments with expected and measured return
- Develop services that clearly meet the needs of business, industry and partners
- Regularly review performance and adjust the portfolio and budget accordingly

EXPERTISE

- Leverage industrial expertise to add value core industries and activate new ones
- Increase functional expertise in key areas of economic development: innovation, supply chain, start-ups, market development, workforce, amenities, infrastructure, business recruiting, finance

WHO WE SERVE

businesses

provide individualized support, connection and tools that help businesses grow and thrive in changing markets and economies

entrepreneurs and startups

cultivate and provide the culture, networking opportunities and resources that help entrepreneurs start and grow businesses in Wyoming

industry

develop and provide connections to resources and enablers like workforce, innovation, research and training that help target industries expand

communities

deliver accessible services, tools, opportunities and amenities that enable growth of local economies and participation in global economies

CURRENT AND FUTURE GENERATIONS OF WYOMINGITES

Top Skill Cluster Roles

Sales: Forecasting, Sales Process, and Strategic Planning

Finance: Accounting and Budgeting

Business: Warehousing, Reverse Logistics & Performance Management

Business: Operations and Project Management

Finance: Investments, Wealth Management, and Financial Planning

Business: Change Management, Business Process, and Lean Six Sigma

Finance: Investments, Portfolios, and Risk Management

Finance: Tax Preparation and Compliance

Legal: Corporate Laws, Governance, and Compliance

Logistics: Lean Manufacturing, Kanban Principles, and Six Sigma

0M 1M 2M 3M 4M 5M 6M 7M 8ł Estimated US Demand

Important **roles** for developing Wyoming's finance & professional sector were identified from skill clusters based on analysis of job postings data. Demand was based on a nationwide review of representative industries, and indicates the relative importance of different roles. Roles are related to different **occupations** that were aggregated to describe needs in terms of BLS standard **occupations** (SOCS).

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI)

Top Occupations in Skill Cluster Roles

Accountants and Auditors (13-2011)

Managers, All Other (11-9199)

Sales Managers (11-2022)

Financial Managers (11-3031)

Securities, Commodities, and Financial Services Sales Agents (41-3031)

Lawyers (23-1011)

Management Analysts (13-1111)

General and Operations Managers (11-1021)

Personal Financial Advisors (13-2052)

First-Line Supervisors of Retail Sales Workers (41-1011)

Sales Representatives, Services, All Other (41-3099)

Financial Analysts (13-2051)

Business Operations Specialists, All Other (13-1199)

Sales Reps, Wholesale & Manufacturing, Technical & Scientific Products (41-4011)

Sales Engineers (41-9031)

Retail Salespersons (41-2031)

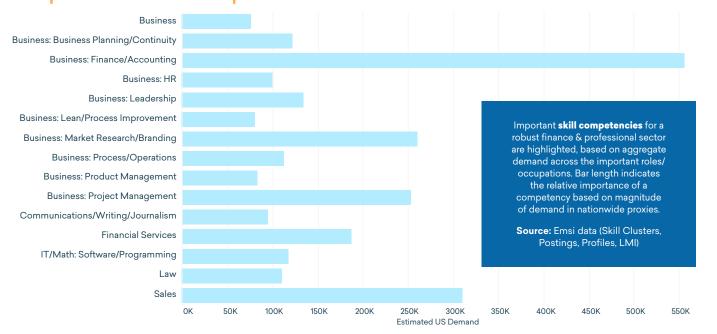
Customer Service Representatives (43-4051)

Paralegals and Legal Assistants (23-2011)

Sales Reps, Wholesale & Manufacturing, Except Technical & Scientific Products (41-4012)

Tax Preparers (13-2082)

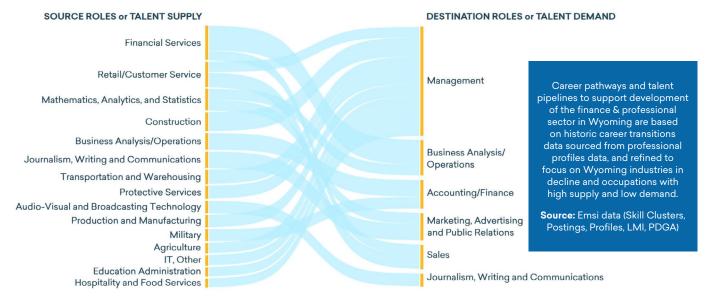
% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20% Percent of Estimated US Demand



Accountants and Auditors (13-2011) Lawyers (23-1011) 6 -16 Doctoral or Professional Managers, All Other (11-9199) 33 -102 Bachelor's Sales Managers (11-2022) 9 10 Bachelor's Financial Managers (11-3031) Securities, Commodities & Financial Services Sales Agents (41-3031) Marketing Managers (11-2021) Computer Occupations, All Other (15-1199) Management Analysts (13-1111) General and Operations Managers (11-1021) Personal Financial Advisors (13-2052) First-Line Supervisors of Retail Sales Workers (41-1011) Sales Representatives, Services, All Other (41-3099) Paralegals and Legal Assistants (23-2011) Financial Analysts (13-2051) Bachelor's Bachelor's
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Paralegals and Legal Assistants (23-2011) 1 39 Bachelor's
Financial Analysts (13-2051)
Tillational Full all States (10 2001)
Business Operations Specialists, All Other (13-1199) 17 46 Bachelor's
Sales Reps, Wholesale & Manufacturing, Technical & Scientific Products (41-4011) 16 Bachelor's
Sales Engineers (41-9031) 11 Bachelor's
Market Research Analysts and Marketing Specialists (13-1161) 12 13 Bachelor's

Important Occupations for a robust finance & professional sector were ranked and mapped to existing higher education programs in Wyoming. Shading indicates important areas with few existing programs available in the state. The Current Annual Gap (WY) indicates estimated number of annual openings in excess of annual supply (completions) for each occupation in Wyoming*, and Typical Education Level indicates typical educational expectations for hiring in the occupation.

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI, *Program Demand Gap Analysis)





Top Skill Cluster Roles

Production: Lean Manufacturing, Six Sigma Methods, and Product Quality

Logistics: Lean Manufacturing, Kanban Principles, and Six Sigma

Engineering: Lean Manufacturing and Six Sigma Methods

IT: Scrum Master and Project Management

Drafting: Computer-Aided Design, Machining, and Tooling

Engineering: Electronics Engineering and Product Development

Design: 3D Modeling, Drafting, and Industrial Design

Engineering: Aerospace Engineering, Avionics, and Systems Design

Drafting: Computer-Aided Design and Manufacturing

Software Development: Test Automation, Machine Learning, and Algorithms

Engineering: Robotics, Programmable Logic Controllers, and Control Systems

OM 1M 2M 3M 4M 5M 6M
Estimated US Demand

Important **roles** for developing Wyoming's advanced manufacturing sector were identified from skill clusters based on analysis of job postings data. Demand was based on a nationwide review of representative industries, and indicates the relative importance of different roles. Roles are related to different **occupations** that were aggregated to describe needs in terms of BLS standard **occupations** (SOCS).

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI)

Top Occupations in Skill Cluster Roles

Industrial Engineers (17-2112)

Mechanical Engineers (17-2141)

Mechanical Drafters (17-3013)

Computer Occupations, All Other (15-1199)

First-Line Supervisors of Production and Operating Workers (51-1011)

Electrical Engineers (17-2071)

Industrial Production Managers (11-3051)

Aerospace Engineers (17-2011)

Architectural and Civil Drafters (17-3011)

Multimedia Artists and Animators (27-1014)

Electronics Engineers, Except Computer (17-2072)

Graphic Designers (27-1024)

Computer and Information Systems Managers (11-3021)

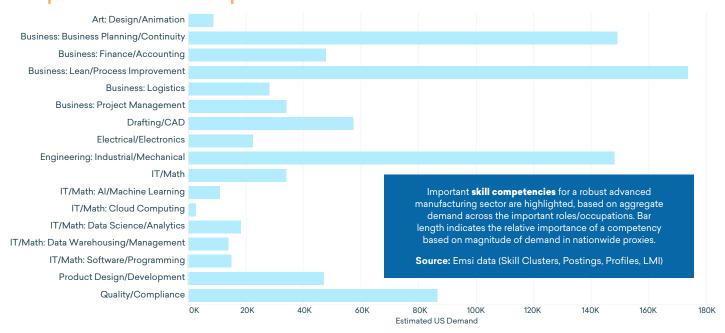
Commercial and Industrial Designers (27-1021)

Computer Hardware Engineers (17-2061)

Electrical and Electronics Engineering Technicians (17-3023)

Electrical and Electronics Drafters (17-3012)

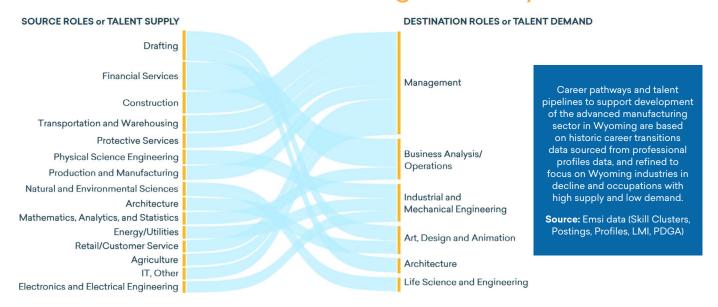
0% 5% 10% 15% 20% 25% 30% 35% Percent of Estimated US Demand



Important Occupations (SOCs) for Development of the Advanced manufacturing Sector	No. of Programs (WY)	Current Annual Gap (WY)	Typical Edu- cation Level (US)
Industrial Engineers (17-2112)	2	10	Bachelor's
Chemists (19-2031)	3	-2	Bachelor's
Mechanical Engineers (17-2141)	3	-1	Bachelor's
Mechanical Drafters (17-3013)	3	4	Bachelor's
Architectural and Civil Drafters (17-3011)	3	16	Bachelor's
Computer Occupations, All Other (15-1199)	27	-2	Bachelor's
Architects, Except Landscape and Naval (17-1011)	0	6	Bachelor's
Chemical Engineers (17-2041)	4	-1	Bachelor's
First-Line Supervisors of Production & Operating Workers (51-1011)	2	90	High School
Electrical Engineers (17-2071)	3	5	Bachelor's
Management Analysts (13-1111)	9	37	Bachelor's
Chemical Technicians (19-4031)	2	15	Bachelor's
Industrial Production Managers (11-3051)	7	12	Bachelor's
Managers, All Other (11-9199)	33	-102	Bachelor's
Medical Scientists, Except Epidemiologists (19-1042)	11	1	Doctoral or Professional
Environmental Engineers (17-2081)	9	5	Bachelor's
Purchasing Managers (11-3061)	1	3	Bachelor's
Maintenance and Repair Workers, General (49-9071)	11	72	High School
Aerospace Engineers (17-2011)	3	-1	Bachelor's
Logisticians (13-1081)	0	21	Bachelor's

Important Occupations for a robust advanced manufacturing sector were ranked and mapped to existing higher education programs in Wyoming. Shading indicates important areas with few existing programs available in the state. The Current Annual Gap (WY) indicates estimated number of annual openings in excess of annual supply (completions) for each occupation in Wyoming*, and Typical Education Level indicates typical educational expectations for hiring in the occupation.

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI, *Program Demand Gap Analysis)





Top Skill Cluster Roles

Design: Visual Communications, Photography, and Branding

Design: Front End Web Design

Communications: Journalism and Digital Content Production

Design: 3D Modeling, Drafting, and Industrial Design

Design: Animation and Computer Graphics

Design: Motion Graphic Design, Visual Effects, and Post-Production

Design: User Experience, Usability, and Prototyping

Multimedia Production: Photography and Cinematography

Entertainment: Music Production and Costume Design

Entertainment: Theater Production, Stage Lighting, and Stage Management

200K 250K 300K 350K Estimated US Demand

Top Occupations in Skill Cluster Roles

Graphic Designers (27-1024)

Producers and Directors (27-2012)

Multimedia Artists and Animators (27-1014)

Interior Designers (27-1025)

Commercial and Industrial Designers (27-1021)

Art Directors (27-1011)

Musicians and Singers (27-2042)

Costume Attendants (39-3092)

Music Directors and Composers (27-2041)

Fine Artists, Including Painters, Sculptors, and Illustrators (27-1013)

20%

25%

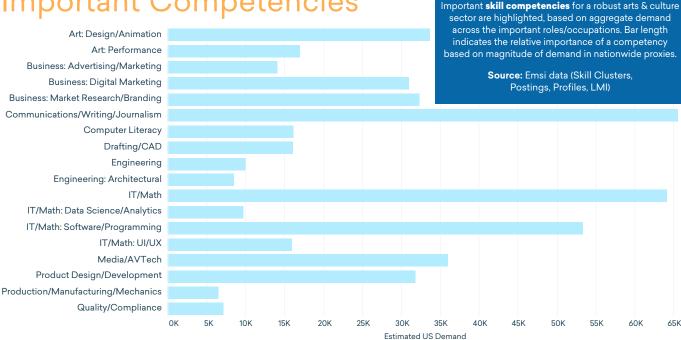
Percent of Estimated US Demand

30%

Fashion Designers (27-1022)

Important roles for developing Wyoming's arts & culture sector were identified from skill clusters based on analysis of job postings data. Demand was based on a nationwide review of representative industries, and indicates the relative importance of different roles. Roles are related to different **occupations** that were aggregated to describe needs in terms of BLS standard **occupations** (SOCS)

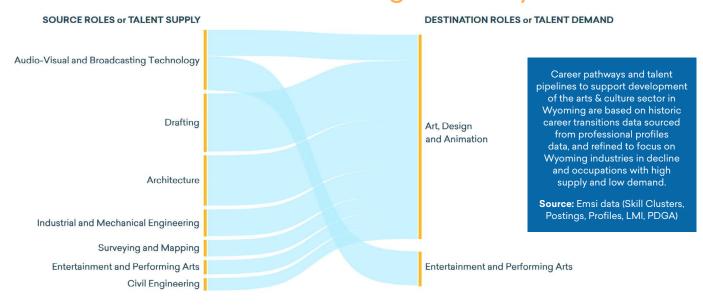
Source: Emsi data (Skill Clusters, Postings, Profiles, LMI)



Important Occupations (SOCs) for Development of the Arts & Culture Sector	No. of Programs (WY)	Current Annual Gap (WY)	Typical Edu- cation Level (US)
Graphic Designers (27-1024)	7	15	Bachelor's
Producers and Directors (27-2012)	10	4	Bachelor's
Multimedia Artists and Animators (27-1014)	6	2	Bachelor's
Interior Designers (27-1025)	0	6	Bachelor's
Commercial and Industrial Designers (27-1021)	6	6	Bachelor's
Art Directors (27-1011)	6	4	Bachelor's
Musicians and Singers (27-2042)	6	1	Bachelor's
Costume Attendants (39-3092)	2	1	Some College, No Degree
Music Directors and Composers (27-2041)	7	3	Bachelor's
Fine Artists, Including Painters, Sculptors, and Illustrators (27-1013)	4	4	Bachelor's
Fashion Designers (27-1022)	1	1	Bachelor's
Set and Exhibit Designers (27-1027)	6	2	Bachelor's
Dancers (27-2031)	4	2	Some College, No Degree
Makeup Artists, Theatrical and Performance (39-5091)	3	0	Some College, No Degree
Actors (27-2011)	3	3	Bachelor's
Models (41-9012)	0	1	Some College, No Degree
Craft Artists (27-1012)	3	4	Bachelor's

Important Occupations for a robust arts & culture sector were ranked and mapped to existing higher education programs in Wyoming. Shading indicates important areas with few existing programs available in the state. The Current Annual Gap (WY) indicates estimated number of annual openings in excess of annual supply (completions) for each occupation in Wyoming*, and Typical Education Level indicates typical educational expectations for hiring in the occupation.

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI, *Program Demand Gap Analysis)



Top Skill Cluster Roles

Logistics: Healthcare Supply Chain Management

Healthcare: Dental Technology and Sanitation

Healthcare: Medical Coding and Billing

Science: Medical Laboratory Services and Aseptic Processing

Healthcare: Surgical Procedures and Aseptic Techniques

Healthcare: Pharmacy Tech and Clerical Work

Healthcare: Sonography and Echocardiography

Healthcare: Strategic Planning and Health Administration

Healthcare: Dialysis, Hemodialysis, and Medical Technology

Healthcare: Utilization Management and Medical Management

OK 100K 200K 300K 400K 500K 600K 700K 800K 900K

OK 100K 200K 300K 400K 500K 600K 700K 800K 900K Estimated US Demand

Important **roles** for developing Wyoming's healthcare sector were identified from skill clusters based on analysis of job postings data. Demand was based on a nationwide review of representative industries, and indicates the relative importance of different roles. Roles are related to different **occupations** that were aggregated to describe needs in terms of BLS standard **occupations** (SOCS).

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI)

Top Occupations in Skill Cluster Roles

Medical and Health Services Managers (11-9111)

Medical Records and Health Information Technicians (29-2071)

Clinical Laboratory Technologists and Technicians (29-2018)

Diagnostic Medical Sonographers (29-2032)

Surgical Technologists (29-2055)

Pharmacy Technicians (29-2052)

Dental Assistants (31-9091)

Health Technologists and Technicians, All Other (29-2099)

Registered Nurses (29-1141)

Cardiovascular Technologists and Technicians (29-2031)

Dental Hygienists (29-2021)

Business Operations Specialists, All Other (13-1199)

Management Analysts (13-1111)

Dentists, General (29-1021)

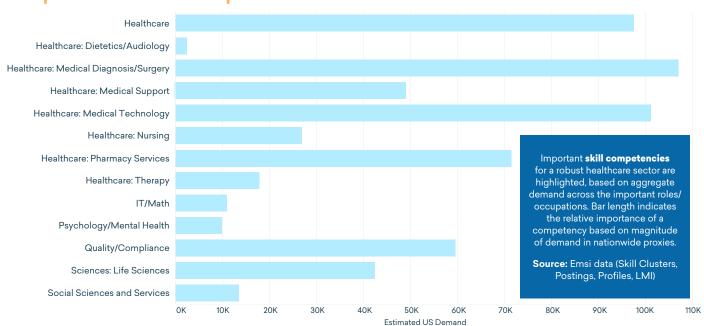
Radiologic Technologists (29-2034)

Financial Managers (11-3031)

Operations Research Analysts (15-2031)

Dental Laboratory Technicians (51-9081)

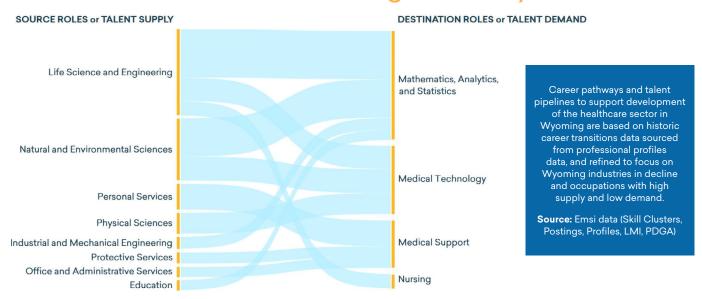
0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20% Percent of Estimated US Demand



Important Occupations (SOCs) for Development of the Healthcare Sector	No. of Programs (WY)	Current Annual Gap (WY)	Typical Education Level (US)
Medical and Health Services Managers (11-9111)	8	18	Bachelor's
Medical Records and Health Information Technicians (29-2071)	6	15	Some College
Clinical Laboratory Technologists and Technicians (29-2018)	8	19	Bachelor's
Diagnostic Medical Sonographers (29-2032)	2	0	Associate Degree
Surgical Technologists (29-2055)	3	11	Some College
Statisticians (15-2041)	8	-3	Bachelor's
Pharmacy Technicians (29-2052)	3	29	Some College
Phlebotomists (31-9097)	3	15	Some College
Health Technologists and Technicians, All Other (29-2099)	6	4	Some College
Dental Assistants (31-9091)	2	56	Some College
Medical Assistants (31-9092)	10	56	Some College
Registered Nurses (29-1141)	4	208	Bachelor's
Veterinary Technologists and Technicians (29-2056)	3	7	Some College
Cardiovascular Technologists and Technicians (29-2031)	1	3	Associate Degree
Dental Hygienists (29-2021)	1	-13	Associate Degree
Business Operations Specialists, All Other (13-1199)	17	46	Bachelor's
Management Analysts (13-1111)	9	37	Bachelor's
Dentists, General (29-1021)	1	15	Doctoral or Professional
Healthcare Support Workers, All Other (31-9099)	2	15	Some College
Computer and Information Research Scientists (15-1111)	6	0	Bachelor's

Important Occupations for a robust healthcare sector were ranked and mapped to existing higher education programs in Wyoming. Shading indicates important areas with few existing programs available in the state. The Current Annual Gap (WY) indicates estimated number of annual openings in excess of annual supply (completions) for each occupation in Wyoming*, and Typical Education Level indicates typical educational expectations for hiring in the occupation.

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI, *Program Demand Gap Analysis)



Top Skill Cluster Roles

Marketing: Product Marketing and Management

IT Systems: Cyber Security and Incident Response

IT Systems: DevOps, Continuous Integration, and Configuration Management

IT Support: Product Support and Customer Relationship Management

Software Development: Java Development and Application Servers

Software Development: Test Automation, Continuous Integration, and Scrum

Engineering: Electronics Engineering and Product Development

Software Development: Mobile App Development and UI/UX Design

Design: User Experience, Usability, and Prototyping

Design: UI/UX Research and Information Architecture

0K 100K 200K 300K 400K 500K 600K 700K 800K 900K 1000K 1100K Estimated US Demand

Important **roles** for developing Wyoming's digital & technology sector were identified from skill clusters based on analysis of job postings data. Demand was based on a nationwide review of representative industries, and indicates the relative importance of different roles. Roles are related to different **occupations** that were aggregated to describe needs in terms of BLS standard **occupations** (SOCS).

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI)

Top Occupations in Skill Cluster Roles

Information Security Analysts (15-1122)

Software Developers, Applications (15-1132)

Computer Occupations, All Other (15-1199)

Industrial Engineers (17-2112)

Marketing Managers (11-2021)

Computer User Support Specialists (15-1151)

Electrical Engineers (17-2071)

Web Developers(15-1134)

Graphic Designers (27-1024)

Electronics Engineers, Except Computer (17-2072)

Network and Computer Systems Administrators (15-1142)

Computer Hardware Engineers (17-2061)

Commercial and Industrial Designers (27-1021)

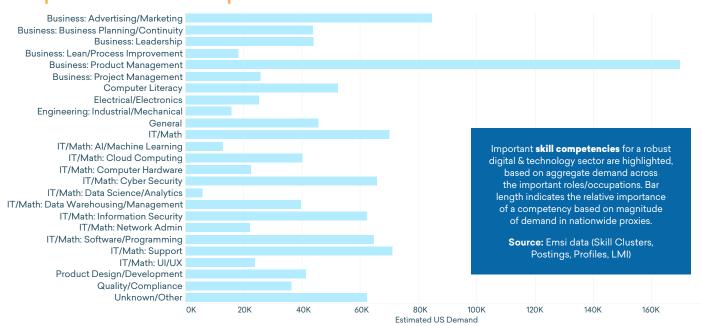
Market Research Analysts and Marketing Specialists (13-1161)

Electrical and Electronics Engineering Technicians (17-3023)

Software Developers, Systems Software (15-1133)

0% 2% 4% 6% 8% 10% 12% 14% 16% 18% 20%

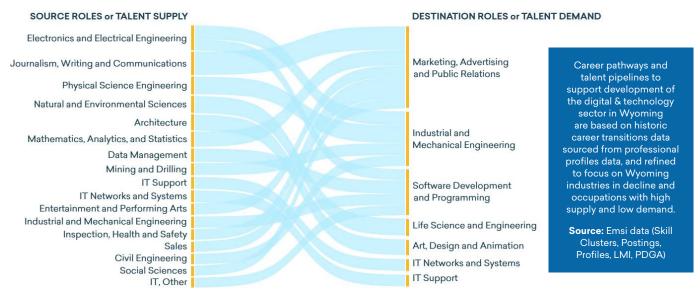
Percent of Estimated US Demand



Important Occupations (socs) for Development of the Digital & Technology Sector	No. of Programs (WY)	Current Annual Gap (WY)	Typical Edu- cation Level (US)
Computer and Information Research Scientists (15-1111)	6	0	Bachelor's
Database Administrators (15-1141)	6	8	Bachelor's
Information Security Analysts (15-1122)	7	3	Bachelor's
Software Developers, Applications (15-1132)	7	19	Bachelor's
Computer Occupations, All Other (15-1199)	27	-2	Bachelor's
Industrial Engineers (17-2112)	2	10	Bachelor's
Mechanical Drafters (17-3013)	3	4	Bachelor's
Statisticians (15-2041)	8	-3	Bachelor's
Marketing Managers (11-2021)	8	5	Bachelor's
Computer User Support Specialists (15-1151)	13	30	Bachelor's
Electrical Engineers (17-2071)	3	5	Bachelor's
Web Developers (15-1134)	8	9	Bachelor's
Architectural and Civil Drafters (17-3011)	3	16	Bachelor's
Medical Scientists, Except Epidemiologists (19-1042)	11	1	Doctoral or Professional
Graphic Designers (27-1024)	7	15	Bachelor's
Mechanical Engineers (17-2141)	3	-1	Bachelor's
Computer and Information Systems Managers (11-3021)	12	11	Bachelor's
Electronics Engineers, Except Computer (17-2072)	2	2	Bachelor's
Electrical and Electronics Drafters (17-3012)	3	2	Bachelor's
Biological Scientists, All Other (19-1029)	10	0	Bachelor's

Important Occupations for a robust digital & technology sector were ranked and mapped to existing higher education programs in Wyoming. Shading indicates important areas with few existing programs available in the state. The Current Annual Gap (WY) indicates estimated number of annual openings in excess of annual supply (completions) for each occupation in Wyoming*, and Typical Education Level indicates typical educational expectations for hiring in the occupation.

Source: Emsi data (Skill Clusters, Postings, Profiles, LMI, *Program Demand Gap Analysis)





House of ENDOW

ENDOW aims to promote broad, lasting economic growth at the state and local levels. ENDOW is an opportunity to take the reins and realize a future where our state can prosper no matter what the economic climate or trend in commodity prices.

We have envisioned the structure of ENDOW as a house. This visual representation is intended to help communicate our plans and guide our work. The aspirations and actions of our 20-Year Economic Diversification Strategy – detailed in the next section of this document – are organized around this structure.

Five Building Blocks serve as the foundation of ENDOW: Workforce and Education, Health and Quality of Life, Infrastructure, Entrepreneurial Ecosystem, and State Capabilities. These Building Blocks support and fuel the pillars of ENDOW: Advanced Manufacturing, Agriculture (Sustainable Harvest), Knowledge and Creative (Healthcare, Financial Services, Digital, Arts and Cultural), Natural Resources, and Tourism and Recreation

It is these Engines that will create economic opportunity and job growth and shelter Wyoming from future economic volatility over time. The Building Blocks are absolutely essential for the next-generation engines to thrive and prosper. If we do not invest in them, Wyoming's economic engines, existing or prospective, will struggle, sputter or fail.

