



INSTITUTIONAL TRANSFORMATION

**Advisory
Committee**

AGENDA

- **Welcome and Introductions**
- **Overview of the Transformation Process**
- **Advisory Committee Role**
- **Core Models (Strategic Options)**
- **Next Steps**

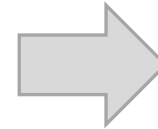
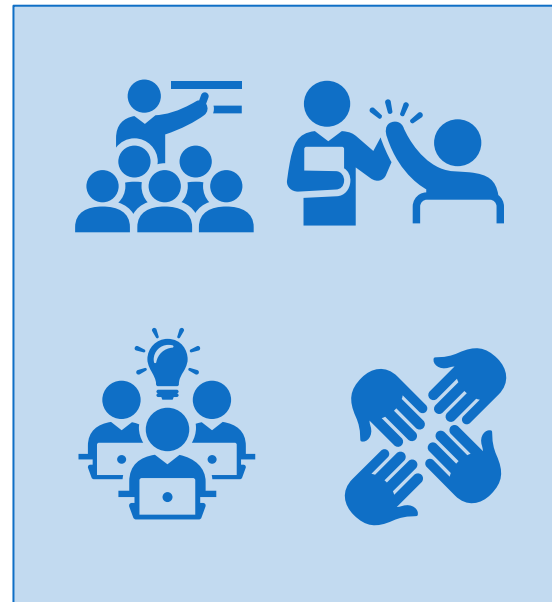
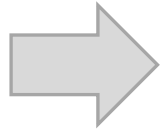
OVERVIEW OF INSTITUTIONAL TRANSFORMATION PROCESS

WHAT IS INSTITUTIONAL TRANSFORMATION?

Northwest
College...

Leveraging its unique
capabilities and
reimagining its offerings...

To position itself as an attractive option
in the student marketplace and grow
toward financial self-sufficiency.



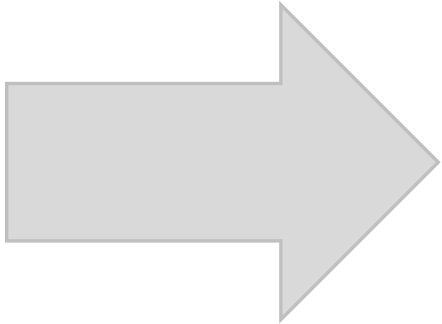
PHASE 1 & 2 IDENTIFIES MARKET OPPORTUNITIES



**Market Opportunity &
Positioning**

The collective visioning and scanning phases will clarify what NWC's market opportunities are and how to position NWC in the external market.

PHASE 3 BUILDS COLLABORATIVE ROADMAP FOR MARKET POSITIONING



Align College's Value Proposition & Offerings with Target Markets through Recruitment, Branding & Marketing

FUTURE SUMMIT IMPACT STATEMENTS

TOP 5 THEMES

29%

of votes

Renaming and Rebranding Northwest College

The College's unique geographical locations provides an opportunities to differentiate it from other Colleges making it a destination for in-state and out-of-state students.

21%

of votes

Academic Program & Delivery Redesign

Redesigning Northwest College's curriculum and academic programs to align with labor market demands, create flexible pathways for students, and package them in ways that accelerate students entry into the workforce.

21%

of votes

Workforce & Community Partnerships

Engaging employers & community partners to leverage resources, support learning, and increase enrollment. Building partnerships with the hospitality, renewable energy, and remote work industries are key opportunities.

17%

of votes

Experiential & Applied Learning

Integrating experiential & applied learning fully into the NWC curriculum while also using regional assets to host field research and study for NWC students and students enrolled elsewhere.

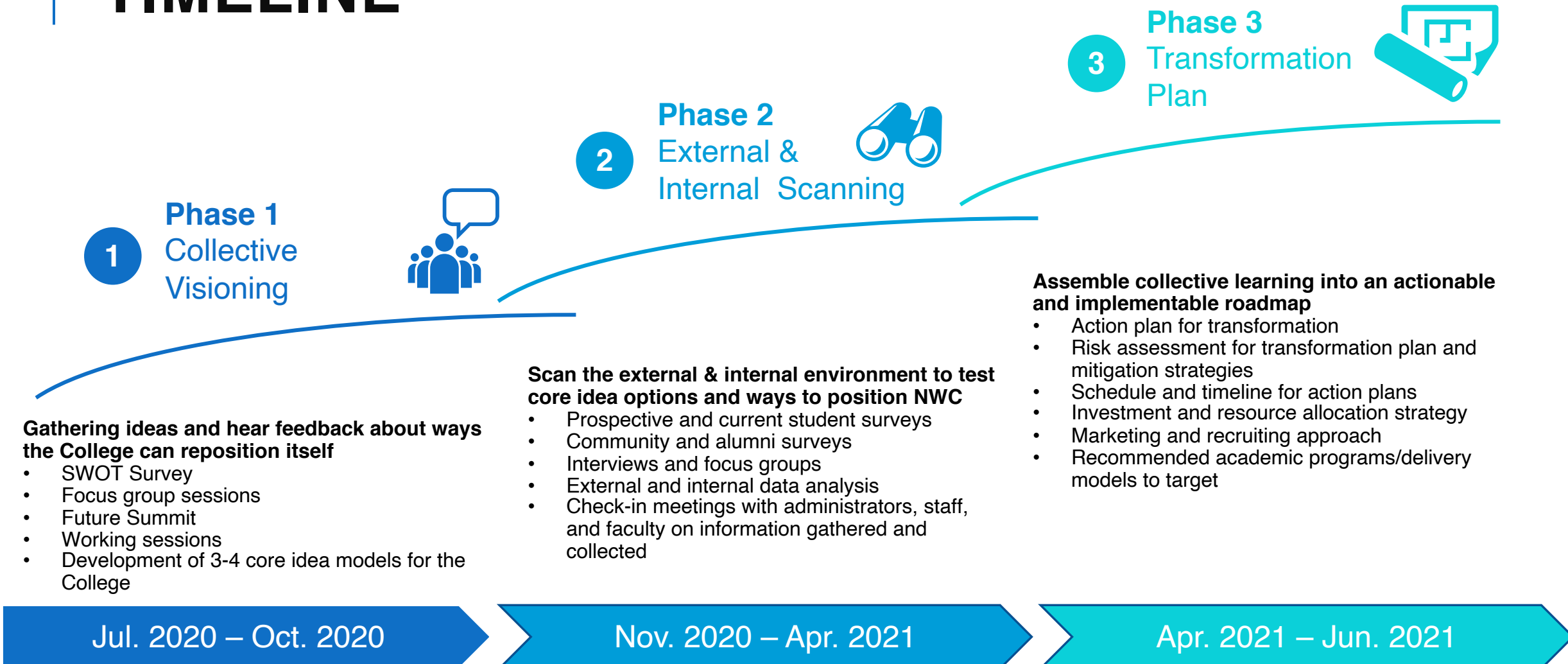
11%

of votes

Awareness & Community Engagement

Telling the story of the College's unique position can help create an identity that attracts students outside the service area while engaging the community can deepen NWC's enrollment footprint.

INSTITUTIONAL TRANSFORMATION TIMELINE



ADVISORY COMMITTEE MEETINGS

ADVISORY COMMITTEE ROLE

- Partner with CampusWorks to analyze and strategize about Northwest's Strategic Position
- Offer feedback, insights, and guidance on data that is presented and offered through the Advisory Committee
- Offer sponsorship and support for this process
- Serve as an ambassador and champion for the transformation process

CORE IDEA MODELS

CORE IDEA MODEL OPTIONS NORTHWEST COLLEGE



Destination Model

Provide a distinctive learning experience for those seeking to enjoy, work and live in the Yellowstone ecosystem.



Workforce Hub Model

Serve as an engine and agenda-setter for regional talent development and growth through strategic alliances and coalitions.



Pathways Model

Provide a flexible and engaging education pathway accessible at every stage of life.



Distinctive Program Model

Serve as a source of authority and reputation leader in targeted programs or learning practices.

DESTINATION MODEL

Focal Point: Provide a distinctive learning experience for those seeking to enjoy, work, and live in the Yellowstone ecosystem



Possible Enrollment Markets

- **Segmentation/Market Positioning:** Niche markets with specific interests
- **Potential Audiences & Goals:**
 - High school, college, and medical school students taking a gap year
 - Out-of-state outdoor adventurers (traditional students, etc.)
 - Travel learners (retirees and hobby learners)
 - International students



Program & Curricular Framework

- **Impact on Program Development:** Limited to new programs, targeted existing programs, and some course redesign
- **Curricular Focus:** Emphasis on integrating destination themes, immersion, and experiential learning into curriculum
- **Credential Scaffolding:** Degrees, certificates, & experiences (no credential sought)
- **Delivery Modes:** Campus, off-site destinations, online/blended learning, low-residency online programs



Key Advantages to Leverage

- **Tangibles**
 - Distance from Yellowstone & other natural features
 - Excess residential capacity
 - Presence of cultural, tourism, & hospitality partners
- **Intangibles**
 - Existing faculty experience
 - Existing student programming centered on the Yellowstone experience

PATHWAYS MODEL

Focal Point: Provide a flexible, engaging education pathway accessible at every stage of life



Possible Enrollment Markets

- **Segmentation/Market Positioning:** Broad market positioning to traditional and adult students
- **Potential Goals & Audiences:**
 - Workers who are considering changing their career
 - Workers who are considering upgrading their pay or performance
 - Prospective students with limited access to physical campuses
 - Prospective/current remote workers



Program & Curricular Framework

- **Impact on Program Development:** Universal, but limited redesign
- **Program Development:** Unbundling content into shorter iterations and flexible sequencing of gen. ed. & discipline specific courses
- **Curricular Focus:** Emphasis on iterative development
- **Delivery Modes:** Blended/online learning
- **Credentialing Scaffold:** Vertical and horizontal stackable credentials; micro-credentials and smaller learning units than credit hours



Key Advantages to Leverage

- **Tangibles**
 - NWC online enrollment growth
 - NC-SARA approval for out-of-state distance learning
 - Career counseling staff and strength in student success
 - Low tuition pricing & ability to create flexible payment options
- **Intangibles**
 - Strong network of successful & committed alumni volunteers
 - Strong focus on student life, success, & belonging

WORKFORCE HUB MODEL

Focal Point: Serve as an engine and agenda-setter for regional talent development and growth



Possible Enrollment Markets

- **Segmentation/Market Positioning:** Broad market positioning to traditional and adult students
- **Potential Goals:**
 - Accelerate ability to earn a living/family-sustaining wage
 - Employers and small businesses with upskilling and training needs
 - Job training and unemployment centers



Program & Curricular Framework

- **Impact on Program Development:** Limited to new programs & existing programs with modest redesign; new/expanded entrepreneurship and/or workforce centers & services
- **Curricular Focus:** Emphasis on skill accumulation and verification
- **Credential Scaffolding:** Stackable credentials (vertical/horizontal); pathways from non-credit to credit degree offerings
- **Delivery Modes:** Online, satellite, business/organization training sites



Key Advantages to Leverage

- **Tangibles**
 - Increase in workforce certificates/credentials
 - Expanded non-credit, online offerings at NWC's CTL
 - Existing satellite locations
 - Guided pathway program mapping
- **Intangibles**
 - Community support for strong workforce partnerships
 - WY's workforce & educational attainment policies

DISTINCTIVE PROGRAM MODEL

Focal Point: To be a source of authority & reputation leader in targeted programs or learning practices



Possible Enrollment Markets

- **Segmentation/Market Positioning:** Broad market for traditional students and niche markets (based on design of distinctive program)
- **Potential Audiences & Goals:**
 - Niche markets seeking specialized academic degree (specialized academic program)
 - Academically undecided students (gen. ed. redesign)
 - Prospects seeking strong residential programs (traditional & international students)



Program & Curricular Framework

- **Impact on Program Development:** Either universal redesign in general ed curriculum or limited impact on new/existing target programs
- **Curricular Focus:** General ed course redesign, niche specialization in academic program, or interdisciplinary program for hybrid careers
- **Credential Scaffolding:** Degrees, certificates
- **Delivery Modes:** Campus-based, blended/hybrid online learning,



Key Advantages to Leverage

- **Tangibles**
 - Reputation for strong transfer programs and student success (e.g., peer mentoring, FYE, co-requisite remediation)
 - Existing programs with unique characteristics
 - Teaching & Learning Center
- **Intangibles**
 - Strategic commitment to program innovation
 - Faculty experience in curricular & program redesign

NEXT STEPS

NEXT STEPS

- Follow-up question from today's conversation: What will it take for the College to offer collective leadership in setting the agenda for workforce development in the area?
- Review Initial Data in the Coming Weeks
- CampusWorks will be conducting the following data gathering pieces:
 - Interviews
 - Business/Community Needs Assessment
 - Prospective/Current Student Survey Data
 - Student Focus Groups