Comments Sorted by Question, then by Category, then by Theme, then by Group.

Question	Category	Theme	Comment	Group
Core Models	Destination	Destination could be exclusionary	Not a fan of destination model - could be exclusionary	C-Staff
Core Models	Destination	Destination leads to low persistence	Destination leads to low persistence. If they show up only because of where we are, they are less likely to stay if programs are weak; look at persistence rates in AK and HI	Faculty
Core Models	Destination	Destination may not attract many students	Destination #3 I don't think the enrollment is there for attracting many students outside of Basin	P-Staff
Core Models	Destination	Destination needs more than name change	1 destination must coincide with more than just a name change	Faculty
Core Models	Destination	Destination offers most growth potential	The destination model offers the most long term growth in regard to enrollment	P-Staff
Core Models	Destination	Destination requires money	Re: destination model; only applied to out-of-state/intl; requires $ to market or will not succeed	Faculty
Core Models	Destination	Focus on local area	Focus on our demographic area is key	C-Staff
Core Models	Destination	Use field station more	Field station is under used; every student should have trip to the field station to experience it; it is an asset we need to use more	Faculty
Core Models	Destination	Utilize our location	Utilizing our location will be a key and advertising factor is growth	Faculty
Core Models	Destination	Utilize our location	With the destination model I think we need to utilize the Yellowstone area as a school. I don't feel we use it enough as a school	P-Staff
Core Models	Distinctive Program	Distinctive program a big stretch	Distinctive program #4 this would be a "big stretch" for a 2 year community college and seems more appropriate for university or boutique liberal arts college	P-Staff
Core Models	Distinctive Program	Distinctive program not distinctive	There are hundreds of other schools that offer the distinctive program model that it feels cookie cutter	C-Staff
Core Models	Distinctive Program	Distinctive program part of other models	Distinctive Program Model is part of all the other core models	C-Staff
Core Models	Distinctive Program	Distinctive program too nebulous	4 distinctive program, this seems too nebulous, what constitutes distinctive?	Faculty
Core Models	Multiple	Already doing these	We have distinctive programs; we are doing pathways; [unreadable] workforce more (ranked 2)	Faculty
Core Models	Multiple	Need more information	Feel like I don't have my brain wrapped around these models	Faculty
Core Models	Multiple	Need more information	Not sure I understand pathways model without more info	Faculty
Core Models	Multiple	Need more information	Not sure here, need to research models more	Faculty
Core Models	Multiple	Need more information	I'm not sure on any of these until we have further dialog as an institution	P-Staff
Core Models	Multiple	Need more information	Maybe show more info on these models; I briefly saw slides, spend more time on them; I felt like I was just guessing at ranking them	P-Staff
Core Models	Multiple	Rebrand no matter what	Need to rebrand no matter the core model that is chosen, with or without a rename	P-Staff
Core Models	Multiple	Use combination of models	The models are great and it's hard to choose just one; perhaps it's wise/possible to cherry-pick from each one to create an original and ideal model for NWC	C-Staff
Core Models	Multiple	Use combination of models	Each one has a place and time to use in an efficient method	C-Staff
Core Models	Multiple	Use combination of models	We should focus on a couple of these and incorporate aspects of models we are not focused on	C-Staff
Core Models	Multiple	Use combination of models	My top three (pathways, destination, distinctive program) are even in my mind	P-Staff
Core Models	Multiple	Use combination of models	All 4 are needed	P-Staff
Core Models	Multiple	Use combination of models	Do pieces of all 4 models. Hard to decide between them	P-Staff
Core Models	Other	Leaders should decide	You decide. I'll work to take care of students	P-Staff
Core Models	Other	Liberal arts missing	Where did "hands-on liberal arts core" topic go?	Faculty
Core Models	Pathways	Already do pathways	3 pathways, we already do much of this	Faculty
Core Models	Pathways	Pathways easiest for students but limits choices	Data shows the pathways model to be what is most common/easy for students, but it also limits them from their choices	C-Staff
Core Models	Pathways	Pathways serves community	Pathways #1+++ serves local community, a big plus	P-Staff
Core Models	Pathways; Workforce Hub	Focus on Pathways and Workforce Hub	Important to focus on at least the top 2 (pathways, workforce hub)	C-Staff
Core Models	Workforce Hub	Capitalize on emerging workforce needs	2 workforce hub, we could capitalize on emerging workforce needs	Faculty
Core Models	Workforce Hub	Not enough capacity for workforce hub	I don't think there is enough capacity for workforce hub model. I like the idea of it but it seems limited in its scope	P-Staff
Core Models	Workforce Hub	Workforce hub seems limited	I like the idea of Workforce Hub but it seems limited in its scope	P-Staff
Core Models	Workforce Hub	Workforce important for Wyoming	Wyoming and the community college system, including NWC, will fail if we don't diversify industry and prepare the workforce accordingly	P-Staff
Core Models	Workforce Hub	Workforce will strengthen community	Supporting our workforce will strengthen our community relationships	Faculty
Further	Be flexible	Be flexible	A flexible option would work the best	C-Staff
Further	Be flexible	Be flexible	Making ourselves flexible so that anyone can achieve the programs we offer.	P-Staff
Further	Be flexible	Be flexible	Need to expand flexibility for non trads so pathway and distinctive programs	P-Staff
Further	Destination	Not all programming should be related to Destination	Not opposed to a program related to Yellowstone ecosystem, but not in favor of all programming being related to destination model	C-Staff
Further	Distinctive Program	Distinctive programs attract quality students	Distinctive programs attract quality students	Faculty
Further	Other	Do something!	Let's just do it already!	P-Staff
Further	Other	Get grants	Grants, programs built for workforce demand; grants for improvements around campus	Faculty
Further	Other	Thank you!	Thanks for presentation!	Faculty
Further	Other	Thank you!	Thanks for your efforts on this!	Faculty
Further	Pathways	Pathways can include workforce	Pathways can include workforce	Faculty
Further	Programs	Bring journalism/radio back	Bring journalism and radio programs back	C-Staff
Further	Programs	Bring journalism/radio back	With the comment on the school paper, I think it's important to bring back not just to reach out to community but also as a student voice; students are frustrated because they don't feel they have as much of a voice with the loss of the paper; I would not have it just as a club; It needs to be a credit course; students clubs have up and down interest and to do the work needed, they need the motivation of credit; the faculty member also needs it to be part of their load; that's far too much work to do as a club advisor, which would more or less be volunteered time	Faculty

Question	Category	Theme	Comment	Group
Further	Programs	Narrow our focus	We are at an existential moment in our college's history and must make serious changes to survive. This could mean reinventing ourselves as a very different institution with fewer areas of study and stronger core of very high quality offerings. Maybe just have 4 workforce programs: nursing, welding, criminal justice, media arts (new media with animation/graphic arts, photo, music tech - VR and game content creation, etc) with supporting gen ed offerings entirely online? My main concern is the sense of our response to budget cuts is the administrative equivalent of "Death by a thousand slices". Asking faculty/staff to do more with less is unsustainable and leads to burnout and ill will.	Faculty
Further	Programs	Narrow our focus	Narrowing our focus (specializing in our strengths) is important.	P-Staff
Further	Programs	Traditional classroom setting still our priority	A traditional classroom setting is still the #1 priority in our area with flexibility given with online options	P-Staff
Further	Rebrand/rename	Initially preferred renaming/rebranding, but now prefer other models	Coming into this meeting, I thought renaming/rebranding was the best thing to pursue; after listening today, I think that some of the other options are much better and we should pursue them first, specifically the online college possibility and workforce hub model	C-Staff
Further	Rebrand/rename	Rebrand/rename	Student in our service area are no different than those from other areas; many (majority) want to get away from where they currently live; we typically aren't going to get the best students from our area, they are going elsewhere; however, if things don't work out, they'll come here, after they've been somewhere else; we won't get the best students from Powell, but we might get the next tier down; perhaps those are the students we reach out to; regardless, this is a limited population, not one to sustain us; this is why recruiting beyond our service area is dire; Yellowstone College will do more for us there than our current moniker	Faculty
Further	Rebrand/rename	Rebrand/rename	Consider "Heart Mountain" name; Yellowstone is a common name too	Faculty
Further	Rebrand/rename	Rebrand/rename	We need to change our name to distinguish ourselves online and beyond our service area. Name change is the one thing we can control and don't have to rely on anything for approval	P-Staff
Further	Rebrand/rename	Rebrand/rename	Re: student interest, I hope through a rebrand or in a different way, we can attract more local students by reducing the stigma of community colleges	P-Staff
Further	Rebrand/rename	Rebrand/rename	Go Yellowstone Trappers	P-Staff
Further	Rebrand/rename	Rebranding not essential for growth	I don't know that rebranding is essential for growth; continuing to hammer away at what we excel at is a good place to start	C-Staff
Further	Recruiting	Recruit beyond service area	Student in our service area are no different than those from other areas; many (majority) want to get away from where they currently live; we typically aren't going to get the best students from our area, they are going elsewhere; however, if things don't work out, they'll come here, after they've been somewhere else; we won't get the best students from Powell, but we might get the next tier down; perhaps those are the students we reach out to; regardless, this is a limited population, not one to sustain us; this is why recruiting beyond our service area is dire; Yellowstone College will do more for us there than our current moniker	Faculty
Further	Recruiting	Recruit beyond service area	We need to support local workforce, but population levels bw, so we need to attract from outside - destination and pathways.	P-Staff
Further	Regional schools	Build relationships with regional schools	Reaching out and forming relationships at local middle/high schools in MT and WY	Faculty
Further	Regional schools	Build relationships with regional schools	Physical presence in high schools to increase enrollment	Faculty
Further	Regional schools	Build relationships with regional schools	Prioritizing recruiting and relationships with area HS is a key difference from the past	Faculty
Further	Regional schools	Build relationships with regional schools	Let and support faculty that want to recruit and visit area high schools	Faculty
Further	Stay local	Focus on local area	Keep us local. I think there is too much of desire to be more with UW from some people. We should stay local	P-Staff
Further	Student-led marketing	Let students help with marketing	Student led "hype"; funny posts (filled with excitement about our college will draw people, students love funny); for the college newspaper revival, have students from each department elected/appointed/or volunteer to highlight what is going on at NWC; make it a digital paper (free); or have sponsors advertise in our paper to cover the costs; have students create social media pages and create material for all departments at NWC; have students work with instructors to post weekly	Faculty
Further	Students and community	Focus on students and community	Focus on students and community	Faculty
Further	Workforce Hub	Help diversify local economy	If we don't act as a leading partner in diversifying the economy of Wyoming and the Big Horn Basin, all else is moot. There won't be any funding. Therefore, we need to step up in economic development, business partnerships, and workforce readiness	P-Staff
Further	Workforce Hub	More to college than creating workers	College is more than workforce development; microcredentials are great for that, but there's more to college than creating workers	Faculty
Further	Workforce Hub	Support local workforce	We need to support local workforce, but population levels bw, so we need to attract from outside - destination and pathways.	P-Staff
Mission	No	College hasn't figured out	No. I don't think we as a college have really figured that out or it's gotten lost	C-Staff
Mission	No	Not by memory	Mostly. I know the gist but not word for word	Faculty
Mission	No	Not by memory	No. I know where it is in my building, but I just take care of the students. Someone else figures this out.	P-Staff
Mission	No	Not by memory	No. Not by memory	P-Staff
Mission	No	Not by memory	No. Not word for word	P-Staff
Mission	No	Student and community focused	No. But is should be student and community focused	Faculty
Mission	Other	Decisions not attached to mission	These don't matter when leadership decisions have no attachment to mission/vision. A word cloud isn't a vision or mission; it's a trend that allows leaders to ignore both	Faculty
Mission	Yes	Affordable	Yes. Affordable	C-Staff
Mission	Yes	Favorable	Yes. Mission is clear	C-Staff

Question	Category	Theme	Comment	Group
Mission	Yes	Favorable	Yes. I like the way our mission looks on the website and I support the mission itself	Faculty
Mission	Yes	Favorable	Yes. We do a solid job at completing our mission, past and present	P-Staff
Mission	Yes	Maximize online enrollment	Yes. Agree that maximizing online enrollment could be excellent revenue boost	C-Staff
Mission	Yes	Not distinctive	Yes. But it could be a mission statement for any school, there's nothing about it that can be traced straight to us	Faculty
Mission	Yes	Not distinctive	Yes. It seems like student centered is so general it applies to everything. When acad programs provide student centered ideas, we hear "it costs too much"	Faculty
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	C-Staff
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			No	Faculty
Mission			Yes	Faculty
Mission			Yes	Faculty
Mission			No	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Mission			Yes	P-Staff
Opportunities		Administration	Have the opportunity to make positive admin changes, don't throw that away	Faculty
Opportunities		Administration	Lack of admin ability and leadership	Faculty
Opportunities		Community connections	Double down on need to partner with businesses (internships) to provide more training opportunities for students (AAS focused)	Faculty
Opportunities		Community connections	This area requires most collaboration to realize these opportunities; need to work with community members to identify what they need and implement these changes in a reasonable manner	Faculty
Opportunities		Community connections	Need to add more community unique perspectives in trade fields	Faculty
Opportunities		Community connections	Culture shift to: "everyone is a survey (or) data collector" philosophy, opportunity for faculty and staff to ask community what they'd like to see, uses personal relationship and connections, bring ideas to repository	P-Staff
Opportunities		Community connections	Bring high school aboard; reach into Montana more	P-Staff
Opportunities		Community connections	Create more opportunities for K-12 to visit campus for camps, competitions, workshops, festivals, everything we can think of to get them dreaming/thinking about NWC early	P-Staff
Opportunities		Community connections	Make partnerships more visible so community/employees know what they are	P-Staff
Opportunities		Grants	Write more grants	Faculty
Opportunities		International	Intl Ss (students?) from Asian countries, especially China (China is huge market in ESL industry)	Faculty
Opportunities		International	Intl cost/benefit ratio in recruiting is upside down	P-Staff
Opportunities		International	Even pre-COVID, intl recruitment way short of years past because no recruiting overseas by NWC personnel	P-Staff
Opportunities		Professional development	Faculty development/research	Faculty
Opportunities		Programs	BAS program	C-Staff
Opportunities		Programs	We don't need to center programming on Yellowstone/area, maybe offer more classes but not center on this, we may gain some student but lose others if we do this	C-Staff
Opportunities		Programs	Maximize what we're good at like hands-on courses, welding, rodeo, drafting	C-Staff
Opportunities		Programs	Creation of new programs and certificates; have we looked at brewing business/restaurant certs?	C-Staff

Question	Category	Theme	Comment	Group
Opportunities		Programs	I love working for NWC and I feel safe in my dept, but it's hard to think of opportunities to include further academic programs when budget is so tight; thankful to see increased focus on workforce	Faculty
Opportunities		Programs	Double down on need to partner with businesses (internships) to provide more training opportunities for students (AAS focused)	Faculty
Opportunities		Programs	Workforce development greater than Yellowstone focus	Faculty
Opportunities		Programs	Expand athletic programs to draw more people to campus, especially programs that would truly stand out such as country's first colleagiate 6-man football program (cheap to fund)	Faculty
Opportunities		Programs	Micro programs don't provide best bang for the buck	Faculty
Opportunities		Programs	More options for trying new classes and developing programs	Faculty
Opportunities		Programs	Need to add more community unique perspectives in trade fields	Faculty
Opportunities		Programs	Outdoor experiences	Faculty
Opportunities		Programs	Flexibility of both online and face-to-face classes is great opportunity	P-Staff
Opportunities		Programs	CTE, esports	P-Staff
Opportunities		Programs	Bring in more trades programs	P-Staff
Opportunities		Programs	BAS program	P-Staff
Opportunities		Programs	Workforce/middle skills programs a plus	P-Staff
Opportunities		Publicity	Invest in community marketing to help shape positive belief in NWC	P-Staff
Opportunities		Publicity	Already trying to do these things, but maybe people don't know this	P-Staff
Opportunities		Publicity	Eliminate silos on campus; have more integrated communications (not just communications/marketing responsibility)	P-Staff
Opportunities		Rebranding	How can we justify huge expense tied with renaming with our budget cuts	C-Staff
Opportunities		Rebranding	We don't need to center programming on Yellowstone/area, maybe offer more classes but not center on this, we may gain some student but lose others if we do this	C-Staff
Opportunities		Rebranding	Use local recreational resources more	C-Staff
Opportunities		Rebranding	Workforce development greater than Yellowstone focus	Faculty
Opportunities		Rebranding	Need to enhance and expand field station if we are going to try to increase opportunities in Yellowstone	Faculty
Opportunities		Recruiting	Have opportunity to increase enrollment	Faculty
Opportunities		Recruiting	Recruiting outside service area	Faculty
Opportunities		Recruiting	Can do better job of focusing recruiting activities more strategically to growth areas; make recruiting more shared by all employees	P-Staff
Opportunities		Recruiting	Culture shift to: "everyone is a recruiter" philosophy, big opportunity, train and engage current staff/faculty, outreach	P-Staff
Other Comments		Board	Disappointed by BOT and what seemed to be lack of leadership and vision in delayed decision regarding 21/SP cuts; they did not appear to use the 3-month review period to develop alternate responses to our economic challenges; real transformation going to take vision/courage and I'm not convinced this is the group to shepherd us through it	Faculty
Other Comments		Campus	Wasn't a conversation with faculty. That meeting was postponed which means 8 faculty members had this conversation with CampusWorks. This also isn't really a discussion. Lisa is trying but many are negatively impacted and checking out	Faculty
Other Comments		Campus	People who are impacted by decision need to be involved in or at least consulted	Faculty
Other Comments		Local/region	Demographics changing as a result of housing costs/turnover; still living in COVID ripple effects - enrollment/[unreadable] change	Faculty
Other Comments		Local/region	When you invite counselors from area, include Billings, Cody, Powell, Lovell, and beyond, invite all high schools in state and all areas leading to Billings and beyond	Faculty
Other Comments		Local/region	We should explore option of a levy for Big Horn County, propose a levy and offer them 1 position in the Board	P-Staff
Other Comments		Local/region	Our supporters have remained loyal in the community but those who are not connected to the college remain largely apathetic about college happenings, I hope we can engage this audience in the future	P-Staff
Other Comments		Local/region	Recent political interest and emphasis on local college and local control; interesting the concept of local control and supporting a local college is reflected by positive Gillette College vote to create their own college and separate from NWCCD/Sheridan; I wonder what they learned form their recent campaign and if there are any good insight for our own cultural transformation?	P-Staff
Other Comments		Location	Nobody outside WY cares about the location; I didn't consider NWC because I felt I had better geographical option in a 300-mile radius; destination model market is saturated where we cast our recruiting net; I love it now that I'm here but it didn't appeal to me as a young person	P-Staff
Pride/Legacy		Combination	I feel very proud to work for NWC, but it can be exhausting to work with no potential gain financially	Faculty
Pride/Legacy		Combination	True but diminishing	Faculty
Pride/Legacy		Least favorable	Whatever pride we have as a school/community is probably no different/unique	Faculty
Pride/Legacy		Most favorable	Cool that there are 3-4 generations at NWC	C-Staff
Pride/Legacy		Most favorable	Agreed	C-Staff
Pride/Legacy		Most favorable	75 years is awesome	C-Staff
Pride/Legacy		Most favorable	Powell still considered a college town which shows the importance of this institution	P-Staff
Pride/Legacy		Most favorable	Yes, a lot of pride internally and externally	P-Staff
Strengths	Strength	Community support	Community support; hopes to see this expand, especially in Cody	P-Staff
Strengths	Strength	Community support (is it waning?)	Is community support waning?	Faculty
Strengths	Strength	Facilities	Strength of facilities	Faculty

Question	Category	Theme	Comment	Group
Strengths	Strength	Facilities	Facilities are strength	Faculty
Strengths	Strength	Faculty and staff	Kind people	Faculty
Strengths	Strength	Faculty and staff	Awesome community oriented staff and faculty	Faculty
Strengths	Strength	Foundation support	Strong Foundation support	P-Staff
Strengths	Strength	Foundation support	Strong Foundation support	P-Staff
Strengths	Strength	Need more programs/courses	Variety of programs is a strength, but need more	C-Staff
Strengths	Strength	Need more programs/courses	Wider range of course offerings	Faculty
Strengths	Strength	Personalized attention	Personalized attention is a plus	Faculty
Strengths	Strength	Program, course, activity offerings	CTD - workforce - manual labor type training	C-Staff
Strengths	Strength	Program, course, activity offerings	Unique activities offered to students	C-Staff
Strengths	Strength	Program, course, activity offerings	Do any current programs have very low enrollment?	C-Staff
Strengths	Strength	Program, course, activity offerings	Unique teaching areas	Faculty
Strengths	Strength	Program, course, activity offerings	Teaching college	Faculty
Strengths	Strength	Program, course, activity offerings	Face-to-face lectures, relationship building, real world hands-on experiences	Faculty
Strengths	Strength	Program, course, activity offerings	Co-curricular activities add value	P-Staff
Strengths	Strength	Program, course, activity offerings	Students working within community for credit (internships, apprenticeships); future employment in community	P-Staff
Strengths	Strength	Relaxing atmosphere	Relaxing atmosphere	Faculty
Strengths	Strength	Residential campus	Robust on campus living experience encourages connections and fosters addl opportunities outside class	P-Staff
Strengths	Strength	Scholarships	Scholarship opportunities	Faculty
Strengths	Strength	Support services	Quality and quantity of support services	P-Staff
Strengths	Suggestion	Don't change name	Don't change name of college	C-Staff
Strengths	Suggestion	Don't change name	Proximity to Yellowstone maybe not relevant, except for to some acad programs and for recruitment	Faculty
Strengths	Suggestion	Don't change name	Proximity to Yellowstone not close enough to actualize benefits	Faculty
Strengths	Suggestion	Need greater value of international program by community	Need greater value of intl program by community members	C-Staff
Strengths	Suggestion	Need job security	Need job security	C-Staff
Strengths	Suggestion	Need more programs/courses	Need more ag focus and more tech programs	C-Staff
Strengths	Suggestion	Need to include C-Staff more	C-Staff not included enough	Faculty
Strengths	Suggestion	Too much focus on international	Too much focus on intl; not enough focus on local demographic area	C-Staff
Strengths	Suggestion	Too much focus on international	Intl prioritized too much; leaving behind other students	Faculty
Strengths	Suggestion	Too much focus on international	Too much focus on intl (small group of fac/staff push this agenda)	Faculty
Strengths	Suggestion	Too much focus on international	Too much focus on intl	Faculty
Strengths	Suggestion	Too much focus on international	Too much focus on intl (small group of stu, financially irresponsible, irrelevant during pandemic)	P-Staff
Threats		?	Decrease number of Ss(?)/children	Faculty
Threats		Administration	Top heavy administratively; board wants to sell Trapper West	Faculty
Threats		Administration	Internal politics keeping us from growing through leadership that is on a revolving door; Outside community influences this as well	P-Staff
Threats		Community connections	High turnover in last 5-7 years is a real threat as we lose these connections in the community, coherence, etc; those who have been here a while are better able to participate in committees, community initiatives, etc; losing new employees (new ideas, new energy) is a threat	Faculty
Threats		Community connections	Losing community support	Faculty
Threats		Community connections	Internal politics keeping us from growing through leadership that is on a revolving door; Outside community influences this as well	P-Staff
Threats		Competition for students	Competition in recruitment from other schools	Faculty
Threats		Competition for students	Competition from Montana schools on enrollment	Faculty
Threats		Competition for students	Switching to online	Faculty
Threats		Competition for students	Adversarial relationship with UW; when legislature gives money for UW advertising and it is spent attempting to poach students from community colleges	P-Staff
Threats		Competition for students	Other schools are better organized in their recruiting work with personal connections interspersed within the "digital" process	P-Staff
Threats		Competition for students	Online education opportunities (cheaper tuition available etc)	P-Staff
Threats		Competition for students	Other online offerings (already listed)	P-Staff
Threats		Competition for students	Online flexible instruction is huge and becoming very popular and convenient	P-Staff
Threats		COVID-19	COVID-19	C-Staff
Threats		COVID-19	Impact of COVID is less unless we mandate vaccine (many students ask about a plan to mandate)	Faculty
Threats		Employee apathy	Employee apathy, lack of engagement, need everyone to roll up their sleeves, all hands on deck mentality	P-Staff
Threats		Foundation	Foundation changes rules on a whim when awarding money	Faculty
Threats		Funding	Lack of salary increases reduces quality of new perspective employees (state funding issue)	C-Staff
Threats		Funding	Economics is huge threat	Faculty
Threats		Funding	Funding tuition is enough when talking about students affording college	Faculty
Threats		Funding	Gillette College getting a piece of the funding	Faculty
Threats		Funding	State funding to CCs diminishing	Faculty
Threats		Funding	State funding is biggest threat	P-Staff
Threats		Funding	State economy and impact on communities	P-Staff
Threats		Hiring/retaining employees	Lack of salary increases reduces quality of new perspective employees (state funding issue)	C-Staff
Threats		Hiring/Retaining Employees	Ability to recruit and retain quality faculty	Faculty
Threats		Hiring/Retaining Employees	Will anyone be left in 3 years? Wage packages of budget have no future for improving 3-5 years	Faculty

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Threats		Hiring/Retaining Employees	High turnover in last 5-7 years is a real threat as we lose these connections in the community, coherence, etc; those who have been here a while are better able to participate in committees, community initiatives, etc; losing new employees (new ideas, new energy) is a threat	Faculty
Threats		Hiring/retaining employees	Turnover, good employees leaving, good ideas leaving if we are not salary competitive to keep/retain employees	P-Staff
Threats		Internal relationships	Too much siloing	P-Staff
Threats		National issues	Students across US are less likely to go to community colleges right now	C-Staff
Threats		National issues	Growing segment of population who questions the need for college degree, particularly in this economy, trades are critical, but the influence of this opinion is becoming more prevalent	P-Staff
Threats		National issues	A lot of student have told me they choose to come to NWC because we are less expensive than other schools	P-Staff
Threats		National issues	Immigration policies, current travel restrictions, embassy closures (for intl students)	P-Staff
Threats		Programs	Need to have larger presence online to increase enrollment; hyperflex class model is the future	Faculty
Threats		Publicity	If community knew more about our unique gifts and success stories, they may be more supportive	Faculty
Threats		Publicity	Other schools are better organized in their recruiting work with personal connections interspersed within the "digital" process	P-Staff
Threats		Publicity	A lot of our issues could be assisted by better, more timely communications, internal and external	P-Staff
Threats		Publicity	Need to communicate more/better to share with everyone	P-Staff
Threats		Small town	Small town, not a lot of opportunities for jobs and using a degree	C-Staff
Vision	No	Don't know details	No. I understand that becoming fiscally independent is a goal but am unsure of the path	C-Staff
Vision	No	Don't know details	No. I know some programs have a specific vision, but I'm not sure what the overal NWC vision is or if there is one	C-Staff
Vision	No	Don't know details	No. I know where we'd like to go big picture, but have no grasp on the details and minutiae	Faculty
Vision	No	Don't know where we're going	No. Not sure we have a real vision; need to work on this	C-Staff
Vision	No	Don't know where we're going	No. What is core idea we strive for; what kind of school are we trying to be; I don't think we have figured that out or it's gotten lost	C-Staff
Vision	No	Don't know where we're going	No. We have no vision; we haven't any idea where we are going	Faculty
Vision	No	Don't know where we're going	No. We don't quite know who we re and who/what we want to be; hard to know the vision without a clear identity	P-Staff
Vision	No	Interim positions hinder planning	No. So many interim positions on all levels; need permanent for consistency and planning	C-Staff
Vision	No	Key gap	No. This is a key gap	P-Staff
Vision	No	Limbo state	Sort of. Feels like we're in limbo state since COVID and beginning of transformation work	P-Staff
Vision	No	Maximize enrollment and program potential	No. Simple - maximize student enrollment potential (i.e., fill campus 85-100%); more complex - these will be our hallmark programs or programs we focus on to build up; complex/harder - what programs are serving or not serving our community's needs	Faculty
Vision	No	Not by memory	No. Vague idea but couldn't recite.	Faculty
Vision	No	Not by memory	No. I know where it is in my building, but I just take care of the students. Someone else figures this out.	P-Staff
Vision	No	Not by memory	No. Not by memory	P-Staff
Vision	No	Not by memory	No. Not off top of my head	P-Staff
Vision	No	Unclear	No. My perspective for the vision of the college's future is vague; it's something I haven't considered much but need to	C-Staff
Vision	No	Unclear	No. Unclear	P-Staff
Vision	No		No. It's unclear	P-Staff
Vision	Other	Better long term vision	Better long term vision	P-Staff
Vision	Other	Proactive planning	It seems Lisa wants to move into proactive planning rather than reactionary panic. Having a long term vision is a positive step	Faculty
Vision	Other	Where we are going is changing	The vision for the college and where we are going is changing and we need to decide definitively who we want to be	P-Staff
Vision	Yes	Can't stop planning	Yes. I've been part of the vision planning through campus meetings/events. What is challenging is we don't know what future holds, but we can't stop planning!	Faculty
Vision	Yes	Current vision, not future	Yes. Current yes; future no - not in agreement	Faculty
Vision	Yes	Current vision, not future	Yes. I know the old one, not our next future	P-Staff
Vision	Yes	Don't know where we're going	Yes. I don't know where we're going; we've been spinning our wheels here for CW over a year	Faculty
Vision	Yes	Need to memorize compass visual	Yes, but need to memorize compass visual	P-Staff
Vision	Yes	Unclear	Yes. A little vague	C-Staff
Vision	Yes	Unclear	Yes. Yes-ish	C-Staff
Vision	Yes	Vision is most important	Yes. Most important	Faculty
Vision	Yes	Why we're doing this	Yes. Isn't that the purpose of this process?	Faculty
Vision			Yes	C-Staff
Vision			Yes	C-Staff
Vision			No	C-Staff
Vision			Yes	C-Staff
Vision			Yes	C-Staff
Vision			Yes	C-Staff
Vision			Yes	Faculty
Vision			Yes	Faculty

Question	Category	Theme	Comment	Group
Vision			No	Faculty
Vision			Yes	Faculty
Vision			No	Faculty
Vision			Yes	Faculty
Vision			No	P-Staff
Vision			No	P-Staff
Vision			Yes	P-Staff
Vision			Yes	P-Staff
Vision			No	P-Staff
Vision			No	P-Staff
Vision			Yes	P-Staff
Vision			Yes	P-Staff
Vision			No	P-Staff
Vision			Yes	P-Staff
Vision			Yes	P-Staff
Weaknesses	Community connections	Community connections	Community doesn't understand that recruiting isn't the entire problem with enrollment	C-Staff
Weaknesses	Community connections	Community connections	Use more community	C-Staff
Weaknesses	Community connections	Community connections	Lack of opportunity for college/students/faculty to interact with community	Faculty
Weaknesses	Community connections	Community connections	Community connection is not just Powell, it is much larger Park, Big Horn, and Washakie counties	P-Staff
Weaknesses	Community connections	Community connections	Need more connection to business and other partners/schools/etc	P-Staff
Weaknesses	Community connections	Community connections	What does community need for programs; low attendance by NWC and community at events/sports	P-Staff
Weaknesses	Community connections	Community connections	Community wants us to prepare students for good paying jobs, but the jobs aren't there and we can't create jobs; some community members don't understand	P-Staff
Weaknesses	Community connections	Community connections	Supporters not as loud as detractors	P-Staff
Weaknesses	Community connections	Community connections	Lack of community support	P-Staff
Weaknesses	Community connections	Not weak in community	Community aspect not a weakness	Faculty
Weaknesses	Community connections	Not weak in community	I don't feel community and college are distant/disconnected	P-Staff
Weaknesses	Community connections	Relationships with high schools	Repairing relationships with high schools	Faculty
Weaknesses	Internal	Administration	Admin is a weakness; although interim president working hard, admin as a whole is failing; lack of policy governance	Faculty
Weaknesses	Internal	Administration	Lack of leadership in administration; physical plant interferes with curriculum development	Faculty
Weaknesses	Internal	Administration	Bureaucratic processes do not allow us to move forward nimbly, to take advantage of opportunities, especially in workforce	P-Staff
Weaknesses	Internal	Customer service	Work on customer service for enrolled students	P-Staff
Weaknesses	Internal	Customer service	Consistency in good customer service	P-Staff
Weaknesses	Internal	Facilities	Great facilities	C-Staff
Weaknesses	Internal	Facilities	People don't care that some buildings have left all lights on 24 hours	C-Staff
Weaknesses	Internal	Facilities	Facilities getting older	P-Staff
Weaknesses	Internal	Funding/Budget	Shared Perspectives re: budget and funding seems reactionary and not visionary	Faculty
Weaknesses	Internal	Funding/Budget	State funding diminished and we are asked to do more with less	Faculty
Weaknesses	Internal	Funding/budget	Rely too much on state funding	P-Staff
Weaknesses	Internal	Funding/budget	Reliance on funding formula	P-Staff
Weaknesses	Internal	Funding/Budget	Budget; communication (campus info) has decreased	P-Staff
Weaknesses	Internal	Internal relationships	Internal relationships; employee morale	Faculty
Weaknesses	Internal	Internal relationships	We keep toxic employees around too long	P-Staff
Weaknesses	Internal	Internal relationships	Disconnect between admissions, CTD, business office, housing, FA	P-Staff
Weaknesses	Internal	Internal relationships	Turf wars and protecting self-interest over collective interest	P-Staff
Weaknesses	Internal	Internal relationships	Not sure what meant by shared governance and decision making, we rely on this too much, need top down business model and for people to stay in their lane and drop politics	P-Staff
Weaknesses	Internal	Not resistant to change	I don't feel that we are resistant to change	P-Staff
Weaknesses	Internal	Not weak in shared-governance	Shared governance (or lack of) not a problem	C-Staff
Weaknesses	Internal	Not weak in shared-governance	Shared governance is not a weakness but is a complaint made by those that don't get what they want	Faculty
Weaknesses	Internal	Not weak in shared-governance	Not sure what meant by shared governance and decision making, we rely on this too much, need top down business model and for people to stay in their lane and drop politics	P-Staff
Weaknesses	Internal	Planning	Continuing to move further from mission of community colleges, which is ability for local students to attend first two years locally and economically and then transfer	Faculty
Weaknesses	Internal	Planning	Inability to plan	Faculty
Weaknesses	Internal	Planning	Spinning our wheels stretching out this CampusWorks process	Faculty
Weaknesses	Internal	Resistance to change	Perhaps college is reticent to change	Faculty
Weaknesses	Internal	Resistance to change	More emphasis on weakness "reticence to change"	P-Staff
Weaknesses	Internal	Resistance to change	Very resistant to change	P-Staff
Weaknesses	Internal	Shared governance	Shared governance not shared, it is more one-way, top down with devalued input from employees	Faculty
Weaknesses	Internal	Shared governance not weakness	Shared governance is not a weakness	P-Staff
Weaknesses	Internal	Staffing/workload	Scrambling to cover areas since RIFs	C-Staff
Weaknesses	Internal	Staffing/workload	Wages go up around us but not at NWC but financial responsibility for benefits goes up and more expected from us	C-Staff
Weaknesses	Internal	Staffing/workload	Workload is huge issue despite much support from leadership; works harder here for less money than in nursing industry; people not taking ownership for getting connected; heavy workload inhibits campus connections	Faculty
Weaknesses	Internal	Staffing/workload	Short staffing	P-Staff
Weaknesses	Internal	Wages/salary	Wages not competitive with jobs around area	C-Staff

Question	Category	Theme	Comment	Group
Weaknesses	Internal	Wages/salary	Wages go up around us but not at NWC but financial responsibility for benefits goes up and more expected from us	C-Staff
Weaknesses	Programs	Need one-stop shop	Need to offer one-stop services that encompass all departments	P-Staff
Weaknesses	Programs	Programming changes	Offer more online classes	C-Staff
Weaknesses	Programs	Programming changes	Not enough short-term classes to get students a quick completion; training computer, cashier	C-Staff
Weaknesses	Programs	Programming changes	Recruiting should be more focused on surrounding demographics and technical workforce programs	C-Staff
Weaknesses	Programs	Programming changes	Programs	C-Staff
Weaknesses	Programs	Programming changes	Need more community workforce training/ed (non-credit offerings)	C-Staff
Weaknesses	Programs	Programming changes	Program building	Faculty
Weaknesses	Programs	Programming changes	Do not capitalize on proximity to YNP and other recreation, though not necessarily rebrand but pull into curriculum and what we have to offer	P-Staff
Weaknesses	Programs	Programming changes	Classes for specific degrees change so we need to keep up to speed on what classes/requirements are changing and what we are offering	P-Staff
Weaknesses	Programs	Programming changes	Not enough vocational ed	P-Staff
Weaknesses	Programs	Transfer/workforce balance	Quality of transfer programs is important; balance of transfer and workforce/technical programs is a strength	Faculty
Weaknesses	Programs	Transfer/workforce balance	Reliance on transfer programs is not a weakness, we were more a transfer school in 2010, we should look at what worked at our high enrollment point in 2010	Faculty
Weaknesses	Programs	Transfer/workforce balance	Need to add workforce but not lessen focus on transfer	P-Staff
Weaknesses	Programs	Transfer/workforce balance	We have a good balance with transfer programs, not an overreliance	P-Staff
Weaknesses	Publicity	NWC Name	Name of NWC has always been weakness in marketing and recruiting	Faculty
Weaknesses	Publicity	NWC name	Name does not help us	P-Staff
Weaknesses	Publicity	Publicity	Need larger outreach for online schooling	C-Staff
Weaknesses	Publicity	Publicity	Efforts are made in all the weaknesses, but maybe those not involved are not aware of these efforts	C-Staff
Weaknesses	Publicity	Publicity	Lack in our ability to show all NWC has to offer	C-Staff
Weaknesses	Publicity	Publicity	A lot of people and schools aren't aware of all the classes and programs we have to offer	Faculty
Weaknesses	Publicity	Publicity	Lack of publicity	Faculty
Weaknesses	Publicity	Publicity	Need increased presence on social media, need social media campaign created by our students	Faculty
Weaknesses	Publicity	Publicity	Partnerships need to be more widely known, we have lots	P-Staff
Weaknesses	Recruiting	Recruiting	Recruiting should be more focused on surrounding demographics and technical workforce programs	C-Staff
Weaknesses	Recruiting	Recruiting	Recruiting a problem for faculty/staff	Faculty
Weaknesses	Recruiting	Recruiting	Lack of focus on recruiting	Faculty
Weaknesses	Recruiting	Recruiting	Recruiting more an issue now than a year ago	Faculty
Weaknesses	Recruiting	Recruitment not weakness	Recruitment can always be improved but it's not a weakness; there are less students to recruit; we do a great job with the shared responsibility of recruiting	P-Staff
Weaknesses	Recruiting; Internal	Recruiting	More funding for admissions to go further and not be spread as thin	P-Staff