



# INSTITUTIONAL TRANSFORMATION

Phase 1 Report

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# 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.



# INSTITUTIONAL TRANSFORMATION IS A 3-PHASE PROCESS

1

## **Engagement, Listening, & Buy-In**

Engaging key stakeholders by gathering feedback on opportunities that can make Northwest College an attractive option in the marketplace and engage in collective visioning.

2

## **Connecting Phase 1 Feedback to External Market Opportunities & NWC's Internal Capabilities**

Based on the feedback from focus groups, the Future Summit, and the advisory committee's initial drafts of core idea options, CampusWorks will work alongside Northwest College to test stakeholder ideas provided in Phase 1 against external market data and the College's internal processes, infrastructure, and resources.

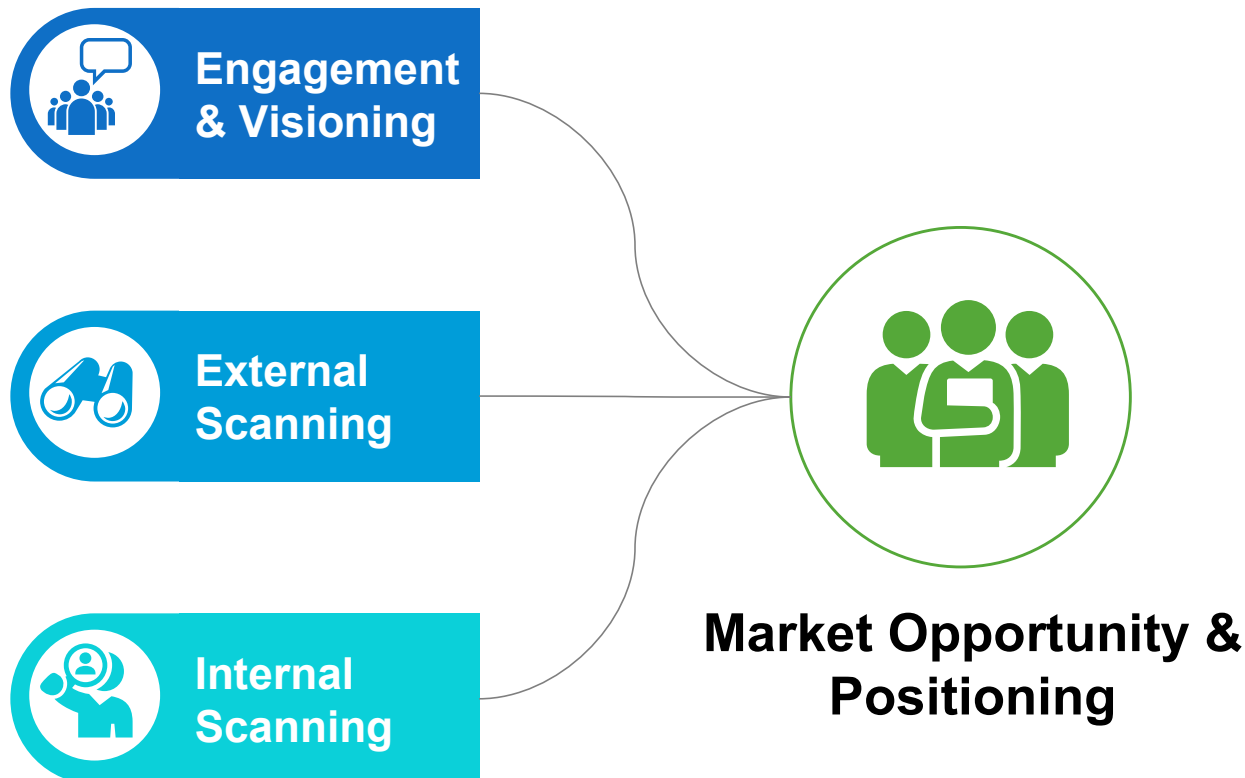
3

## **Building a Collaborative Roadmap for Market Positioning**

The College will be involved in collaborative sessions in making decisions about its core idea for market positioning and will begin to work together to build a collaborative roadmap with integrated recommendations from CampusWorks on implementation, timing, and resourcing strategies.

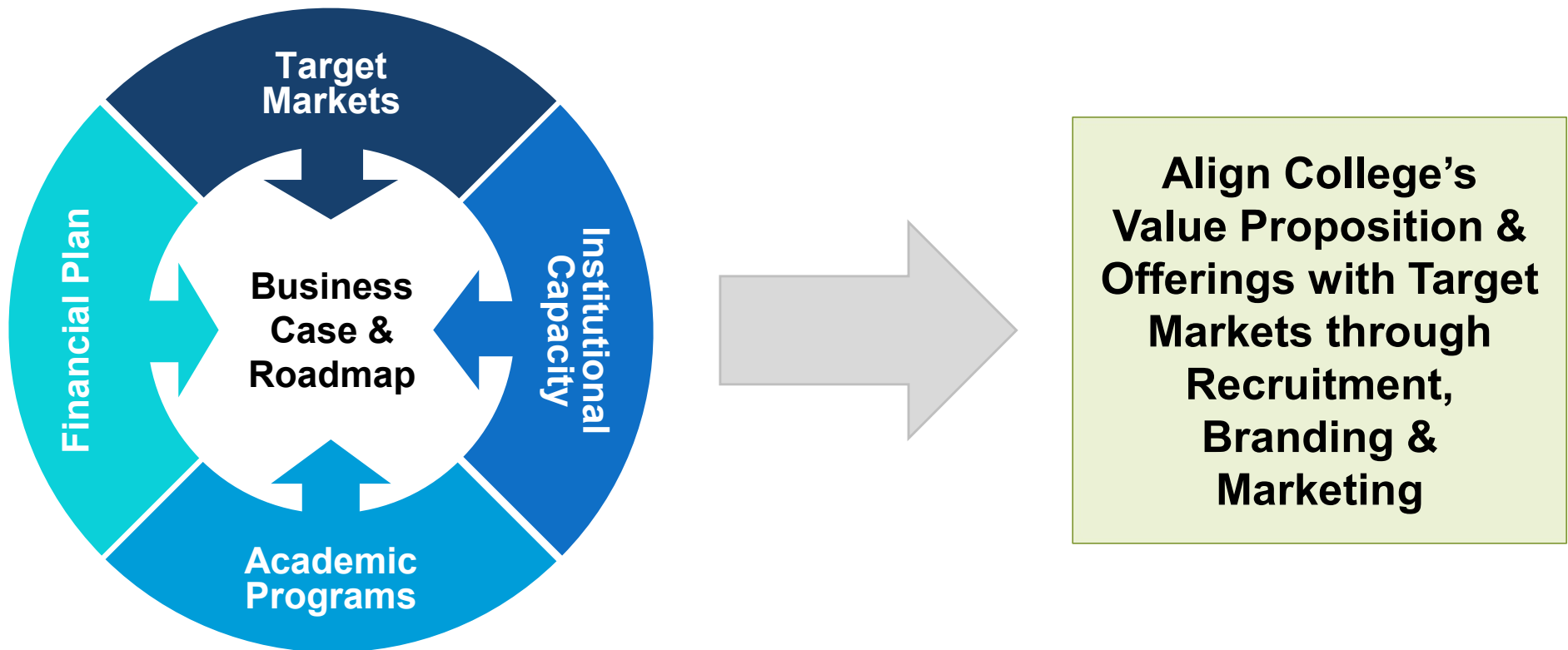


# PHASE 1 & 2 IDENTIFIES MARKET OPPORTUNITIES

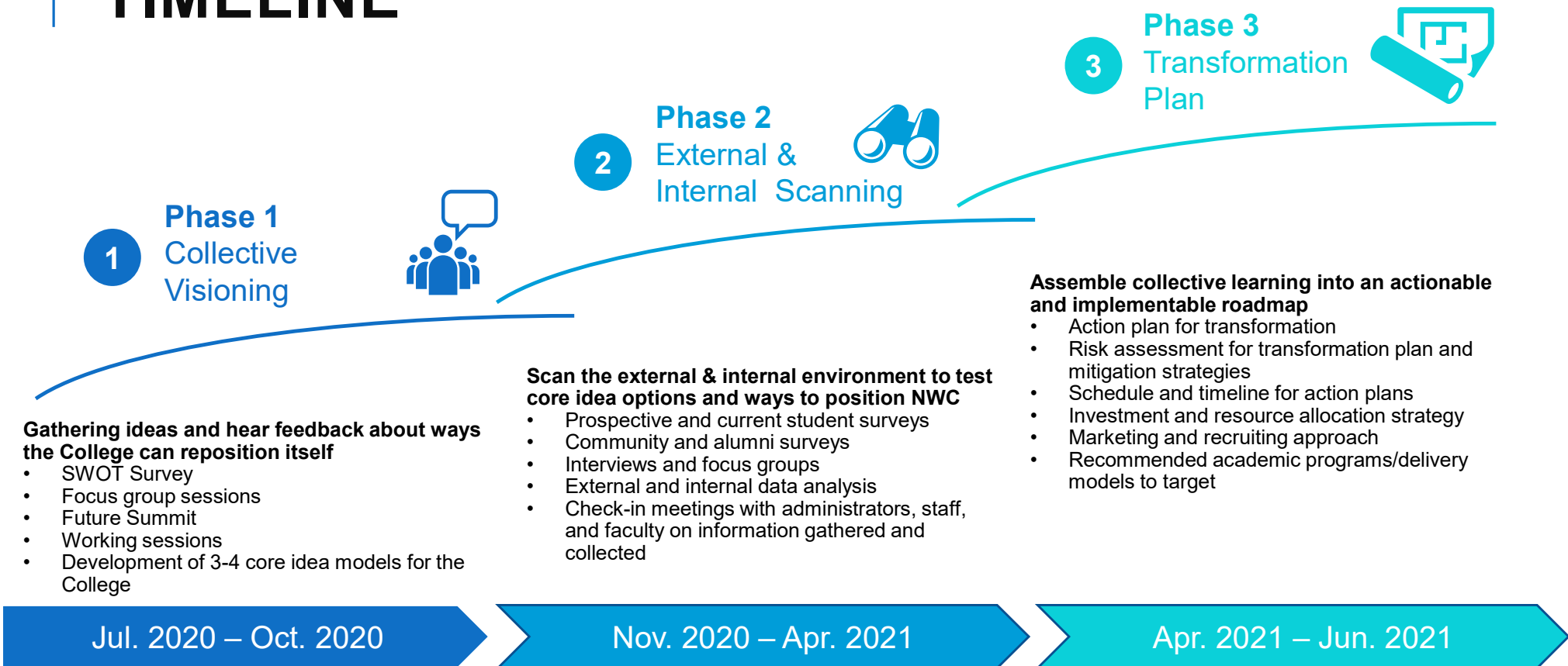


The collective visioning and scanning phases will clarify what NWC's market opportunities are and how to position NWC in the external market.

# PHASE 3 BUILDS COLLABORATIVE ROADMAP FOR MARKET POSITIONING



# INSTITUTIONAL TRANSFORMATION TIMELINE



## WHAT IS A CORE IDEA?

The **unique and inherent truth** about an institution that **differentiates it** in ways that are **meaningful and persuasive** to your target audience.

A core idea helps to position the institution in the market to ensure that it is an attractive choice for the College's target audiences by leveraging its unique assets and transforming its offerings.

# OVERVIEW OF CORE IDEA OPTIONS DEVELOPMENT PROCESS

CampusWorks engaged faculty, staff, and students in thinking about a “big idea” to ensure the College’s future sustainability through focus groups, the Future Summit, and working sessions with the College’s advisory committee and steering committee for institutional transformation.

The following options have been synthesized from data and feedback from the College and community about possible opportunities to sharpen the College’s existing core value proposition.

The following models are **not** a replacement for the College’s existing mission and vision statements, but a complement to provide a focal point for how the College should position itself in a crowded and competitive higher education market. These models are intended to work in tandem with the College’s existing academic initiatives and success initiatives.

While rebranding and renaming the College were some of the most popularly represented items to help reposition the College, an analysis on rebranding and renaming will be conducted separately. The most successful rebranding and renaming efforts among Colleges in the country are those that have repositioned themselves differently in the education market first and then rebranded. CampusWorks has recommended that Northwest develop possible options, engage in external scanning to determine student and employer interest, and then connect its value proposition with the prospect of renaming and rebranding.

## PROPOSED CORE IDEA MODELS ARE NOT MUTUALLY EXCLUSIVE. . .

- ❑ No decisions have been made about the proposed core idea model options; they are intended to stimulate reflection and discussion.
- ❑ Each model is synthesized based on the feedback from stakeholder feedback during Phase 1 from the SWOT analysis, focus groups, Future Summit, and advisory and steering committee working sessions.
- ❑ Each of the suggested models can be combined into hybrid models and reconfigured throughout the Phase 2 research and engagement process.
- ❑ The Board of Trustees and the administration—with the feedback and engagement of faculty, staff, and students—will make a decision about the right model for Northwest College in April 2021.

# 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 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 seen as 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

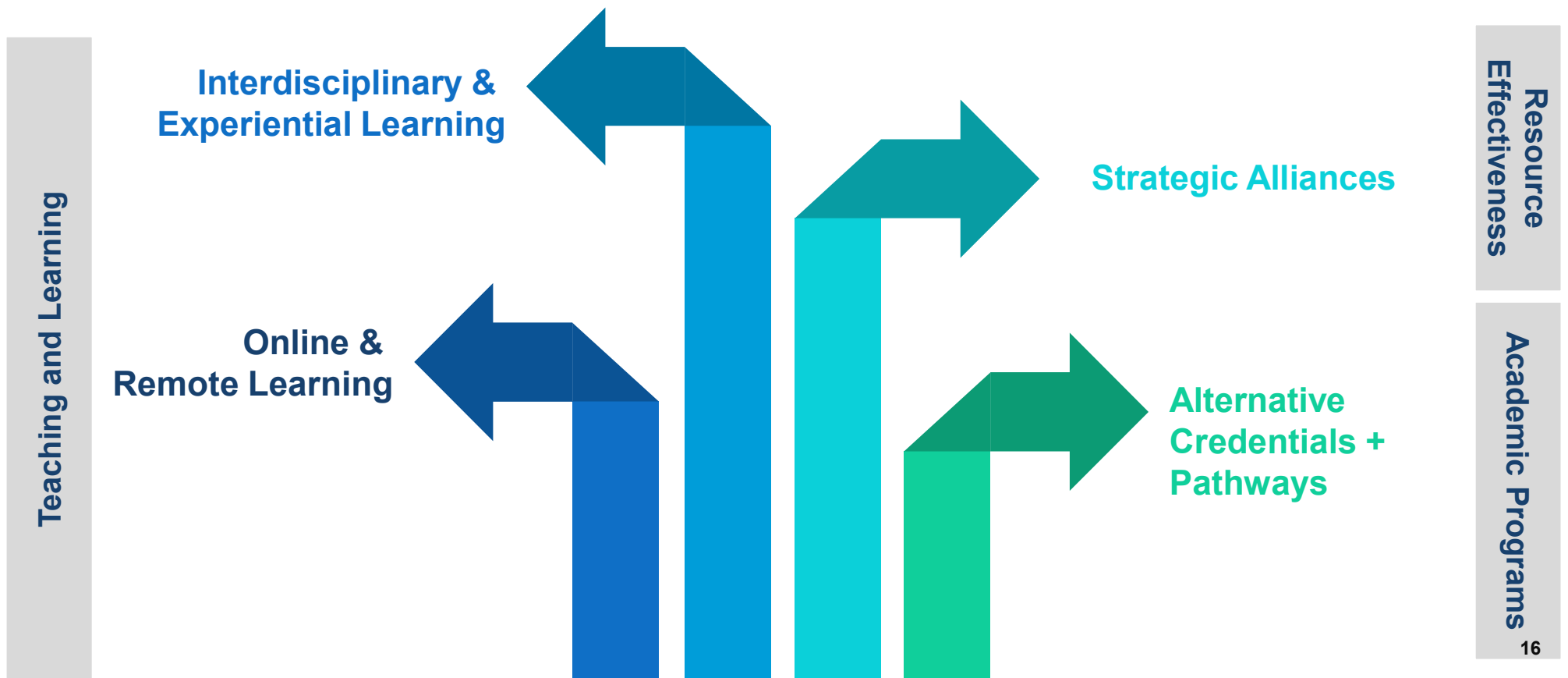
- **Impact on Program Development:** Either universal redesign in general ed curriculum or limited impact on new/existing target programs
- **Curricular Focus:** General ed course redesign, niche specialization in academic program, or interdisciplinary program for hybrid careers
- **Credential Scaffolding:**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

# 4 STRATEGIC THEMES FOR OFFERINGS



# STRATEGIC THEMES ARE FEATURED IN EACH CORE IDEA MODEL

- ❑ Strategic themes were identified as top opportunities for offerings for the College to reposition itself in the market
- ❑ Each core idea model represents each of these four strategic themes as part of the DNA of their framework
- ❑ The following pages represent sample ideas from workshops, focus groups, and surveys in each of these four strategic themes that highlight ways in which community members, trustees, faculty, staff, students, and community members can see these strategic themes operating at Northwest College.

# INTERDISCIPLINARY & EXPERIENTIAL LEARNING

## SAMPLE IDEAS OFFERED BY STAKEHOLDERS



### **Field Experiences & Applied Research**

Providing external field study experiences and applied research in major courses and programs.



### **Interdisciplinary Programming**

Creating interdisciplinary academic programs that either address key real-world issues (e.g., climate change, renewable energy, etc.) or prepare students for hybrid careers (e.g., marketing and analytics).



### **Industry/Community Project-Based Learning**

Integrating project-based learning courses into the curriculum that use industry-infused problems that students solve for simulated or real-world businesses.



### **Gamification & Simulated Learning**

Using technology and simulations to illustrate and help students think through real-world problems and challenges.

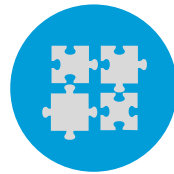
# ONLINE + REMOTE LEARNING

## SAMPLE IDEAS OFFERED BY STAKEHOLDERS



### **Low-Residency Online Programs for Out-of-State Students**

Create degree, certificate, or micro-credential programs that are fully online, but have a travel experience component to the Yellowstone region.



### **Online Skills-Based Modules**

Mini-courses and modules that offer skills-building that can be immediately applied to enhance existing performance or transition into a new job/career.



### **Adaptive Online Learning**

Use of adaptive technologies to measure student competencies and provide personalized content to assist in filling knowledge, skill, & ability gaps.



### **Online & Onsite Corporate Training & Academies**

Expand existing offerings and partnerships to support employee learning and development programs or needs.

# STRATEGIC ALLIANCES

## SAMPLE IDEAS OFFERED BY STAKEHOLDERS



### **Local Corporations & Businesses**

NWC facilitates networks of collaborative partnerships and collectives that helps accelerate business growth by using the College's intellectual capital through its students and faculty/staff.



### **Four-Year Colleges & Universities**

Developing academic and learning partnerships that harnesses NWC's unique position in the Yellowstone region to create travel and learning experiences and develop transfer pathways for NWC students.



### **High School Enrollments**

Create pathways to engage and enroll more high school students through an earn-and-learn model where they are concurrently enrolled at NWC and engaging in the world of work.



### **Remote Companies**

Engaging partnerships with remote employers interested in sourcing talent from the western United States or Wyoming.



# ALTERNATIVE CREDENTIALS + PATHWAYS

## SAMPLE IDEAS OFFERED BY STAKEHOLDERS



### **Stackable, Short-Term Credentials**

Creating short-term, market-responsive certificates & credentials that eventually lead to degrees (e.g., packaging business skills for trades/vocational programs).



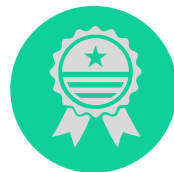
### **Workforce Accelerators**

Intense, short-term, and immersive academic experiences that provide students with just-in-time skills to achieve career goals.



### **Continuing Education**

Providing targeted training and development opportunities for occupations with significant licensure requirements.



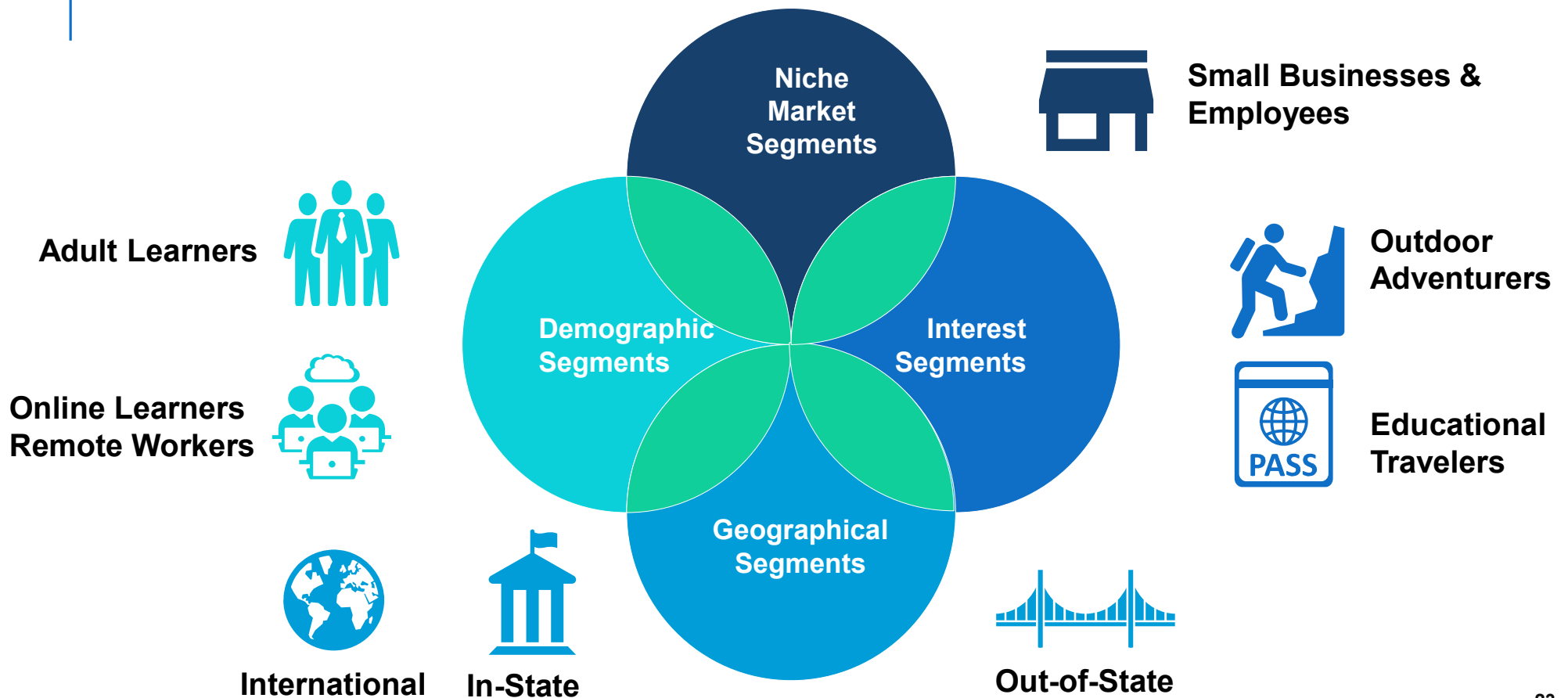
### **Digital Badges & Skills Portfolios**

Providing evidence of learning and mastery through digital badges and portfolios that integrate with career services and helping students understand how to market themselves.

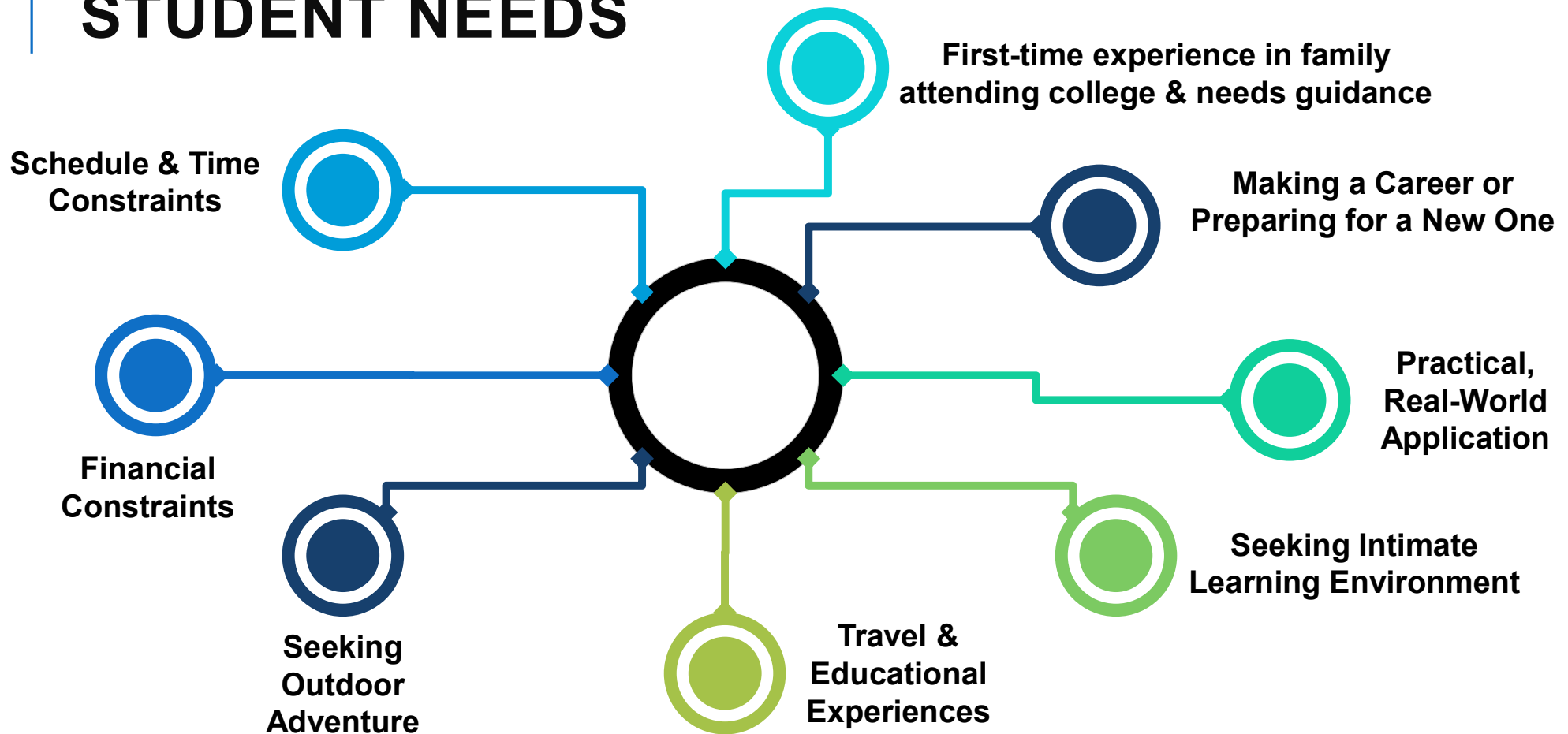
# BRAINSTORMING TARGET AUDIENCES & PROSPECTIVE NEEDS

- ❑ The following slide represent sample segments of students that Northwest College faculty and staff brainstormed as potential target audiences.
- ❑ The second represents an initial draft and brainstorm of potential needs and problems that the College is unique positioned to address or solve.
- ❑ These feedback elements will help to create and sketch potential student markets and needs/problems that the College can position itself to solve.

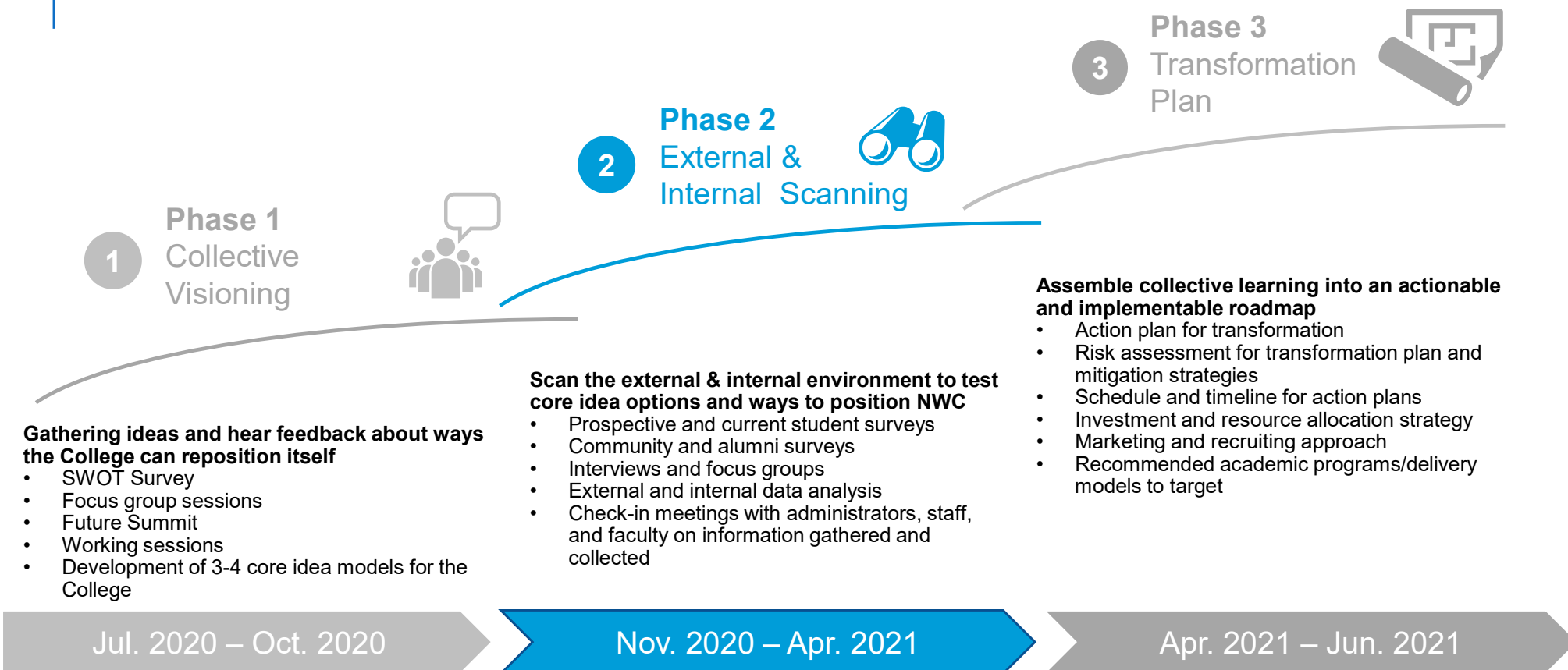
# POTENTIAL STUDENT MARKETS



# LANDSCAPE OF NWC PROSPECTIVE STUDENT NEEDS



# NEXT STEPS: PHASE 2



# PHASE 2 OVERVIEW OF KEY ACTIVITIES

## External Enrollment/Marketing Scan

Identify external opportunities of student segments and weigh the benefits of niche markets vs. broad positioning of the College.

1.1

## Enrollment/Marketing Capacity

Identify internal capabilities and assets of the enrollment, marketing, & onboarding functions of the College.

1.2

## Academic Program Demand Scan

Identify student and employer demand for academic programs compared against peer/competitor offerings to position College.

2.1

## Academic Program Capacity

Identify academic processes, structure, and assets that can be leveraged in development of academic programs & curricular/course redesign.

2.2

## Branding & Rebranding Assessment

Assess opportunities, risks, and impacts of pursuing the renaming and/or rebranding of Northwest College.

3

## Financial Capacity

Identify key levers and capabilities that drive enrollment-related revenue to the College and understand financial landscape to better assess implementation opportunities.

4

Engagement with Board, administration, faculty, staff, and students will continue throughout Phase 2 to share findings and gather feedback and clarity throughout the process.

# THANK YOU!

CampusWorks offers its deepest gratitude to the Northwest College faculty, staff, and students who offered their time and assistance through the Phase 1 process.

We especially offer our deepest thanks to the Steering Committee and Advisory Committee for their special role in providing guidance, hands-on assistance, and direction in the planning of College focus groups and the Future Summit as well as offering their collective vision and ideas about what the future can look like for Northwest College.

# APPENDIX A: RAW DATA AND FEEDBACK FROM PHASE 1



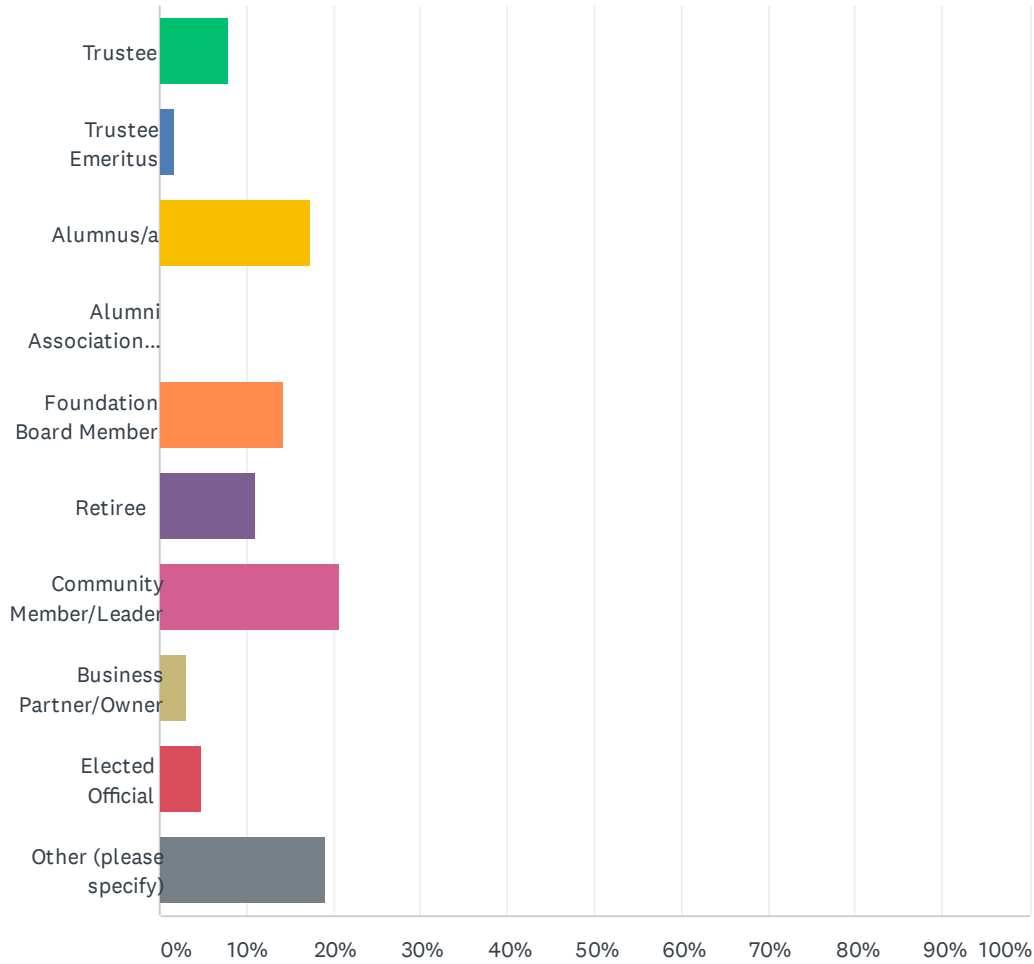


# INSTITUTIONAL TRANSFORMATION

Phase 1 Report

## Q1 Please tell us how you most identify with Northwest College:

Answered: 63 Skipped: 0



ANSWER CHOICES	RESPONSES
Trustee	7.94% 5
Trustee Emeritus	1.59% 1
Alumnus/a	17.46% 11
Alumni Association Board Member	0.00% 0
Foundation Board Member	14.29% 9
Retiree	11.11% 7
Community Member/Leader	20.63% 13
Business Partner/Owner	3.17% 2
Elected Official	4.76% 3
Other (please specify)	19.05% 12
<b>TOTAL</b>	<b>63</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Alumnus and former instructor	8/20/2020 2:18 PM
2	Student	7/31/2020 3:46 PM
3	Daughter of a former student (Noel D. Wilkie)	7/30/2020 2:58 PM
4	Alumnus-1961; Alumn Assoc Board Member; & Foundation Board Member (appx 20 years)	7/27/2020 2:22 PM
5	student	7/24/2020 8:49 PM
6	former resident of Powell father was on the board years ago	7/24/2020 11:08 AM
7	Supporter for Wasden reading, scholarships, student support.	7/23/2020 11:46 AM
8	My dad was president of NWC for many years	7/23/2020 9:12 AM
9	Non of the above don't know how I got on email	7/23/2020 8:56 AM
10	donor, community volunteer, retiree	7/18/2020 12:57 PM
11	Friend	7/17/2020 7:16 AM
12	School District Superintendent	7/16/2020 2:22 PM

**Q2 What core STRENGTHS does Northwest College have that should be leveraged and/or sustained in the future to position the College for growth and prosperity?**

Answered: 62 Skipped: 1

#	RESPONSES	DATE
1	proximity to Yellowstone. Awesome programs- outdoor and certifications with shooting simulator	8/20/2020 3:51 PM
2	Because the natural beauty in our area attracts so many amazing people, NWC can attract top notch faculty in spite of the isolation of our region. Also, the Powell community truly values and supports the college.	8/20/2020 2:20 PM
3	Occupational training in high demand fields such as nursing, welding, building trades (including plumbing and electrical work), travel and tourism, social work, education, agriculture, journalism and photography.	8/20/2020 2:18 PM
4	Location, variety of programs, community support	8/20/2020 2:17 PM
5	Northwest is 400 miles from the only 4 year college in Wyoming, so should be a strong academic transfer institution (as it has been historically but is abandoning that role currently). NWC used to have a reputation as the premier transfer institution in the state of Wyoming. Even UW said students did better in the last 2 years at UW if they started at NWC. This reputation has been lost, unfortunately, to the point I would not send a child or grandchild of mine to NWC.	8/20/2020 2:15 PM
6	Staff are SO helpful to students, they care about us and want us to succeed, at times more than WE do	7/31/2020 3:46 PM
7	Hard to identify any one strength ... I think y'all have everything going on just right!	7/30/2020 2:58 PM
8	Strengths: outstanding faculty and support staff, facilities, location, used to have a strong academic transfer offering. This transfer access is vital because we are 350 miles from the state university. Yes, on-line courses are abundant, but there is no substitute for in-class learning where students challenge each other and engage in face to face conversation with teachers. The Mickelson Field station could be used for outdoor/wilderness classes, for geological and botanical studies and could be rented as a retreat center--maybe even weddings! Athletic teams, forensics team, livestock judging teams are strengths. The international students and the programs supporting them are strengths. Northwest has had an excellent reputation for academic and technical preparation for students.	7/28/2020 2:37 PM
9	Graduation rates/ Transfer rates/ Successes at 4 year institutions/ GPA when transferring... student's academic success. The student success initiative and the incredible faculty have given us great results that we can hopefully capitalize on.	7/28/2020 1:17 PM
10	Academic excellence Breadth of programs History of stability up until the last several years Residential campus and strong student life Collegiate environment Exceptional experiences for students Cultural and other programs for area communities International students Mountain field station Support from area communities	7/28/2020 9:40 AM
11	Passionate educators. Career education Class size Community support Athletic participation opportunities Cost of attendance	7/28/2020 5:10 AM
12	Strong academic status, beautiful natural surroundings, strong leadership administration, timely core classes, forward thinking leadership	7/27/2020 3:44 PM
13	Local, at home post-high school education; reasonable cost. Leadership, faculty & staff adaptable to changing environment. Student oriented	7/27/2020 2:22 PM
14	Affordable and anyone can take classes	7/27/2020 11:23 AM
15	great instructors best value in the area two year programs that will get you a job	7/27/2020 7:35 AM
16	International and Native Ways studies provide community activities as well as help students understand our communities in Wyoming. The trades classes and AA and AS degree programs outstanding for students to develop careers or complete two of their four years of higher education. Agriculture, Arts, Athletics, and Music programs teach students skills as well as aid in furthering their education. The Nursing and Education programs are outstanding. Campus activities give students ways to socialize.	7/26/2020 7:24 PM
17	A strong sense of community, as well as one of the economic drivers in the community.	7/26/2020 4:54 PM
18	NWC is well known in the basin, just not sure it is well known in WY or even the West. The nursing school and photography school have a great reputation! Known for being an affordable	7/26/2020 3:03 PM

2 year school to then go on to finish degree. Has online courses - this might be something to expand and be great offering! It is a smaller school so not so overwhelming for those that have not traveled or been independent.

19	Location with some many outdoor opportunities. Yellowstone. Small town community here that could be strengthen. Working relationship with Cody that could be leveraged and used to help with potential growth. Lots of potential outdoor industries from rafting, sporting goods, Sleeping Giant, Pahaska Teepee, Big Horn Canyon National Rec, Forest Service, BLM, Yellowstone.	7/26/2020 1:46 PM
20	Cost	7/25/2020 2:37 PM
21	Physical Location (Yellowstone College), housing potential (expand student population, find lower price point)	7/25/2020 2:18 PM
22	Community support as evidenced by county-wide district expansion; bond issue passage for past capital construction; attendance at cultural events and fine arts performances; and athletics; and positive response to financial asks for scholarships. Also traditional strong teaching, beautiful campus, and residential capacity.	7/25/2020 12:35 PM
23	music program, speech and debate, nursing. caring professors	7/25/2020 9:18 AM
24	Transferability - the only thing associate's degrees are good for is what it puts towards higher level degrees. Affordability - it's still expensive but less so than four year schools.	7/24/2020 10:34 PM
25	the health care classes and degrees offered	7/24/2020 8:49 PM
26	Small Classroom size and access to professors. NWC is a friendly campus where both students and faculty acknowledge each other and say hi. Northwest College has an excellent welding program for the trades. Students that come out of that program are very successful in their field.	7/24/2020 3:27 PM
27	local, small, tailored to the community, reasonable cost	7/24/2020 11:08 AM
28	Great location, great town, fairly broad spectrum of curriculum.	7/24/2020 7:13 AM
29	Your strength is Career Technical training and preparation for students whether traditional or nontraditional. We need to enhance those opportunities and at the same time keep all doors open to the students but the focus needs to be skill trades.	7/24/2020 6:33 AM
30	Strengthen our transfer programs and add to our vocational offerings.	7/23/2020 6:28 PM
31	Welcoming, personal attention to students that builds long term relationships. Everyone should have a name.	7/23/2020 6:27 PM
32	Community support, dedicated faculty, engaged alumni, strong student support from everyone involved	7/23/2020 12:43 PM
33	Athletics/booster club, nursing program, tenured professors	7/23/2020 11:56 AM
34	Preparation for matriculation to U Wyoming and other diploma institutions. Nursing education. Primary science education and research. Wasden reading series are supporting the liberal arts curriculum. Music program	7/23/2020 11:46 AM
35	Strengthen your vocational programs. Living across the state at various times, I know that many people see this as the main mission in Wyoming for these institutions.	7/23/2020 11:04 AM
36	Serving the COMMUNITY and yet welcoming to young people, from near and far, by having small classes and, therefore, not overwhelming.	7/23/2020 9:12 AM
37	No idea not affiliated with this college	7/23/2020 8:56 AM
38	-the quality of instruction. -the diversity of student population. -the feeling of safety and community on campus. -the affordability of tuition. -the investment in technology (up-to-date software, hardware, tools, gear, and IT support).	7/23/2020 8:39 AM
39	Location, quality of programs	7/23/2020 7:55 AM
40	Welcoming feel Strong academic reputation for graduates & transfers Proximity to Yellowstone and the YNP eco-region (as an attractive amenity personally, and as a link to academic learning opportunities) Readily accessible to both WY and MT students Emerging/strengthening bonds to the Powell community (citizens & businesses alike) Facilities	7/22/2020 5:28 PM

Northwest College Institutional Transformation SWOT Survey for  
Community Members and Partners

SurveyMonkey

for a fully residential campus, typically only seen in 4-year institutions The Yellowstone Building, because it is an excellent facility AND its allowing NWC to become a 'hub' for community events (workshops, community gatherings, etc.)

41	Residential campus which could offer students an authentic collegiate experience.	7/22/2020 4:02 PM
42	location and the ability to achieve a solid base for future education	7/21/2020 3:31 PM
43	dedicated faculty and staff, good facilities and good reputation	7/20/2020 10:32 AM
44	Excellent entry classes for future transfer Strong student interest	7/20/2020 7:50 AM
45	Location, size, positive environment, class offerings, credit transfer ability	7/20/2020 6:07 AM
46	Outstanding transfer programs A vibrant residential life program The presence of international students	7/18/2020 7:00 PM
47	instructors, staff, facilities , campus appearance	7/18/2020 12:57 PM
48	Value education that prepares students for a career where they can actually earn a living. Strong leader in education in Wyoming.	7/18/2020 7:23 AM
49	Associate degrees and trade certifications	7/17/2020 2:15 PM
50	Quality of professors and teaching expertise, size of classes, support of community, friends and alumni.	7/17/2020 7:16 AM
51	Vocational/jobs training (nursing, welding) Good residence halls (to attract students not from the Powell area) Located in a safe, small town (for parents worried about sending their kids off to college)	7/17/2020 6:37 AM
52	The quality of instructors, especially instructors with advanced degrees; and ongoing emphasis on humanities and sciences.	7/16/2020 7:09 PM
53	Location to unique experiences, community support	7/16/2020 7:03 PM
54	local expertise for mentor and intern differentiated, flexible, and experiential teaching and learning	7/16/2020 4:43 PM
55	Small-town environment, affordable, great upgraded facilities, solid reputation, outreach education	7/16/2020 3:55 PM
56	add more vocational programs	7/16/2020 3:14 PM
57	Low cost - high quality education Easier transition from high school to college than larger institutions Faculty and staff that truly care about students of all capabilities	7/16/2020 2:40 PM
58	1) A strong faculty that is focused on teaching 2) Proximity to Yellowstone 3) Community support 4) Strong music, nursing, equine, law enforcement, and rodeo programs 5) Low cost of tuition and living	7/16/2020 2:27 PM
59	Focusing on Agriculture and trade industry certifications	7/16/2020 2:22 PM
60	1) Technical training 2) Preparatory training for nursing (BS) and business 3	7/16/2020 2:21 PM
61	It is the premier junior college for northwest Wyoming and southern Montana. We need to get more of our brights students to go to NWC their first two years, rather than to a four year state owned university. It is close to home in a time of COVID and make more sense than the "big" schools as costs and class size are much better for the students at NWC.	7/16/2020 2:19 PM
62	None	7/16/2020 1:57 PM

**Q3 Of the STRENGTHS you identified, what is the (1) one strength that, if amplified, could differentiate Northwest College in the minds of future students?**

Answered: 62 Skipped: 1



#	RESPONSES	DATE
1	Outdoor rec program	8/20/2020 3:51 PM
2	Top notch faculty and the top notch programs they can create.	8/20/2020 2:20 PM
3	A practical education	8/20/2020 2:18 PM
4	Variety of programs	8/20/2020 2:17 PM
5	Resurrecting NWC as the premier transfer institution in the state of Wyoming at one time differentiated NWC from the other 2 year colleges in Wyoming and would again if that reputation could be again earned.	8/20/2020 2:15 PM
6	The way they cheer us on to succeed	7/31/2020 3:46 PM
7	Again ... no comment ...	7/30/2020 2:58 PM
8	The one strength would be as was stated in question #2 the outstanding teachers engaging with students to challenge and stretch minds--top teach life-long learning. Teaching how to question, how to critically evaluate messages, how to problem solve and how to work collaboratively with others. The ads from NWC where students express their experiences at Northwest are excellent--do more of those!	7/28/2020 2:37 PM
9	Future success.	7/28/2020 1:17 PM
10	Residential campus and strong student life	7/28/2020 9:40 AM
11	Career education, learning skills that they can put to work immediately, like nursing, welding, HVAC, etc.	7/28/2020 5:10 AM
12	Timely choice of study paths, taught by staff that shows you how to succeed and pushes you to succeed.	7/27/2020 3:44 PM
13	Local, at home post-high school education at reasonable cost.	7/27/2020 2:22 PM
14	Affordable	7/27/2020 11:23 AM
15	best value	7/27/2020 7:35 AM
16	The trades classes and AA and AS degree programs	7/26/2020 7:24 PM
17	A strong sense of community. We are all expected to support local business. We need to extend that expectation to the local education system. Look at what the community stands to lose without support. NWC should be promoted by the community to be the first choice for all within commuting distance. When one suffers, we all suffer.	7/26/2020 4:54 PM
18	Closer to home for those in the basin. Online classes need to be exceptional and engaging.	7/26/2020 3:03 PM
19	The quality of instruction and class sizes. The programs that are available. Instructors are what makes a program and they have worked even harder than these tiring times that they are the strength.	7/26/2020 1:46 PM
20	Cost	7/25/2020 2:37 PM
21	Physical Location, diversity (think about recruiting from under served populations and exotic populations)	7/25/2020 2:18 PM
22	It begins with community support.	7/25/2020 12:35 PM
23	The positive attitudes and friendly, student centered atmosphere of the campus is one of NWCs strengths dating back to the 1970s when I attended.	7/25/2020 9:18 AM
24	Affordability	7/24/2020 10:34 PM
25	Supporting the non traditional student ready for a second or later in life career	7/24/2020 8:49 PM
26	Easy access to professors that care for their student's success.	7/24/2020 3:27 PM
27	small --- giving students more personal attention	7/24/2020 11:08 AM
28	Move towards more medical offerings, seems to be the future in health care.	7/24/2020 7:13 AM

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29	Preparing students for employable skills needed now in the area as well as in the region.	7/24/2020 6:33 AM
30	More job training	7/23/2020 6:28 PM
31	Personal attention.	7/23/2020 6:27 PM
32	Strong student support (student to faculty ratio, financial aid, etc.)	7/23/2020 12:43 PM
33	Promote athletic programs	7/23/2020 11:56 AM
34	Nursing Education program. This impacts regional health resources in this critical time of COVID-19. Prepares trainees for life-long learning process while serving others.	7/23/2020 11:46 AM
35	You'll become known for something that other institutions in the state don't offer. There's a reason to come here etc.	7/23/2020 11:04 AM
36	Being a community college	7/23/2020 9:12 AM
37	No idea	7/23/2020 8:56 AM
38	a combination of all of the above, underscored by affordability.	7/23/2020 8:39 AM
39	Quality of Programs	7/23/2020 7:55 AM
40	Proximity to Yellowstone and the YNP eco-region	7/22/2020 5:28 PM
41	Rich student life with great new student center.	7/22/2020 4:02 PM
42	before Covid I would have said student /teacher ratio	7/21/2020 3:31 PM
43	amazing faculty	7/20/2020 10:32 AM
44	Continue to take an interest in the student	7/20/2020 7:50 AM
45	The ability to attend a small college to begin the college level education experience is key to many students to adapt to living away from home, along with the ability to transfer credits to larger institutions to further the education if needed.	7/20/2020 6:07 AM
46	The residential life program	7/18/2020 7:00 PM
47	faculty	7/18/2020 12:57 PM
48	Value in quality education.	7/18/2020 7:23 AM
49	Small classes,community centered and opportunities	7/17/2020 2:15 PM
50	Quality of teaching.	7/17/2020 7:16 AM
51	Vocational/jobs training. Not everyone needs to get a 4-year degree from a university. In fact, not everyone is equipped to do so. Some just need focused job skills to enter the job market without incurring a huge debt load. Focused job training is much better and much more valuable than getting a worthless degree from a university.	7/17/2020 6:37 AM
52	The quality of professors.	7/16/2020 7:09 PM
53	Location	7/16/2020 7:03 PM
54	active participation, pertaining integrated technology and meaning to career orientation	7/16/2020 4:43 PM
55	Small town environment	7/16/2020 3:55 PM
56	learning a trade at the college to become gainfully employed.	7/16/2020 3:14 PM
57	Faculty and staff that truly care about students of all capabilities	7/16/2020 2:40 PM
58	Without a doubt, the low cost, coupled with the high quality are the biggest selling points for NWC.	7/16/2020 2:27 PM
59	Agriculture Programs, Concurrent Enrollment	7/16/2020 2:22 PM
60	The school needs to continue to focus on high quality technical training particularly in trades. While this is counter to the traditional liberal arts experience, it will be the only way that a sustainable workforce in northern Wyoming can be maintained.	7/16/2020 2:21 PM

61	The safety of the student's health on our campus due to our smaller size and location from a major population center.	7/16/2020 2:19 PM
62	None	7/16/2020 1:57 PM

## Q4 What regional, national, or international OPPORTUNITIES can position Northwest College for transformation and growth?

Answered: 61 Skipped: 2

#	RESPONSES	DATE
1	Proximity to Yellowstone, partnership with UW	8/20/2020 3:51 PM
2	At one time, the photography department was nationally known. The art department was and still is a gem, as is the music department. The ag college is incredibly strong and so is nursing. Investing in these departments and marketing them is the college's best hope for enrollment increases.	8/20/2020 2:20 PM
3	Strong attendance by international students and educational opportunities abroad (like the Bundestag program that sent students here and American students to Germany). Also relevant field studies abroad.	8/20/2020 2:18 PM
4	Location	8/20/2020 2:17 PM
5	It is hard to consider COVID-19 an opportunity, but many students feel a college education is unaffordable at this time. NWC could once more fill the role of an affordable alternative to UW - that also offers great transfer courses.	8/20/2020 2:15 PM
6	Lowering tuition	7/31/2020 3:46 PM
7	Not certain on this one ...	7/30/2020 2:58 PM
8	Develop programs regarding wind and solar energy; environmental studies, perhaps emerging trends in agriculture--how to feed an expanding global population as well as expand the health care programs. Med tech--used to have that program. Utilizing Yellowstone Park as a study location might be appealing to students globally?? (We had a study program in Yellowstone around 1989-90.) Courses/programs on living in a multi-cultural society--not just for international students--for all students. The travel opportunities are excellent. Perhaps the Foundation could provide help for students who can't afford to pay for the travel.	7/28/2020 2:37 PM
9	Regional... a full college experience while being affordable, close to home and setting students up for future success. National... location (rural, and near the national park and surrounding mountains. International.... we already do a great job there.	7/28/2020 1:17 PM
10	Programs in cyber security, computer science, etc. Student leadership academy International student population growth	7/28/2020 9:40 AM
11	More focus on regional recruitment	7/28/2020 5:10 AM
12	NWC may want to look being the go to place for wildlife or recreational associate degrees because we have everything in our back yard. Who can match our location for wildlife study and access to natural resources	7/27/2020 3:44 PM
13	Agriculture, business, & education programs -- supporting local and regional enterprise & scholarship.	7/27/2020 2:22 PM
14	Low cost and quality Outdoor environment and activities such as Yellowstone	7/27/2020 11:23 AM
15	covid-19 & lack of travel	7/27/2020 7:35 AM
16	Kanye West for a music program on campus New sports associations with just neighboring states, places easy to travel to, from Powell. Online programs for students nationally, not just regional. Keep recruiting international students for campus. Keep nursing, education and trades for on campus.	7/26/2020 7:24 PM
17	Take more advantage of our location, our mild climate, local opportunities. Show the community strongly supports the college and their presence is appreciated.	7/26/2020 4:54 PM
18	The West continues to be a draw nationally and internationally. That is something that could be played up more. Every college is trying to figure out its niche right now. Beat them to it!	7/26/2020 3:03 PM
19	Focus on Health, Environment, Technology are a huge focus of the younger generations more and more. More focus on how to stay healthy by eating right and exercising. Getting outside and taking part in more outdoor related activities. Care for what is happening to our planet. Keeping up with technology advancements that are taking place from fit bit watches to smart homes. Programs like nursing, ag, outdoors and several others that can focus and per tailored globally even combined within each other brooding their possibilities to combine those interest. These are all interest that take place globally.	7/26/2020 1:46 PM

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20	Focus locally, forget national. Just try and stay open.	7/25/2020 2:37 PM
21	Take greater advantage of key trade/paraprofessional training programs, continue to make virtual instruction more sophisticated, user friendly, universal.	7/25/2020 2:18 PM
22	I'm thinking if Yellowstone as a premier travel destination, not a new name for the college.	7/25/2020 12:35 PM
23	Not sure.	7/25/2020 9:18 AM
24	CDL, dental assistant, radiology tech - need more degrees that put people right to work.	7/24/2020 10:34 PM
25	The growing nursing shortage	7/24/2020 8:49 PM
26	Being so close to Yellowstone and other National forests in the area to bring more outdoor minded students.	7/24/2020 3:27 PM
27	extend agricultural studies into environmental science (perhaps that exists I don't know)	7/24/2020 11:08 AM
28	Achieving national recognition in the programs that already exist. Sports, Rodeo, Welding, Nursing, Speech.	7/24/2020 7:13 AM
29	We need to focus first on the regional population and then to the surrounding states before going national. I have to be honest here and say for the number of students, the monetary impact to our area and the nation, and future employability in our country, a focus on international students should be way down the list. I do not see a value to it other than the awareness of cultures world wide for those who attend NWC.	7/24/2020 6:33 AM
30	We offer an excellent transfer program at a bargain rate. We need to expand our outreach. Students who know come from Montana and New York and other far away places, but they need to know about us.	7/23/2020 6:28 PM
31	You can go anywhere from Powell because you have the tools to succeed.	7/23/2020 6:27 PM
32	Yellowstone in the back yard, international travel opportunities, a nationally ranked speech and debate team	7/23/2020 12:43 PM
33	Capitalize and market towards athletic students that can no longer attend schools like Sheridan and Gillette	7/23/2020 11:56 AM
34	Outreach to Montana high school students. Toughest challenge: continue to strive to recruit, and retain, Native-American students.	7/23/2020 11:46 AM
35	Again, offering vocational programs that you don't see every where and stop the rest of the state at other institutions from duplicating these programs. This shouldn't happen.	7/23/2020 11:04 AM
36	I do not know	7/23/2020 9:12 AM
37	No idea	7/23/2020 8:56 AM
38	open classes to off-campus students with more night classes, weekend workshops, and online courses using the Cody Center and other locations throughout northwest Wyoming.	7/23/2020 8:39 AM
39	Challenged economic times typically equate to increased in enrollment in higher education - for both academic/transfer and certificate / job training programs. I hope that is unfolding for NWC!	7/22/2020 5:28 PM
40	More career and technical offerings.	7/22/2020 4:02 PM
41	Adult Non-credit certifications courses- training for Water and Waste Water Operators- coordinate with Wyoming Rural Water- training for Clerks and Treasurers	7/22/2020 10:17 AM
42	Solid programs like music, equine, welding and general studies	7/21/2020 3:31 PM
43	regional and international students can be recruited	7/20/2020 10:32 AM
44	Regionally we need more trade type offerings. If these are offered, it is not widely known.	7/20/2020 6:07 AM
45	The addition of more technical & trades (2 year programs)	7/18/2020 7:00 PM
46	recruitment , expansion of vocational education, expansion of bachelor degree opportunites, international student program	7/18/2020 12:57 PM
47	We do have a great international presence that allows NWC to draw international students.	7/18/2020 7:23 AM

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48	Need more internships through local a regional businesses so students can transition to working full time when graduated.	7/17/2020 2:15 PM
49	More vocational education and certification.	7/17/2020 7:16 AM
50	Focused vocational/job training that is not currently available in the immediate area (e.g., drafting/CAD, plumbing/electrical/HVAC certifications, CDL training)	7/17/2020 6:37 AM
51	It seems that Northwest College should spend more effort in attracting students from the Big Horn Basin and Region; and less focus on international students.	7/16/2020 7:09 PM
52	Poor question....not sure what you are asking	7/16/2020 7:03 PM
53	Northwest College By Western Hands Internship Program includes industry-driven model for accredited education for degree-seeking students	7/16/2020 4:43 PM
54	Additional technical training Create a more reliable connection with UW to provide 4-year opportunities in education. I know many people attending an online school to get education degrees out of state.	7/16/2020 3:55 PM
55	Your Photography program has been a leader in the nation for years, What is happening there?	7/16/2020 3:14 PM
56	Healthcare is a sector I suggest targeting	7/16/2020 2:40 PM
57	NWC needs to spend some serious money on a national campaign to advertise its low cost and quality of education. There needs to be experienced people driving this campaign, not just what we have locally. I can't believe, given tuition costs across the country, that NWC isn't turning students away.	7/16/2020 2:27 PM
58	Regionally working with School districts.	7/16/2020 2:22 PM
59	Pursue US federal funding in apprenticeships.	7/16/2020 2:21 PM
60	Our geographic location and student body size.	7/16/2020 2:19 PM
61	None	7/16/2020 1:57 PM

Q5 What new opportunities, that do not exist today at the College, could make Northwest UNIQUE & SPECIAL compared to other colleges? (For example, partnerships, programs, new skills/expertise, facilities, geographic location, specific student populations, processes/methods, etc.).

Answered: 60 Skipped: 3



#	RESPONSES	DATE
1	create a culture. work with the community to embrace the college kids. offer more events for college kids only. First Tracks program, movies in the grass, better food!!!	8/20/2020 3:51 PM
2	Partnering with UW or with the Iowa Geology camp or the Berkeley research group working out of the historical center might add to our uniqueness. It is probably worth considering reinstating a newspaper and a journalism department, since ending that program gutted the photography program and also hurt the college in other ways. I had no idea how much the college newspaper kept me connected to the college.	8/20/2020 2:20 PM
3	More business partnersip programs, internships,	8/20/2020 2:18 PM
4	The college needs to explore adding technical training/certificates for things like: cosmetology (the nearest schools are billings and Casper), mechanic, add a butcher program and allow students to do work studies- there is a meat processing shortage, this would be a win for students and the community. Law enforcement certification following the two year degree for law enforcement candidates- that way they're certified and ready to go. Forest service programs ,	8/20/2020 2:17 PM
5	It is hard to envision new opportunities when the different sectors of the college cannot get together and collaborate and innovate. Allowing all parties to congregate and and exchange ideas would allow this innovation.	8/20/2020 2:15 PM
6	Offering more courses in the vet assistant program that tailor to dogs/cats	7/31/2020 3:46 PM
7	Again ... can't really comment on this ...	7/30/2020 2:58 PM
8	See#4.	7/28/2020 2:37 PM
9	Specific programs and partnerships that fit our community needs and our geographic territory.	7/28/2020 1:17 PM
10	Student leadership academy Niche programs Stronger student recruitment Improved residential facilities	7/28/2020 9:40 AM
11	New skills and improved facilities.	7/28/2020 5:10 AM
12	Partnership with museums, federal and state recreational facilities that need home grown expertise, potentially work study programs that allow NWC to provide increasing number of students who can move into wildlife biology careers. I can not say how to allow credits for work/study moving to BS degrees. Riverton is probably the only location that offers the equivalent outdoor areas.	7/27/2020 3:44 PM
13	The leadership of College can make these decisions on the opportunities into the future.	7/27/2020 2:22 PM
14	Focus on geographic location	7/27/2020 11:23 AM
15	offer many more trades & life skills programs that would help people get jobs	7/27/2020 7:35 AM
16	Wyoming needs to attract businesses that can train employees at NWC. The business could dictate what classes and programs the business needs. This may change what is offered and not encompass the programs I have listed above. Teaching research technicians, especially those that would work with the microbes in Yellowstone, could become a program. More forest service program training, classes for the hospitality industry, and classes for setting up businesses both online and onsite might be offered. Maybe offering workshops and limited-time training for education businesses and others that seem to need constant updating could be offered with both campus and online classes. Dormitories could be used for temporary housing. A side trip to Yellowstone and other area attractions could be an incentive for people to attend.	7/26/2020 7:24 PM
17	The whole Yellowstone as well as Rocky Mountain experience.	7/26/2020 4:54 PM
18	NWC is excellent at forming partnerships and offering innovative programs and studies! Partner with National Geographic on your Photography School. Partner with Johns Hopkins or Mayo on Nursing Program. Find Subject Matter Experts to partner with that being credibility and focus on NWC strengths. We have bright, innovative and inquiring youth in WY,. Highlight the Code of the West for the strengths and substance NWC's student bring to academia and the workplace!	7/26/2020 3:03 PM
19	Indoor Climbing which would allow opportunity for students during winter months to get moving.	7/26/2020 1:46 PM

Opportunity for indoor climbing competitions promoting to bring youth to the college not only for the competition which would open the door for potential future students. Community involvement. Bringing the community together more to work and be proud of their college. Funds brought in from competitions to go towards the college. Campus Life more need to get students involved within the community as well as student activities. Outdoors is a huge missed opportunity for this area. Powell has some great outdoor opportunities as does Cody. Working with more of Cody. Cody has a great sitting and is the main pass through with Yellowstone. So much traffic and the outdoor scene there would be a great one to tap into. Student Activities offering more outdoor activities as well as clubs for those not involved in outdoors. Host events like paint the town red more activities within the community for fun, say a fun run or something along those lines. It's not just a college here that everyone forgets about and goes on with their lives. The community does not hear from the college, only the articles in the paper that highlight the negative outlook of lost of programs or budget cuts.

20	Streamline, more basics without exotic majors.	7/25/2020 2:37 PM
21	Green Technology, Physical Therapy, Security related tech., public service provider (focus on areas of public need that tap previously established funding- public housing, basic health care, child care, transportation)	7/25/2020 2:18 PM
22	Economic diversification for the state is a must. Travel (not in a pandemic year) is Wyoming's second or third largest industry. It will grow. On the boundaries of Yellowstone, NWC could have a first rate program preparing students for the hospitality industry.	7/25/2020 12:35 PM
23	CDL, dental assistant, radiology tech - need more degrees that put people right to work.	7/24/2020 10:34 PM
24	A BSN in nursing program	7/24/2020 8:49 PM
25	Working with Yellowstone National Park and Xanterra would be an excellent opportunity for new programs. Also partnering with some of the larger ranches in the area for the Ag students to learn more about range management and ag business in the real world.	7/24/2020 3:27 PM
26	Expansion into more medical offerings for students' futures.	7/24/2020 7:13 AM
27	We need to meet the regional needs for employment. Partnering with businesses will provide a strong support system and possible employment opportunities for those who attend NWC.	7/24/2020 6:33 AM
28	Are we taking advantage of the coming job descriptions? They won't necessarily be just in the academic area. More jobs will need some form of certificate not a degree.	7/23/2020 6:28 PM
29	Apprenticeship while taking college classes. Practicum on as many areas as possible. Serious job shadowing with mentors. Real world issues tied to philosophical and foundational class work. Solicit short job experiences in the community.	7/23/2020 6:27 PM
30	The location could be exploited to a much greater extent	7/23/2020 12:43 PM
31	Adapt to the new normal. Instead of cutting programs reach out to community, directors, partners and alumni to raise the bar and share investment in higher cost of keeping activities in the wake of a new normal	7/23/2020 11:56 AM
32	See above. Expand the aviation curriculum.	7/23/2020 11:46 AM
33	Alternative energy programs, communication programs (boot camp style web coding programs), Social Media Marketing program, Entrepreneurship program, and refurbish the one's you have.... and last but not least make it easy for the students to access the outdoor opportunities that exist here.	7/23/2020 11:04 AM
34	I am not familiar enough with the existing opportunities to answer this question	7/23/2020 9:12 AM
35	Areas in other towns for distance learning	7/23/2020 8:56 AM
36	internships, visiting speakers, active advisory groups for degree programs. In other words, helping to build connections for students that can leverage them into their professions.	7/23/2020 8:39 AM
37	Outreach centers in smaller communities or in Cody	7/23/2020 7:55 AM
38	It seems the program does a great job of leveraging local needs and opportunities into an academic specialization (e.g., growing hops for local brewing). Other approaches that utilize hyper-local resources and issues seem VERY exciting - e.g., Japanese studies b/c of proximity to Heart Mountain; hydrology and water studies b/c of proximity to world-renown	7/22/2020 5:28 PM

dams and irrigation; natural resource & game management b/c of proximity to the northern rockies ecosystems, oil/gas/maintenance training programs b/c of proximity to the industry, etc.)

39	A new student center.	7/22/2020 4:02 PM
40	cost vs others in our region	7/21/2020 3:31 PM
41	more student internship to job/business-company sponsored situations	7/20/2020 10:32 AM
42	Market as a Regional College , not just Wyoming	7/20/2020 7:50 AM
43	The campus facilities need to be updated, first impressions are a must. Trade skills with the ability to get certifications are very important and not taught in Wyoming very well.	7/20/2020 6:07 AM
44	Administration needs to meet with community business leaders to find out what workers are needed locally & regionally.	7/18/2020 7:00 PM
45	development of expanded vocational education opportunities; concentrate on two or three programs that will stand above the others and can be promoted regionally	7/18/2020 12:57 PM
46	Expand our health care education in new areas.	7/18/2020 7:23 AM
47	On the job and nternships	7/17/2020 2:15 PM
48	Strengthening and expanding arts departments.	7/17/2020 7:16 AM
49	Focused vocational/job training that is not currently available in the immediate area (e.g., drafting/CAD, plumbing/electrical/HVAC certifications, CDL training)	7/17/2020 6:37 AM
50	Location in a favored part of Wyoming and the Rocky Mountain region. As always, it is important that the college be very familiar with the habits, preferences and desires of each new generation of students. It will be very important for the Northwest College to project its advantages over the growing area of on-line colleges and universities.	7/16/2020 7:09 PM
51	Use your community as a sounding board. Our community has wonderful leadership and ideas. Just listen!	7/16/2020 7:03 PM
52	> geographic location for artisans, reflecting western functional art curriculum and instruction > visible geology, habitat, and wildlife viewing for real world experience > natural environment inquiry-based instruction with project-based learning, using Kolb Model for holistic approaches and experiences, including cognition, environmental factors, and emotions > purposeful integrated technology for dyslexic and gifted student populations	7/16/2020 4:43 PM
53	Powell is a great small town	7/16/2020 3:55 PM
54	identify needs of Park County and Big Horn Basin needs, such as tourism, food service, preparation etc.	7/16/2020 3:14 PM
55	I'd like NWC to aggressively pursue partnerships with the private sector.	7/16/2020 2:40 PM
56	Partnerships with Yellowstone Park, the Shoshone Forest, and Indian tribes, the BB Center of the west, Tippets Rise and other major entities throughout the region would give NWC more visibility.	7/16/2020 2:27 PM
57	Partnering with secondary ag, tech, business teachers to get students started at Northwest	7/16/2020 2:22 PM
58	Ability to serve a wide ranging rural population who craves both technical and intellectual skill sets.	7/16/2020 2:21 PM
59	More "trade" programs such as gunsmithing, computer repairs, automotive technology, mountaineering, oilfield safety , wind farm maintenance & technology!	7/16/2020 2:19 PM
60	None	7/16/2020 1:57 PM

**Q6 What WEAKNESSES will hamper Northwest College's ability to meet the changing demands of higher education and thus inhibit the College's ability to thrive and grow?**

Answered: 58 Skipped: 5

#	RESPONSES	DATE
1	recruitment. I've attended a recruitment event with my niece and NWC recruitment staff is on their phone not engaging. Get more students, have more money, build a new student center. You professors are great, the classes are diverse.	8/20/2020 3:51 PM
2	The college places too much emphasis on administration and on holding tightly to the notion that the "institution" drives enrollment. We've tried that path and it isn't working. It is time to reinvest in the things that make our communities excited about NWC, and that is the stellar faculty and the programs they imagine and create.	8/20/2020 2:20 PM
3	I think offering some four year degrees would also be huge for NWC.	8/20/2020 2:17 PM
4	The lack of a school newspaper is hampering the school in terms of internal communication. The paper was also distributed to the community which helped keep NWC visible in the minds of the local residents. Communication in general is now a great weakness. Faculty no longer help recruit students, only the Admissions Office does that. What is the point of this level of control over communication? It is stifling the college.	8/20/2020 2:15 PM
5	At this time I cannot think of any	7/31/2020 3:46 PM
6	None ... there are no weaknesses I can see ...	7/30/2020 2:58 PM
7	Lack of funding from state of WY and local resources are a major limitation to the viability and growth of the college. Finding grants and other revenue sources is an area of needed improvement for the college. Another area for improvement is the need to determine the vision of the college. It seems that the state as well as local leaders don't know what to do with community colleges--they are the ugly step-children of higher education. Right now, relegating their role to "job training" sounds like a "good" idea. Economic support for community colleges ranks a distant second to the University of WY. We need to have a clear vision for Northwest--one that includes a strong academic transfer offering as well as outstanding technical programs. Leaders must be willing to advocate for community colleges with legislators and with community members. Another area for improvement and this is huge: much better and consistent communication between the college and the community. Many people have commented that they don't know what's happening with the college since they stopped the college newspaper. It is OK to paint the town red two days in August, but what about the rest of the year? People hear rumors or read bits and pieces in the Powell Tribune, but do not know what is really going on with teachers, students, and staff. This college has amazing teachers who are or have been involved with research projects and other interesting cutting edge experiences and our community knows little to nothing about them. Op-en, honest and consistent communication with the community is a major area for improvement if the college is going to survive. This community has supported this college for 75 years, but that support will (and maybe already is) diminish if there is not a significant and sincere connection between community and college. There needs to be a real and sincere effort to listen to and work with all constituencies at the college. Each person is important and has an important part to play in the delivery of an outstanding educational experience for students. Each needs to feel valued as expressed by leaders and co-workers.	7/28/2020 2:37 PM
8	Marketing budgets. Aged facilities.	7/28/2020 1:17 PM
9	Senior administrators' lack of commitment to student recruitment Severely declining enrollment that impacts state funding and programs/services Little attention to new programs that respond to state/area economic needs Aging/inadequate facilities and no financial resources to update/replace them Faculty have less ability to recruit students because of their reduced numbers	7/28/2020 9:40 AM
10	State funding and improved facilities.	7/28/2020 5:10 AM
11	The physical campus needs to be upgraded. Unfortunately students look at appearance of their dorms, student center etc. vs what they get from teachers and surroundings.	7/27/2020 3:44 PM
12	FINANCING; FINANCING. As a public, tax supported college, the taxpayers of Wyoming have hard decisions to make on the financing of public services & responsibilities. There cannot continue to be a "cut, cut, cut". I normally cannot support added taxes for "the payers"; however, the natural resource industry, which has supported Wyoming government "forever" is not producing -- world economic issues dictate. A "bullet needs to be bitten". A non-resident writing. Maybe, the region (Big Horn Basin) needs to be tapped for added resource -- taxing authority in Basin.	7/27/2020 2:22 PM

13	No big money from State	7/27/2020 11:23 AM
14	lack of higher funding	7/27/2020 7:35 AM
15	Higher education needs revamped. NWC needs teachers and staff that let some of how we teach students now go. Use of the campus needs rethought as not all buildings may be needed anymore. Offering classes online could mean revamping the mechanical and wiring end of website teaching.	7/26/2020 7:24 PM
16	I believe that NWC should have asked for the sales tax to fund their building project. Deep down, the county and city will not need the sales tax increase if the college suffers and is lost, the hospital, K-12 system, city, and county will not have the population left to provide services to. We all need to strive in order to keep a balance to our whole economic system.	7/26/2020 4:54 PM
17	Not sure if NWC weaknesses but funding may be one. Is your online program state of the art? Because it will need to be. Has NWC, from the top down, figured out how it fits in WY And the West's education selection process. Are you recruiting in all the right places? Are NWC professors the best in their field? Can you offer the best College experience to each and every student?	7/26/2020 3:03 PM
18	Not enough advertising. Not enough community involvement. There are lots and lots of billboards with UW and the great slogan UW has. Need a catchy slogan and some marketing for the opportunities here. Lots of marketing. Not enough word out there. Not everyone can attend a 4 year school or are able. Yard signs of UW all over the place in our community. Where is NWC, this is NWC's backyard. Yes, UW and NWC can work together but, NWC is getting lost. Get out there and brag about the programs, every single one the school has to offer. More spotlight on the instructors, spotlight on each program once a month. Faces. Getting Cody who is a close neighbor as well as NWC campus there, getting more involvement and working together. Who is NWC? To much talk amongst those in the community that what does NWC have to offer since loosing programs and so forth. Community involvement that NWC is here for them and their children's future. Community that is upset with things that have happened and lack of resources that the school has which is hard during trying times but, the community is upset and they need to believe in the college and have a reason to know that the college is here and working together it does a huge amount for this community and area. What would this community be like without the college.	7/26/2020 1:46 PM
19	Money	7/25/2020 2:37 PM
20	Non productive thrifty measures, lack of vision, traditional views of fund raising.	7/25/2020 2:18 PM
21	Financial constraints.	7/25/2020 12:35 PM
22	Do not offer many programs that put people right to work	7/24/2020 10:34 PM
23	Punishing students who went at 18 and quit with being on academic probation 25 years later. Set a time limit not indefinitely. You get a lot of revenue from those middle aged students returning and you make it very easy for them to give up.	7/24/2020 8:49 PM
24	Without the personal interaction between students and the professors, NWC will not differentiate itself from other colleges. If NWC Leadership is slow to react to opening up the college, students are going to go where it is open. I think leadership's stance on COVID is ridiculous and will harm the college going forward	7/24/2020 3:27 PM
25	location, there are limited business or employment opportunities in Powell to attract working FAMILY members of staff, educators or older students	7/24/2020 11:08 AM
26	Keeping up with innovations that attract more students.	7/24/2020 7:13 AM
27	Please don't take this offensive even though it probably is but we should not be focused on four year degrees and more preparation towards those degrees with the courses offered than for skill trades and the opportunities afforded through that education. It doesn't mean we don't keep the door open for the four year degrees but we need to get back to what the community college was created for and that is the skilled positions which are so lacking at this time. Plumbers, electricians, carpentry, HVAC training, and many more which are being overlooked and looked down upon as not respectable occupations. We need to help people understand the value of and develop a respect for the skill occupations.	7/24/2020 6:33 AM
28	Are we limiting our recruitment to the same areas? Maybe we need to look a little farther away than Wyoming, Montana, And Utah.	7/23/2020 6:28 PM



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29	I believe the painful requirements of convincing state/national bodies that hampers nimble curriculum change.	7/23/2020 6:27 PM
30	The population of the service area is against NWC when it comes to growth.	7/23/2020 12:43 PM
31	Inability to raise awareness and raise donations	7/23/2020 11:56 AM
32	Identity. Housing limitations. Scholastic support via legitimate loans, and with scholarships.	7/23/2020 11:46 AM
33	This is the time to change your name to Yellowstone College. The name itself would be internationally recognized. This is the best time to do it. The world is changing. Refusal to revamp or cancel programs that are no longer relevant.	7/23/2020 11:04 AM
34	I am not familiar enough with the college to answer this question. The one weakness it cannot overcome is Powell's low population.	7/23/2020 9:12 AM
35	Distance learning	7/23/2020 8:56 AM
36	I've always felt that our focus on recruiting recent high-school graduates limited our enrollment. As a "community" college, we can offer retraining, or refreshing, or enriching courses to all members of the community. That needs to be promoted more.	7/23/2020 8:39 AM
37	It seems like NWC is not as 'integrated' into the community of Powell (or, the Big Horn Basin overall) as it could or should be; yet, that community connection is crucial. Budget cuts will undoubtedly be stressful; and yet, continued upkeep & improvement of facilities is going to be exceptionally important	7/22/2020 5:28 PM
38	Not enough activities on week-ends so students all disappear.	7/22/2020 4:02 PM
39	old buildings, budget cuts and the continuation of Covid	7/21/2020 3:31 PM
40	competition in its area , no large employers needing a large block of similiarly skilled workers and drastically reduced state and local financial support	7/20/2020 10:32 AM
41	Funding	7/20/2020 7:50 AM
42	Again the campus (student center) needs updated to meet today's standards. Funding is always a concern.	7/20/2020 6:07 AM
43	Lack of vision & innovation	7/18/2020 7:00 PM
44	budgetary restrictions, limited recruitment in adjacent states, surveys must invite faculty comments	7/18/2020 12:57 PM
45	Budget cuts. Need better funding mechanism from the state.	7/18/2020 7:23 AM
46	Not keeping up on the facilities. We need a new Trapper center/ food court gathering place that attracts the young people	7/17/2020 2:15 PM
47	Much as I dislike mentioning materialistic details, updating some current facilities.	7/17/2020 7:16 AM
48	No specific ideas here. However, if NWC cannot offer education/training in areas most desired by students, they will go elsewhere (another community college or a university directly, trade schools, etc.).	7/17/2020 6:37 AM
49	The ever increasing reliance on obtaining information and education on-line and the increasing attitude among our younger generations that a college degree is not important .	7/16/2020 7:09 PM
50	Sadly I think the lack of leadership. Without good leadership and listening skills we will continue to lose students.	7/16/2020 7:03 PM
51	financial constraints	7/16/2020 4:43 PM
52	The Mormon connection	7/16/2020 3:55 PM
53	always offer the basic courses so each student can continue with a 4 year degree after graduating from NWC Eliminate sports. Put the money to educate.	7/16/2020 3:14 PM
54	I'm not sure we NWC has a current long-term plan. What programs are we thinking of adding or eliminating, not based on funding - but demand? What is our plan with the dorms?	7/16/2020 2:40 PM
55	1)The open enrollment policy means having students in classes that drag things down for	7/16/2020 2:27 PM

stronger students, making them want to go elsewhere. It would be nice to eventually have a way to meet more remedial needs of some students to prepare them for a college experience when their public schools have failed. 2) There needs to be an infrastructure to support recreational activities for younger people; paved trails around town and outside of town for them to bike, run, skateboard, etc. A bike trail between Cody and Powell would be terrific as e-bikes and skateboards become more and more popular and viable as a way to commute for young people. Being a two-year college is another weakness because it limits the campus experience and deprives students of upper-classman role models. Being in Powell is another weakness, though I'm not sure what can be done about that now. But striving for more of a Cody presence, and getting more buy-in from the Cody community would be a good goal. As the economy moves toward sustainable practices, the college needs to position itself to be a leader in solar and wind, as well as hemp processing practices to reduce the world's dependance on petroleum. We need programs that make us cutting edge in new and emerging technologies.

56	1) Weak state budgets 2) Need to rifle curricula rather than keeping it broad. Number 1 will force number 2 ultimately so be on the proactive side of addressing it now.	7/16/2020 2:21 PM
57	Too many advertisements that are not about specific programs that we offer. The advertising is too general in nature.	7/16/2020 2:19 PM
58	Alot	7/16/2020 1:57 PM



**Q7 What factors/trends in the region, nationally, or internationally that are outside of the College could THREATEN the college's viability and growth in the years to come?**

Answered: 60 Skipped: 3

#	RESPONSES	DATE
1	There is not a fun culture. It is a party campus. Get more students on campus and generate income to build a new student center with a theater, bowling alley, pool tables. create and environment. I wanted a good education and a great place to live.	8/20/2020 3:51 PM
2	The notion that business rules undermines faith in faculty and the quality of the programs NWC was once known for. When parents dream of sending their first generation student to college, they are dreaming of an old-fashioned, top notch, liberal arts education, not a tech certificate. I think our administration has lost touch with the folks who are sending their kids to NWC, because they are playing to community leaders instead of their clientele.	8/20/2020 2:20 PM
3	Change in energy resource use and significant decline in mineral severance tax revenue. Lack of jobs and lack of relevant training available.	8/20/2020 2:18 PM
4	Local economy, lack of training/certification programs	8/20/2020 2:17 PM
5	The most threatening trend is the total transformation from a belief in a liberal arts general education as the foundation of society to the belief that all that is needed is the minimum vocational training for a specific job. This will turn NWC into a trade school if we follow the trend as we have. Then there will be no need for dorms, most of the faculty, and certainly not a new Music and Fine Arts building nor a new Student Union (at least on the scale currently envisioned).	8/20/2020 2:15 PM
6	I cannot think of any	7/31/2020 3:46 PM
7	Well ... there is a certain person in the White House who probably shouldn't be there ... who knows what might happen to this country if this person is re-elected ...	7/30/2020 2:58 PM
8	The attitude that education isn't important--it is only good if it leads to a job. The devaluing of learning, of curiosity and of understanding things and people outside of our own little sphere diminish the desire and/or necessity of a college experience. High cost of college--colleges may be pricing themselves out of existence. Elitism associated with a college education--only the wealthy can afford. This is where a community college can flourish. The COVID19 certainly has threatened how education is delivered. All on-line may be a temporary necessity, but there is no substitute for the in-class face to face experience. If students can take everything on line, what kind of a "college experience" is that?	7/28/2020 2:37 PM
9	If other 4 year colleges start lowering tuition and offering more on-line programs then we could lose our more traditional students to them. Need to sell our prestige and success.	7/28/2020 1:17 PM
10	State's revenue shortfall and resulting budget reductions Potential consolidation of state's smaller community colleges Attitudes among some that the state's community colleges should be self-supporting COVID-19	7/28/2020 9:40 AM
11	Name change, viruses, state funding.	7/28/2020 5:10 AM
12	School needs to toot their own horn as to what we have and what we can teach you. School has done well with Allied health which is a growing field, but what programs need to be revisited. Having scenario for law enforcement means you could train enforcement for National Parks, National forests, state agencies etc.	7/27/2020 3:44 PM
13	Reluctance of the tax-paying legislators & elected officials to even consider need for added taxation. World economy is factor in natural resource requirement; and the effort now to "kill" coal as a viable natural resource.	7/27/2020 2:22 PM
14	Budget problems lack of \$\$	7/27/2020 11:23 AM
15	lack of funding	7/27/2020 7:35 AM
16	Wyoming needs to attract businesses that can train employees at NWC. Our way of thinking about how society works is changing as social media is prominent and how people should treat each other is changing. It seems to be changing much faster than we are accustomed. The College is going to have to change faster than the people who pay taxes are willing to accept easily. Funding may need to come from other sources more than where it comes from now.	7/26/2020 7:24 PM
17	Population shift to the larger cities for employment opportunities.	7/26/2020 4:54 PM
18	Funds are incredibly tight for any kind of education, that is going to be a huge issue for NWC. If you can solve the funding issue, you will be homefeee!	7/26/2020 3:03 PM

19	Lack of interest getting involved in outdoors and community. We live in an area that has a lot to offer and is a missed opportunity. Advertising. Lack of activities for students on campus. Campus life more involvement. This is a small rural area and youth look to what is there around and not just academics. Education is the up most importance but, what sort of college experience as a whole would a young person have going to NWC. Campus life.	7/26/2020 1:46 PM
20	Budget by State	7/25/2020 2:37 PM
21	Retrenchment in the fossil fuel sector, anti-immigration trends	7/25/2020 2:18 PM
22	Voices around the state, (in the Legislature?) already saying Wyoming only needs three community colleges.	7/25/2020 12:35 PM
23	I believe students will move away from the traditional college degree programs toward more vocational programs. Does NWC provide enough in this area?	7/25/2020 9:18 AM
24	State funding being cut, more institutions offering online degrees	7/24/2020 10:34 PM
25	Coronavirus	7/24/2020 8:49 PM
26	The COVID scare and if the college has to go online, it is not a pretty outlook.	7/24/2020 3:27 PM
27	location	7/24/2020 11:08 AM
28	Retaining quality leadership and professors. Inability to retain and increase enrollment. Keeping costs in check.	7/24/2020 7:13 AM
29	By not staying current with the education and materials needed for that education others will pass us by. Many of our skilled areas have older equipment and are behind. We need to use partnerships with businesses and others to update our areas of focus and make sure we are current. We also need to make sure what we have to offer is out there and easy to read, see, and connect with. The old college course book is not going to take us far. What about listing areas of interest and then when one clicks on them it opens the different employment opportunities and when clicked on it shows the courses needed for that area of interest.	7/24/2020 6:33 AM
30	The cost of college can often be unrelated to the compensation they will receive.	7/23/2020 6:28 PM
31	Visa issues, aging infrastructure, clinging to the past and the inability to meet job requirements beyond state boundaries.	7/23/2020 6:27 PM
32	The long term health of the energy industry comes to mind.	7/23/2020 12:43 PM
33	NWC has to be careful not to lose its value proposition... value has to be greater (and lower cost) than competing colleges	7/23/2020 11:56 AM
34	COVID-19. Wyoming's medical approach is mundane. How can one teach on-site? Can the college upgrade off-site learning via faculty training, technology infrastructure?	7/23/2020 11:46 AM
35	Controlling the Covid-19 threats.... let people know that Wyoming is one of the least infected states in the union etc. You'll need some up to date marketing on this issue. Lost of prestige of college degrees due to cost of education. We're inexpensive compared to others. Marketing again needs to step forward across the board on this...	7/23/2020 11:04 AM
36	With the internet, there is not much that would threaten its viability and growth, unless it something like dance.	7/23/2020 9:12 AM
37	No idea	7/23/2020 8:56 AM
38	the biggest problem is the declining numbers of high school age kids. We have to expand our student base to include more diverse age groups and populations. See my answer to question #6: I've always felt that our focus on recruiting recent high-school graduates limited our enrollment. As a "community" college, we can offer retraining, or refreshing, or enriching courses to all members of the community. That needs to be promoted more.	7/23/2020 8:39 AM
39	Budget cuts (stated above) Once-prominent industries like oil & gas are in dire decline, creating budget constraints as well as potential student populations relocating out of the area	7/22/2020 5:28 PM
40	Cheap online education.	7/22/2020 4:02 PM
41	online classes, strong economy that makes education look less desirable	7/21/2020 3:31 PM

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42	students look more for job training than a well rounded education proportionally, to the past and can do so much online where it is timewise, very convenient and they may never have to leave home.	7/20/2020 10:32 AM
43	lack of specific training for future jobs	7/20/2020 7:50 AM
44	Online education is now at the forefront and needs to be addressed.	7/20/2020 6:07 AM
45	Lack of community support & buy-in	7/18/2020 7:00 PM
46	Corona virus restrictions on international exchange students	7/18/2020 12:57 PM
47	Wyoming's lack of diversity to enable their economic support.	7/18/2020 7:23 AM
48	Rising costs of a college education and the ability to get a student loan	7/17/2020 2:15 PM
49	Weekend exodus, and total closure of college during winter holidays, very difficult for food deprived students.	7/17/2020 7:16 AM
50	Aging society in the US. I've seen studies that show that the population of Powell and Wyoming are particularly getting older. If this continues, it will become increasingly difficult to recruit young students from just the Powell or Wyoming areas. If the world continues to experience pandemics such as COVID-19, travel restrictions may continue. Thus, it may be difficult for international students to attend NWC, especially on campus.	7/17/2020 6:37 AM
51	The extreme loss of local and state revenue generated from mineral and hydrocarbon industries will have a significantly negative impact on the ability of Northwest College to thrive.	7/16/2020 7:09 PM
52	Again pork question. Not sure what you were wanting here. You need to be looking locally for resources that will bolster the college enrollment.	7/16/2020 7:03 PM
53	harsh environment, isolation, and fear of risk, unfamiliar, new experiences, and uncomfortable situations, limited human differences, and change	7/16/2020 4:43 PM
54	Reduced numbers of students attending college.	7/16/2020 3:55 PM
55	1. canceling classes 2. Interscholastic sports could be reduced or eliminated, putting the money to help students learn job skills	7/16/2020 3:14 PM
56	Funding, downward trend in available students to recruit compounded with increased competition for those students, aged facilities, lack of State investment (not just \$) in NWC, changing economy just to mention a few.	7/16/2020 2:40 PM
57	As online education gets better we'll be competing with bigger colleges sucking up all the students. We need to look ahead to find ways to make sure we're still relevant in the future.	7/16/2020 2:27 PM
58	1) Collapse of oil and gas in Wyoming will drive people to schooling as they retool. This is a positive BUT you will need to be prepared for this rush and how do you think you can address their interests and the workforce needs. Too often elsewhere I have seen this rush to post secondary training/education following an economic downturn but the college then fails to deliver sustainable and meaningful programs for non-traditional learners. The opportunity is missed and the school decries the failings of what happened without seeing the need to strategically position yourself for the future.	7/16/2020 2:21 PM
59	Depressed minerals markets will hurt our state based funding of our school. We need to offer more "green" technologies as our state moves away from coal, oil and uranium.	7/16/2020 2:19 PM
60	None	7/16/2020 1:57 PM

**Q8 When you think about the legacy of Northwest College in the region, what parts of the College's legacy do you HOPE will continue to be carried on in the future?**

Answered: 59 Skipped: 4

#	RESPONSES	DATE
1	Powell and NWC Pride.	8/20/2020 3:51 PM
2	Liberal arts. Folks like [names redacted] people who gave it all to the college, true intellectuals and thinkers who dug into the surrounding community as well as the college, making our college AND our communities better and also improving the visibility of the college by their engagement in the community at large.	8/20/2020 2:20 PM
3	A strong community bond with innovative and effective leadership as we have sometimes had in the past The field camp is an awesome facility that is currently underused.	8/20/2020 2:18 PM
4	Community support	8/20/2020 2:17 PM
5	Historically our legacy has been as a premier transfer institution that also offered selected vocational opportunities. I hope that is the legacy that will be carried forward.	8/20/2020 2:15 PM
6	Lots and lots of variety in scholarships	7/31/2020 3:46 PM
7	The Foundation!	7/30/2020 2:58 PM
8	Again, the legacy of Northwest Community College has been its outstanding academic reputation. Additionally, it has had outstanding technical instruction. When students transfer to four-year colleges from NWC, they are usually better prepared for their last two years than those who entered the U as freshmen. The hope lies in a commitment to hiring the best faculty, expressing value and support for them and spreading the word that NWC is truly dedicated to providing a positive educational experience.	7/28/2020 2:37 PM
9	Student success, good teachers, International presence, rodeo team, economic impact in Powell and Cody.	7/28/2020 1:17 PM
10	Collegiate, residential campus with strong student life	7/28/2020 9:40 AM
11	The current name, Athletics, technical education opportunities, ability to transfer credits easily to UW/MSU.	7/28/2020 5:10 AM
12	Strong academics, teachers who care and guide you, and enlightened senior administration	7/27/2020 3:44 PM
13	Attractiveness of curriculum; adapted to the ever-changing needs; and the faculty, staff, leadership adapting "on a dime" to changing of the issues; most beyond control.	7/27/2020 2:22 PM
14	Quality	7/27/2020 11:23 AM
15	great teachers great value	7/27/2020 7:35 AM
16	I hope that somehow, students will find a way to connect to others at the school and build friendships even through online classes. I would like to see students graduate feeling like they learned a lot in their classes, that they feel like they can succeed in their endeavors with the knowledge they learned at NWC. Who knows, maybe streaming sports and video championships online will become a thing.	7/26/2020 7:24 PM
17	An important asset to the city and county as well as those who do want to pursue higher education locally. We need to extend a systemic pride of accomplishment and the small town experience.	7/26/2020 4:54 PM
18	I think the small town surrounding the college is a plus. The college being smaller is a plus. The only legacy a college really has is its students-past, present and future!	7/26/2020 3:03 PM
19	Quality of Education A working relationship with the community.	7/26/2020 1:46 PM
20	Scholarships	7/25/2020 2:37 PM
21	College-Community partnerships, learning opportunities in the natural environment,	7/25/2020 2:18 PM
22	College education close to home. An athletics program that brings in 125 students a year of needed enrollment, adding to the energy of the student body, and helping to engage college and community together.	7/25/2020 12:35 PM
23	I don't think of a legacy, I think of how many people that are employed and how they are our community.	7/24/2020 10:34 PM
24	Being local and inexpensive but absolute quality in what you offer!	7/24/2020 8:49 PM

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25	Strong Athletic presence in all sports. The legacy of creating students that are successful in their continuation of their education after Northwest.	7/24/2020 3:27 PM
26	dedicated professors and educators	7/24/2020 11:08 AM
27	Association with larger universities to make sure students identify with furthering their education.	7/24/2020 7:13 AM
28	I am a strong fan of sports but I think we need to be careful as to how much we offer. Spreading too thin is not a good idea so focus on what makes us who we are. The rodeo and the wrestling are strong programs. They need to continue. The basketball programs are liked by many and have had good success in the past. Along with that I feel NWC has and was developed to help those students who are not destined for a four year school but need the education to be successful in today's skilled occupations. They have become highly technical and the two years of education are a must for so many of them.	7/24/2020 6:33 AM
29	We continue to keep our alums in our sight and continue to involve them in our community.	7/23/2020 6:28 PM
30	Changing identifiers each time some one gets a wild hare.	7/23/2020 6:27 PM
31	A strong, student centered faculty offering a quality education, whether in the transfer programs or vocational certificates.	7/23/2020 12:43 PM
32	Athletics	7/23/2020 11:56 AM
33	It has helped local 'kids' begin the educational process that allows them to expand their career options whether at home or elsewhere.	7/23/2020 11:46 AM
34	Excellent vocational programs, travel opportunities, community involvement, teachers who care and can teach.	7/23/2020 11:04 AM
35	How is welcomes all students, traditional and non-traditional.	7/23/2020 9:12 AM
36	No idea	7/23/2020 8:56 AM
37	excellent quality of programs and -- until recently -- general education requirements that included the arts, science, and technology.	7/23/2020 8:39 AM
38	Blending the "four year experience" with a "two year program", giving students the best of both worlds	7/22/2020 5:28 PM
39	A well rounded college that offers a broad range of learning experiences.	7/22/2020 4:02 PM
40	solid education for a reasonable cost	7/21/2020 3:31 PM
41	that It does give the means to a good education and job training that was very personalized.	7/20/2020 10:32 AM
42	Well prepared for a four year University	7/20/2020 7:50 AM
43	A hometown college that provides a great education at a low cost. Very good for students of our region due to small class size and personal attention.	7/20/2020 6:07 AM
44	The vibrant & positive culture of the campus.	7/18/2020 7:00 PM
45	superior music program, student speech and debate participation, athletic team participation, continued high level of instruction in numerous areas	7/18/2020 12:57 PM
46	Personalized education with great teacher to student interaction.	7/18/2020 7:23 AM
47	Friendly home town feel where people help each other. NWC is a great school to get your associates!	7/17/2020 2:15 PM
48	Interaction and connection to the community.	7/17/2020 7:16 AM
49	Reputation as a small-town college where a student can obtain a high quality education at a reasonable cost as compared with a university.	7/17/2020 6:37 AM
50	Providing quality education with low student/faculty ratios.	7/16/2020 7:09 PM
51	Northwest College has survived many changes and obstacles over the past years. We are a great college and market ourselves as such. We need to make our public aware of the	7/16/2020 7:03 PM

programs that we are offering. We do not publicize our programs well enough. I would hope our legacy would be strength in transfer of our students.

52	sense of standing out, being special, and uniqueness, as conveyed by the staff and faculty student individual and respectful treatment	7/16/2020 4:43 PM
53	The regional draw of students	7/16/2020 3:55 PM
54	The fundamental programs to help graduates find positions in Wyoming first.	7/16/2020 3:14 PM
55	High quality faculty and staff.	7/16/2020 2:40 PM
56	I hope the legacy of a small-town college with big town quality will continue. The David beating Goliath by playing the game our way.	7/16/2020 2:27 PM
57	Agriculture, Trade, Tech emphasis	7/16/2020 2:22 PM
58	An education for our regions youth that remains close to home.	7/16/2020 2:19 PM
59	None	7/16/2020 1:57 PM



## Q9 What makes you most PROUD when you think about Northwest College?

Answered: 61 Skipped: 2

#	RESPONSES	DATE
1	my dad was an alumni. NWC is part of our community. I don't engage, but that is because NWC doesn't interact with the community. I don't even know when basketball games are because they don't put out schedules. I can go to their website...but they haven't shown me they want me to attend. Work on recruitment and marketing.	8/20/2020 3:51 PM
2	The faculty and the classes I have taken from them over the years. I have a friend who attended an Ivy League school, and after taking a class from [name redacted], she admitted it was the best class she'd ever taken anywhere. I think we forget that when we look back at college, there is usually one professor (or a few if we are lucky) who really stands out. But we do not remember the buildings we went to classes in or even the meals we ate in the cafeteria. We remember the friends we made and the faculty members who inspired us.	8/20/2020 2:20 PM
3	The quality of the education that my family experienced there which is in grave danger of disappearing.	8/20/2020 2:18 PM
4	Successful alumni. Hearing stories about past students and how they have impacted the world is always encouraging,	8/20/2020 2:17 PM
5	I am proud of the role NWC has played in helping the young people in this area obtain an affordable yet excellent education. I am proud of the faculty and staff and the College Board members that have facilitated that.	8/20/2020 2:15 PM
6	The professors, staff, and fellow students who cheer each of us on	7/31/2020 3:46 PM
7	The great that is being done ... and how it makes me proud my Dad went there ... and how the Foundation has helped today's students continue their studies!	7/30/2020 2:58 PM
8	That each faculty member contributed to the success of NWC for so many years. That we held each other to high academic standards and that people in the college and in the communities we serve valued our work as expressed through support--verbal and monetary.	7/28/2020 2:37 PM
9	How adversity has been handled thus far. Very impressive.	7/28/2020 1:17 PM
10	Academic excellence Residential campus and strong student life Exceptional experiences for students Collegiate environment International student population Cultural and other programs for area communities	7/28/2020 9:40 AM
11	High quality education at a reasonable cost.	7/28/2020 5:10 AM
12	The culture and vitality that it brings to NW Wyoming.	7/27/2020 3:44 PM
13	It's an integral part of the community; Park County, Big Horn Basin and even southern Montana. Most Proud of being an ALUMNUS!	7/27/2020 2:22 PM
14	Nice campus	7/27/2020 11:23 AM
15	that it provides a great learning opportunity for the people of this area	7/27/2020 7:35 AM
16	I am most proud that NWC goes out of its way to support students and sees that they graduate or reach their goals.	7/26/2020 7:24 PM
17	The quality of education offered. The quality of staff. The quality of the buildings and infrastructure to provide a safe atmosphere to promote a sense of safety and well being.	7/26/2020 4:54 PM
18	Proud that it is in the Basin. Proud to take courses, in art, in my free time. I smile when I hear a parent say they graduate will be going to NWC. The parent is smiling too. The campus seems safer than big other larger campus. The community of Powell is safer than big cities that have colleges and universities. It is all about peace of mind!	7/26/2020 3:03 PM
19	The quality of education that you obtain. The instructors that are dedicated to providing a quality education and care for students. Your not just sitting in a huge class where the instructor might never know who you are, they care to be available for all students and take the time to know their students.	7/26/2020 1:46 PM
20	Not a whole lot currently.	7/25/2020 2:37 PM
21	Northwest has shown a long term commitment to local learning opportunities. Many alum and long time residents see the college as key to the unique vitality of this community.	7/25/2020 2:18 PM

Northwest College Institutional Transformation SWOT Survey for  
Community Members and Partners

SurveyMonkey

22	The vision and the commitment of the Powell community, later joined by the rest of Park County, to stand up a college carry it forward for 75 years.	7/25/2020 12:35 PM
23	NWC has a beautiful campus and has a continuing mission to provide students with excellent programs and teachers with high standards while making college affordable.	7/25/2020 9:18 AM
24	The amazing faculty and the support staff	7/24/2020 10:34 PM
25	Quality staff and education right here in Northern Wyoming	7/24/2020 8:49 PM
26	I'm proud of the quality education that I received at Northwest. Always feeling welcome when I walk on campus. Having a relation with professors long after I left the college.	7/24/2020 3:27 PM
27	That it is located in Powell my home town.	7/24/2020 11:08 AM
28	The quality of people that have been educated at NWC.	7/24/2020 7:13 AM
29	It has been a long standing fighter for providing good education to the students of the Big Horn Basin. We need to expand that and still keep in mind this is our little gold mine and we need to keep it shining and producing. And I love the idea of holding proud to the name of NWC.	7/24/2020 6:33 AM
30	I am most proud when I hear of students who transfer to other colleges who feel they are better prepared and educated than students who started at a four year college.	7/23/2020 6:28 PM
31	The one on one close contact between student and instructor.	7/23/2020 6:27 PM
32	This little college has educated so many distinguished citizens for the state of Wyoming and beyond.	7/23/2020 12:43 PM
33	Athletics	7/23/2020 11:56 AM
34	Stepping stone for success.	7/23/2020 11:46 AM
35	I still think NWC has a lot to offer, but it needs to take some action and quit treading water. With the way the world is right now its the best time to make changes for the future.	7/23/2020 11:04 AM
36	I seems to always be in good standing.	7/23/2020 9:12 AM
37	No idea	7/23/2020 8:56 AM
38	see my answer to #8: Excellent quality of programs and -- until recently -- general education requirements that included the arts, science, and technology.	7/23/2020 8:39 AM
39	The high quality of a small school in a wonderful part of the State.	7/23/2020 7:55 AM
40	The welcoming people, and exceptional academic reputation	7/22/2020 5:28 PM
41	Beautiful campus.	7/22/2020 4:02 PM
42	see #8 answer	7/21/2020 3:31 PM
43	all the above.	7/20/2020 10:32 AM
44	Quality teachers	7/20/2020 7:50 AM
45	I am proud of the history of NWC in providing a good education for local students that might otherwise not be able to attend college.	7/20/2020 6:07 AM
46	Students & outstanding faculty, staff & programs.	7/18/2020 7:00 PM
47	As a community college graduate and a 4-year college graduate, I feel that NWC is exceptional in its faculty capabilities and professionalism!	7/18/2020 12:57 PM
48	How NWC is meeting the challenges of lower funding and continuing to be leader in Wyoming education and to be such a great partner with the northwest Wyoming communities.	7/18/2020 7:23 AM
49	The great teachers, staff and friends made along the way and the fun outdoor adventures we had.	7/17/2020 2:15 PM
50	The quality and dedication of both administrators and professors.	7/17/2020 7:16 AM
51	The number of people that started out their education there and then went on to greatness because NWC provided them a solid foundation to begin their careers.	7/17/2020 6:37 AM

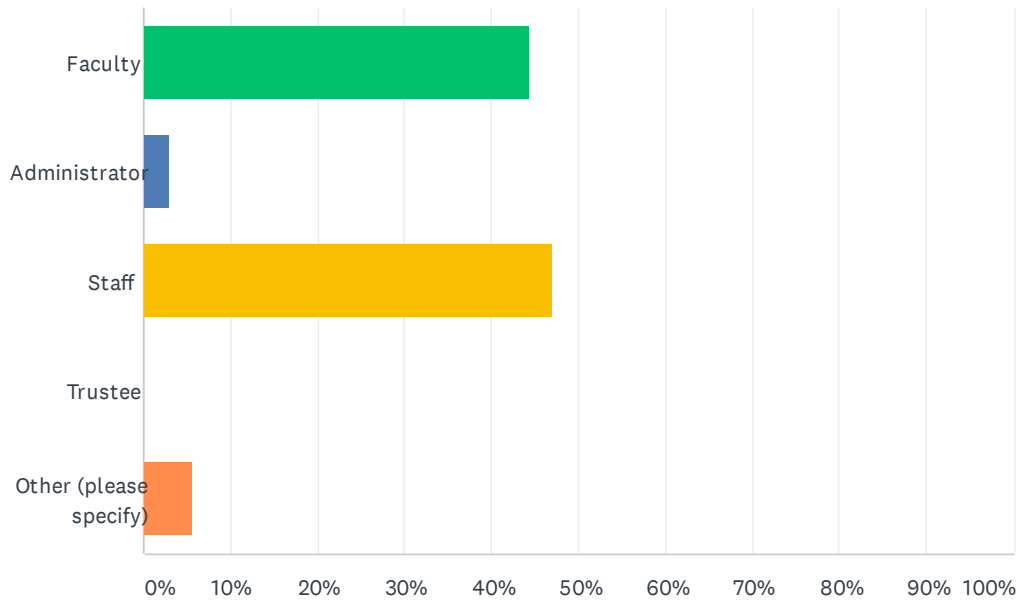
Northwest College Institutional Transformation SWOT Survey for  
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52	That it fosters higher learning and enhances quality of life for many of its students. In addition, the many successes of the forensics program over the years have enhanced the reputation and image of the college.	7/16/2020 7:09 PM
53	When I think of Northwest College, I think of all the past graduates that have done extremely well in their careers.	7/16/2020 7:03 PM
54	willingness to partner for student personal and academic spiritual, intellectual, financial, psychological, emotional, social, and physical growth	7/16/2020 4:43 PM
55	Many good students have graduated there and represent the college well.	7/16/2020 3:55 PM
56	The excellent 2 year degree I received from NWCC in the 50s	7/16/2020 3:14 PM
57	The opportunity it creates for thousands of people.....	7/16/2020 2:40 PM
58	I'm proud that I went from NWC to a big city college and graduated at the top of my class. I'm proud that my little Wyoming college gave me what I needed to compete in the big leagues.	7/16/2020 2:27 PM
59	Great place, Great people	7/16/2020 2:22 PM
60	The friendships that were developed on campus with other students and the staff.	7/16/2020 2:19 PM
61	None	7/16/2020 1:57 PM

### Q1 Please tell us your role:

Answered: 70 Skipped: 1



ANSWER CHOICES	RESPONSES	
Faculty	44.29%	31
Administrator	2.86%	2
Staff	47.14%	33
Trustee	0.00%	0
Other (please specify)	5.71%	4
<b>TOTAL</b>		<b>70</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Adjunct Faculty	7/26/2020 6:34 PM
2	Faculty	7/23/2020 12:33 PM
3	Community partner	7/23/2020 10:01 AM
4	If I indicate my role it compromises my anonymity	7/16/2020 3:07 PM

**Q2 What core STRENGTHS does Northwest College have that should be leveraged and/or sustained in the future to position the College for growth and prosperity?**

Answered: 69 Skipped: 2

#	RESPONSES	DATE
1	That they are willing to change, and let new programs try to grow. That we are small enough that we can change programs as needed. That we are big enough to have staff that can see how new courses will help our college grow.	8/20/2020 2:09 PM
2	Collaboration, Inclusivity, Community, Recruitment & Retention, Integrity & Trust in Leadership, Athletics, Cutting Edge, Affordability	8/20/2020 2:08 PM
3	student to teacher ration, facilities, location	8/20/2020 2:01 PM
4	Small class size, excellent faculty, outstanding co-curricular activities that bring student in and place the college on the national stage. We have a beautiful campus and very good technology for instruction.	8/20/2020 1:59 PM
5	1. Location (Yellowstone adjacent) 2. Dedicated faculty & staff 3. A history of community support 4. Some really stellar programs & quality faculty — at least up until a couple years ago, NWC had lots of PhDs etc. for such a small school in the middle of WYO. 5. International program 6. A tradition of being a liberal arts school 7. Commitment to students 8. A couple of really phenomenal programs: photography, music, nursing, engineering, criminal justice.	8/20/2020 1:56 PM
6	1. Faculty members that are experts in their fields and willing to make personal connections with students. 2. The location of Northwest College being close to Yellowstone and outdoor activities.	7/26/2020 6:34 PM
7	Abundant out-of-the-classroom learning opportunities for students. Outstanding geographical location.	7/24/2020 9:20 PM
8	Student success and strong faculty/student relationships	7/24/2020 3:22 PM
9	Location, low cost, housing, small classes, student support, program offerings, caring staff	7/24/2020 3:10 PM
10	Quality, personalized instruction; exceptional co-curricular programs; collegiate environment featuring full complement of activities, events and athletics; outstanding intercultural education/programming; safe, beautiful location and welcoming community; and it's affordable with great scholarship support.	7/24/2020 1:35 PM
11	Small class sizes, personal attention, amazing faculty, dedicated staff, work-ready programs, non-credit courses.	7/24/2020 8:05 AM
12	excellent teaching: low teacher-to-student ratios, personal relationships between teachers and students efficient and skilled professional and classified staff robust international student program low tuition Wyoming's natural beauty	7/24/2020 8:04 AM
13	Academic rigor, highly credentialed faculty, one-on-one student support, student experiences that freshman and sophomores get that often only juniors and seniors are eligible for at bigger universities.	7/23/2020 4:25 PM
14	The college has a great infrastructure in place. There are a lot of strong programs in place and we are located in a great place. We have a strong Intercultural Program on campus that has the potential to grow and to bring in more students from other countries as well groups of minority students who are currently underrepresented at NWC. Another strength that NWC has is its value and belief in diversity and inclusion.	7/23/2020 3:32 PM
15	Geographic location Student-oriented, talented faculty Student-oriented, supportive professional staff/employees Beautiful campus and facilities Very supportive and engaged community Strong academic and technical programs Graduates are well-prepared and very competitive in the job market - locally, state, region and national Graduates succeed at the baccalaureate level World class recreational opportunities in our backyard Strong international student program Great athletic programs and superior rodeo competition State-of-the-art technology across campus and disciplines eg Virtra firearms simulator Campus works very well as a team delivering quality services to our customers - the students, the community and other stakeholders Everyone works very hard utilizing minimal resources The future is uncertain but I am confident that NWC has the depth and breadth of leadership, talent and grit to succeed overcoming any challenges (Sorry this is so long!)	7/23/2020 2:51 PM
16	Location near Yellowstone, caring staff and faculty who create a family environment on campus, athletic teams, best international student program in the region, nursing, art, music,	7/23/2020 2:13 PM

photography, science programs are strong, outdoor education program, on-campus housing options, safe/small town environment, small class sizes.

17	1) Our academic programs and respective faculty that are so student oriented. 2) The outstanding student support staff that we have to help ensure retention and completion. 3) Our emphasis on recruiting International students and the tremendous benefit this diversity brings to our campus in programs and special events.	7/23/2020 1:49 PM
18	1 - Accessibility for students entering college. 2 - Availability of programs/ courses to community members. 3 - Online options for those who have jobs, family, etc. 4 - Bridging the gap between high school and 4 - year university programs (students should not be behind in coursework/classes when they transfer).	7/23/2020 12:33 PM
19	NWC is bioregionally situated to give an engaging educational opportunity to students from Wyoming, Montana, and Idaho. Our students are aligned with the culture surrounding the Greater Yellowstone Ecosystem as well as portions of the landscape supporting agriculture and natural resource endeavors. Our students feel more at home, in many respects, with portions of Montana than they do with Laramie and UW. Hence, we should foster this as a strength by building up important transfer opportunities with increased hands-on experiences (field courses, internships with natural resource agencies and small businesses, and the UW Research Station). Engaging faculty should be retained with an eye toward recruiting future faculty that will meld individualized mentoring with long-term commitment to student success.	7/23/2020 11:11 AM
20	Location, location, location. Small school that has good student-to-faculty ratios.	7/23/2020 10:36 AM
21	Transfer and workforce programs, Residence halls, great professors, athletics	7/23/2020 10:01 AM
22	Our Program QUALITY is high! For the most part. 90% of the time. The faculty, staff, and administrators do truly love NWC and our students. AS DO !! Wyoming Hathaway students! Keep them in state!!!! Dual/Concurrent Enrollment.	7/23/2020 10:00 AM
23	Bang for the buck: Scholarship support for students; dedicated faculty; commitment to a broad educational program; full community program (dorms, student activities, clubs, etc.) more like a 4-year school	7/23/2020 9:45 AM
24	Small class sizes the allow exceptional learning opportunities for students. Great vocational programs that leverage funding from Perkins grants for state of the art workforce-ready equipment and training.	7/23/2020 9:28 AM
25	Strong academic programs (transfer degrees/programs) Facilities have been well maintained and updated when possible Employees passion for the success of the college Affordability when compared to the University of Wyoming and many of the other Wyoming Community Colleges	7/23/2020 9:22 AM
26	Our student centered-ness Proximity to Yellowstone Park Reputation for academci quality International program	7/23/2020 8:49 AM
27	NWC has some great vocational programs in place and a great Center for Training and Development. Programs that are strengths to NWC are Nursing, Welding, and other programs such as Electrician and HVAC Certifications. If NWC leveraged some of these programs and added to them I believe the college could grow. Students need job skills quickly and adults need retrained quickly.	7/23/2020 8:44 AM
28	The strength that this college has, that most readily comes to mind, is the quality of education a student receives from a very qualified faculty. A second strength we have, that has already been noted, is our proximity to Yellowstone Park and other great locals.	7/23/2020 8:32 AM
29	The strength of the college is its transferability. Many students are able to transfer to university with the preparation they need.	7/23/2020 7:27 AM
30	small enough to be personal - lots of one-on-one with students excellent faculty excellent programs - ex: nursing excellent location - lots of outdoor recreation affordable	7/23/2020 7:24 AM
31	Quality of education Flexibility of academic programmatic offerings Affordability and scholarship offerings	7/23/2020 7:20 AM
32	Supportive family feel, really care about students, relevant programs/courses	7/23/2020 6:59 AM
33	Strong academic programs, both transfer and two year. Low cost alternative to UW for the first 2 years. Excellent career opportunities in health science and physical science (welding,	7/23/2020 5:54 AM



	engineering, computer science, and drafting).	
34	Quality and affordable education. We can offer a genuine college experience for students with the benefits of a smaller safe community. Face to Face instruction needs to continue in the years ahead. We offer many degree options as well. Our Foundation is a vital force in our growth and prosperity moving forward.	7/22/2020 12:25 PM
35	Residential Campus Accessibility Our employees Our Location Our programs	7/21/2020 2:22 PM
36	Full-time faculty, campus life	7/21/2020 1:10 PM
37	Student centered. Smaller class size - more individual attention for students.	7/21/2020 12:58 PM
38	Northwest College has some amazing faculty in different disciplines. We have a great criminal justice program, a great engineering program, and a great photography program.	7/21/2020 12:45 PM
39	Highly-qualified faculty who are student-centered; Liberal arts/General Education emphasis, as well as applied degrees; Kindness and respect among employees; Robust international student program; Top-quality library (resources and staff); Photography program; Nursing program; Exceptional Instructional Technology support (Dustin and Oscar) and Computer Services	7/20/2020 12:59 PM
40	Good and dedicated employees Solid curriculum Growing vocational programs	7/20/2020 12:37 PM
41	Should have the ability to adapt and implement new programming quickly	7/20/2020 11:40 AM
42	Organization's shared focus on student success / International students have talked about liking the classroom size and small town life / Marketing team makes successful first impressions through print and social media, controls branding / Technology and Connectivity / Wide range of academic programs, some with national accreditation / Quality instructors and staff	7/20/2020 9:41 AM
43	I believe our core strength was our personal attention to students and their education. We took pride in providing a hands on approach to learning	7/20/2020 7:16 AM
44	Costs	7/18/2020 7:38 AM
45	Expert and dedicated faculty and staff; health and life sciences; natural sciences, engineering, and mathematics; social sciences; agriculture; arts and humanities; positive partnership across WY colleges and university; basketball, volleyball, and soccer athletics	7/17/2020 10:56 PM
46	Massive affordability over traditional 4-yr institutions (especially UW) for the first two years of school; location in a remote area for students that want to experience the Mountain West with no massive crowds (thinking outdoor recreation and that WY still is fairly open and non-populated verse CO, UT, etc. that are seeing 400-500% increases in their outdoor recreation locations, even MT in Red Lodge is seeing more, but we still have social distancing outdoor); the feel of a traditional college in a family oriented community. Many students have personal friendships with employees and their families, that is something you do not get in 90% (estimate %) of schools; easy transfer to finish bachelors with multiple institutions; surrounded by world class outdoors (Yellowstone, Shoshone NF, Lander outdoor activities (but not CWC), Bighorns and Tensleep (becoming top US and world class/famous destination for climbers, more than Lander now), fishing, hiking, wildlife and photo opportunities), The area has SO much to offer that adds to the overall "college experience" without many of the things that can be turn-offs to large institutions (specially for parents) like crime, expense, abuse, etc.; beneficial resources (people and programs) for students to go above and beyond in helping them to succeed; resources like PVCE/CTD to offer more opportunities to students than just credit classes, but pertinent certifications and trainings to current students and potential non-traditional students looking for CEU's, major and career based certifications required that are not offered in credit bearing classes and for the general public that want to learn more and gain more knowledge for fun, work or safety; small town feel with easy access to general life skill/requirement necessities.	7/17/2020 3:22 PM
47	Location, good faculty to student ratio, a few excellent academic programs and our international programs.	7/17/2020 11:22 AM
48	We have a quality and robust faculty body and offer an excellent education at great value. We are uniquely located and able to offer both instruction-based and research-oriented learning; this is atypical of most two-year colleges.	7/17/2020 8:27 AM
49	STEM programs. NWC needs to concentrate on delivering programs that give students	7/17/2020 7:18 AM

	employment opportunities within the state of Wyoming.	
50	Quality faculty, quality exposure of student's achievements to the public	7/17/2020 6:15 AM
51	Student satisfaction with overall offerings and services. Overall student experience. Faculty genuinely promote student success. General affordability. International student population. Scholarship opportunities.	7/16/2020 7:24 PM
52	The focus on students. Dedication to a quality education. Invested in the community and with faculty, staff and students.	7/16/2020 3:50 PM
53	Community, student driven, and our surrounding area we live in, i.e. agriculture, Yellowstone, tourism, oil field, industrial work.	7/16/2020 3:43 PM
54	Faculty, our leadership	7/16/2020 3:39 PM
55	tradition of academic transfer, unique programs like music and photography, strong and unique programs like allied health and agriculture, response to local needs through workforce and career development.	7/16/2020 3:07 PM
56	Low student/faculty ratio Technology	7/16/2020 2:44 PM
57	It's hard to succinctly write about the strengths of Northwest College. First and foremost, I've always felt everyone is on the same page about student success coming first; it's a spirit and sense of pride that's shared among both faculty and staff. Everyone recognizes that without NWC, college wouldn't be a possibility for many students, especially those local to the area. Second, we have incredible programs with highly-credentialed faculty—a lot of these faculty likely could teach at any college or university in the nation, but they choose NWC. That's pretty incredible. Our programs are distinct, and the curriculum is well executed. I once had a student say to me, "Northwest College is very unique because it's not just a small college that doesn't care about you—they really care about you here. A lot of colleges are really good at one thing, but at NWC, we have so many good programs." Finally, staff members from all different offices provide such individualized support to students, so they never feel that they're alone in their college experience. I've had many students express to me that they feel there's always someone they can turn to at NWC.	7/16/2020 2:20 PM
58	focus on students Small faculty to student ratios vibrant campus life very diverse student population	7/16/2020 1:12 PM
59	1. The decreased expense associated with tuition and no requirement to live on campus 2. All colleges are going online for at least a part of your instruction - don't pay for an "experience" that you won't get	7/16/2020 1:10 PM
60	Quality of instruction. Individualized attention and concern for each student. Opportunities for students (travel, student shows and publications, visiting professionals [writers, artists]), internships & work study, etc., activities). The strength of our international program. Proximity to Yellowstone Park and natural/wilderness areas.	7/16/2020 12:25 PM
61	Small class size, excellent staff and professors, grand location, degree offerings	7/16/2020 12:23 PM
62	A record of excellent teaching and retention.	7/16/2020 12:16 PM
63	Largest international student population in state (huge point of pride for me, though I don't work in this department). Beautiful location (I'd like us to use this in our program offerings more. People come from all areas to study the geology of our area, but we don't have a geology program. Likewise, people come from all over for recreational activities; I'd like to see our outdoor rec program grow more, as well. We have a center in Cody that could be grown if we focused on these areas more.) Maintain a majority full-time faculty.	7/16/2020 12:13 PM
64	Faulty is active within the senate. Most of them want to improve their lessons and the way they deliver them. They are open to new ideas. I have seen instances of collaboration between departments that made me proud of been part of this college.	7/16/2020 12:11 PM
65	Quality education at a reasonable cost.. Only higher ed institution within the current geographical area. Residential community college. Friendly, safe environment.	7/16/2020 12:01 PM
66	Size and safety. It's in Powell, Wy. We are Agriculture, Tourism, Natural Resources etc. be better at what we are !	7/16/2020 12:00 PM
67	Location and connection with students	7/16/2020 11:59 AM

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68	location, SIZE, EXCELLENT FACULTY, cost, graduation success	7/16/2020 11:55 AM
69	Wilderness opportunities, access to geologic history, rich anthropological history	7/16/2020 11:27 AM

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**Q3 Of the STRENGTHS you identified, what is the (1) one strength that, if amplified, could differentiate Northwest College in the minds of future students?**

Answered: 67 Skipped: 4

#	RESPONSES	DATE
1	A strong staff that can support eachother, that can see all areas of the college and how together each program makes Northwest Special	8/20/2020 2:09 PM
2	Tough...so many of these work together...so maybe I go with Collaboration.	8/20/2020 2:08 PM
3	one strength will not do it, but the way these strengths are managed, used, and marketed	8/20/2020 2:01 PM
4	Faculty and teaching. Everyone has a campus with cool stuff or nice buildings. Building relationships with faculty is what keeps students here and creates recruitment through word of mouth. Making them the center of a student focused institution, rather than a burden to be managed and manipulated, would set the college apart. Stop trying to play popular games and be a solid school.	8/20/2020 1:59 PM
5	International program Liberal Arts program	8/20/2020 1:56 PM
6	1. Expert teachers that are willing to make personal connections with students.	7/26/2020 6:34 PM
7	Northwest's location in proximity to Yellowstone National Park gives us instant and free recognition around the world. Marketing this to students (especially those in the suburbs of any American city) would pay dividends. If any student with an interest in the outdoors knew about us, I think they would at least consider coming here.	7/24/2020 9:20 PM
8	small class size and personal, dedicated educational focus by faculty for students	7/24/2020 3:22 PM
9	As the world is moving away from human interaction, this is our niche. We can't compete online but we can sell our student support.	7/24/2020 3:10 PM
10	NWC provides Exceptional Experiences - in the classroom, through specialized activities, and within the Yellowstone ecosystem.	7/24/2020 1:35 PM
11	Work-ready programs	7/24/2020 8:05 AM
12	For out-of-state or international students: Wyoming's natural beauty. There is nothing like it anywhere. For in-state students: Quality education at low cost	7/24/2020 8:04 AM
13	Student experience	7/23/2020 4:25 PM
14	NWC could really set itself apart as a campus that promotes diversity and inclusion by incorporating new programs and courses, new certificate programs (Native American Studies, Women's Studies, a Global Certificate, etc.), and recruiting underrepresented student populations (Native American students, Hispanic students, etc.).	7/23/2020 3:32 PM
15	Offering distinctive curricula and academic programs that serve the Individual needs of every student. This point is explored and elaborated answer 5.	7/23/2020 2:51 PM
16	Taking advantage of the location near Yellowstone Park. If marketed correctly and with the right opportunities available it could attract students from across the US and the world. This would not only increase enrollment but help to diversify the campus and the community.	7/23/2020 2:13 PM
17	1) Our academic programs - we can not afford to lose any more academic majors/degrees or have faculty numbers reduced any further. Through increasing enrollment this is our best chance to help increase our revenues in the wake of state contribution cuts.	7/23/2020 1:49 PM
18	Online options could be most meaningful for the individuals identified, whereas for incoming freshman it is crucial that programs/courses offer a viable starting point for students rather allowing them to fall behind (e.g. a student transferring to a university should be on par with third year students at the university).	7/23/2020 12:33 PM
19	I believe that through linking our small classes and individualized mentorshipping with our geography can differentiate NWC in the minds of students. We have done this before and often but I think we can leverage it even greater. One issue at heart is our 2-year status and I feel that it limits our growth and success. For example, I find a substantial number of student whom I've mentored, in and out of class, have a difficult transition to UW. Not that the courses are difficult beyond their means but that the students are in cultural shock and may not be able to get home for weeks or months due to roads, etc.. I feel that if a real determined effort was deployed to offer a handful of BS/BA degrees at NWC (not necessarily just BAS) we would retain a significant number of students and simultaneously increase opportunities. Fostering	7/23/2020 11:11 AM

	more internship opportunities will help in the meantime with increased support and freedom given in support of this venue.	
20	Our name probably doesn't mean much to students in the Big Horn Basin. They know who we are no matter what the college's name might be. And that pool is a limited pool. But, attracting students who are beyond are normal recruiting area could be a game changer. With a name that tells students exactly where we are without explanation (like our current name) could really boost our out-of-state numbers.	7/23/2020 10:36 AM
21	Caring and strong professors	7/23/2020 10:01 AM
22	GREAT Programs and Professors /with variety to choose from.	7/23/2020 10:00 AM
23	Price	7/23/2020 9:45 AM
24	Small class sizes that allow for exception teaching and learning.	7/23/2020 9:28 AM
25	Affordability- if we could somehow become a leader in affordability, it might allow us to continue to draw Montana students due to their proximity and ability to save compared to costs of instate tuition in Montana. We might also be able to capitalize on the Wyoming market also.	7/23/2020 9:22 AM
26	Proximity to Yellowstone National Park	7/23/2020 8:49 AM
27	Increase the number of certificate or vocational programs	7/23/2020 8:44 AM
28	I would have to say that--despite the allure of geysers, buffalo and bears--our quality of education would speak more loudly to future students. Most of the students that I got to know here were much more concerned about their education than I ever was at that age.	7/23/2020 8:32 AM
29	transferability of classes!	7/23/2020 7:27 AM
30	small enough to be personal - lots of one-on-one with students	7/23/2020 7:24 AM
31	Affordability	7/23/2020 7:20 AM
32	relevant programs/courses to prepare students for successful careers	7/23/2020 6:59 AM
33	NWC's drafting program creates jobs. City College in Billings discontinued their drafting program, and since then drafters are in very high demand. Amplifying this program has high potential.	7/23/2020 5:54 AM
34	We need to continue to offer a true genuine college experience to our students. Cutting certain programs that connect the college to the community would be disastrous. Students want to have a real college experience. Living on campus, going to sporting events, dances, other student activities.	7/22/2020 12:25 PM
35	Our programs	7/21/2020 2:22 PM
36	We have highly qualified faculty who are tuned in communication-wise. As an adjunct, it's easy to be "out of the loop," which trickles downhill to students.	7/21/2020 1:10 PM
37	Individual attention - small class size	7/21/2020 12:58 PM
38	I think better advertising our engineering program could help.	7/21/2020 12:45 PM
39	Highly-qualified faculty who are student-centered	7/20/2020 12:59 PM
40	Vocational Programs	7/20/2020 12:37 PM
41	Technology and connectivity are key in 2020.	7/20/2020 9:41 AM
42	If we went back to that personal approach we would attract more regional students looking for an education they can apply to their real lives	7/20/2020 7:16 AM
43	Science, technology, engineering, and mathematics; visible demand for NWC graduates	7/17/2020 10:56 PM
44	Location and recreation resources. Understanding that college is more than classes and that students want and need things to "entertain" them and live life, we are ideally situated to offer the outdoor recreation oriented demographic that lifestyle while in school. We have resources available that no other WY school does, and that many other regional and national schools cannot offer as well, easy or cheaply to students. I think highlighting that and the other not just	7/17/2020 3:22 PM

"school" opportunities and resources could be key to bringing students. The ability to let them feel like they are at home, not at school because there are the things to do (plus it might keep more students here and not have as many leave campus on weekends or early for breaks etc.). Just as some ideas/examples, I see many articles and "lists" that rate schools nationwide for the outdoor recreation that is provided locally and easily accessed, and many students make decisions of college because of where they are located. We could drastically play up that side and I feel potentially bring in MANY students from the coasts (especially the East coast) that want to experience the Mountain West. Lots of other schools have a lot of outdoor recreation, but not so many have the huge variety we do within 1-1.5 hours from campus, or with the extremely limited visitation. There is no such thing as waiting in line to do something because the crowds are so big. Many schools that have promoted Outdoor Recreation and have become hugely known for it, you have to wait behind multiple party's to take your turn, fight for parking, never have a secluded experience, etc. We have all that.

45	Location for outdoor activities and agricultural programs.	7/17/2020 11:22 AM
46	Our location and our ability to teach students to the sense of place. Research and active class learning tied to natural resources/management could have a wide appeal to students who are interested in being close to Yellowstone NP and/or want to seek an education that offers exposure to natural resources. We offer tremendous engineering, scientific, and health-related education all at the foot of the Greater Yellowstone Ecosystem	7/17/2020 8:27 AM
47	Right now, employers are in need of drafters, welders, and engineers. all of these programs are within the physical science division. We should amplify these programs.	7/17/2020 7:18 AM
48	Public exposure of student successes	7/17/2020 6:15 AM
49	Student satisfaction paired with general affordability.	7/16/2020 7:24 PM
50	I believe some of the strengths go hand in hand. If we remain focused on the students, that would include a quality education.	7/16/2020 3:50 PM
51	I think if we started using our surroundings more and brought more options to students that can utalize the area to grow and learn	7/16/2020 3:43 PM
52	Faculty	7/16/2020 3:39 PM
53	strong and unique programs like allied health and agriculture.	7/16/2020 3:07 PM
54	Low student/faculty ratio	7/16/2020 2:44 PM
55	Though it's already a strength, expanding or reimagining the programs that make us stand out has the potential to differentiate NWC in the minds of prospective students, I think. In general, I think two-year colleges face challenges when it comes to rallying school pride in comparison to their university counterparts. This is not a difference in quality, but oftentimes student experience. Maintaining and expanding academic and trade programs that help us stand out has the potential for students to feel they're not receiving a "cookie cutter" experience and simply completing general education requirements for a lower cost.	7/16/2020 2:20 PM
56	campus life	7/16/2020 1:12 PM
57	\$\$\$ - the average cost of attendance at UW for Wyoming Student \$16,978. NWC's price calculator includes \$5800 for room and board, EVEN THOUGH WE DO NOT REQUIRE THAT THEY LIVE ON CAMPUS (which is required for freshmen at UW). Without room and board our costs at NWC are approx \$7500 or LESS THAN HALF of UW for freshmen. Furthermore, our Net Price Calculator includes a red letter statement that "This institution requires that full-time, first-time students live on-campus or in institutionally controlled housing" - this isn't true and makes us look more expensive than we are. A true marketing faux pas if there was one. Price is our main advantage!	7/16/2020 1:10 PM
58	Proximity to Yellowstone Park and/or our International program	7/16/2020 12:25 PM
59	Degree offerings	7/16/2020 12:23 PM
60	Teaching.	7/16/2020 12:16 PM
61	Become THE college for outdoor recreation/geology/physical science/etc. studies, both credit and non-credit.	7/16/2020 12:13 PM
62	Online lessons	7/16/2020 12:11 PM

63	Quality education at a reasonable cost.	7/16/2020 12:01 PM
64	Safety. Fewer Liberal Wack jobs in Powell.	7/16/2020 12:00 PM
65	Location	7/16/2020 11:59 AM
66	cost	7/16/2020 11:55 AM
67	Wilderness access	7/16/2020 11:27 AM



## Q4 What regional, national, or international OPPORTUNITIES can position Northwest College for transformation and growth?

Answered: 66 Skipped: 5

#	RESPONSES	DATE
1	Trades! One area we need to grow in is the trades, high school students aren't always ready to go to college but they need a trade. Adults are changing jobs and needing trained. We are also missing out on young couples, one wants to go to school, one wants a trade. We could be offering both. Our local community is always saying we need more trades. Lets give them the postive experience they need to help others come to Northwest.	8/20/2020 2:09 PM
2	I think seeing Northwest College work with more 4 year schools than just UW would be helpful. The perception is that Northwest only cares about transfer to UW and not to any other higher ed institutions. I think getting more of a presence with a wide variety of 4 year schools would help	8/20/2020 2:08 PM
3	Wedding the trades and the liberal arts	8/20/2020 2:01 PM
4	Our campus size is small with small class size, making a great environment for active learning that can occur inside and outside of the classroom. We don't take advantage of that possibility. Using a block system with more extensive travel based learning would set us apart. Using the faculty you have (not the minions that suck up but the faculty that have specific, specialized training and skills) to facilitate real professional development and drive student learning rather than an administration that has almost no combined classroom teaching experience. Pick three things we are good at and focus on that (without cutting programs you just don't like) and market better - maybe with real marketing people, not random employees that you added more work for.	8/20/2020 1:59 PM
5	International students are where it's at: they bring tuition \$ and they make NWC a unique college in WYO. We should be strengthening our international program. This would mean investing in more ESL classes. It's also a great way to make the community more diverse, which is a good way to draw students & to create a healthy college town. Regionally, there are no liberal arts colleges in WY and only a couple total in Idaho and the Dakotas. NWC should leverage its tradition as a liberal arts college to distinguish itself from all the other run-of-the-mill community colleges in the state and the region. Rather than becoming just one more technical college like all of the other technical colleges in the area, NWC should make use of the remaining liberal arts cred we have and show how we are DIFFERENT from all the other community colleges, not more of the same. If the trend is for colleges to be moving more towards technical programs, then NWC would be even more distinguished & distinguishable from the others. We could be a lodestar for the liberal arts students in the surrounding states who increasingly have no place local to go. It's worth noting that liberal arts students' parents often have comparatively deeper pockets. The Scholarship of Teaching and Learning (SoTL) is becoming more important, nationally. Some schools are investing in teaching and learning centers / programs as a way to meet the new changes education is facing. This is a brilliant idea that we should look into more. Not only will it help faculty re-train to adapt to their new roles in a transformed institution, but such retraining also opens up a significant new market: those already trained individuals like teachers, business leaders, etc. who need to undertake professional development.	8/20/2020 1:56 PM
6	The forensics team consistently performs well in regional, national, and international competition. Forensics students tend to complete their courses of study and give back to the college. Advertise and expand this successful program and others like it in order to attract students interested in educating themselves and completing a course of study rather than starting new and unproven programs and recruiting students who are only interested in their activity and not their course of study.	7/26/2020 6:34 PM
7	Regional opportunities: establishing lasting ties in the form of internships and/or field studies courses in Yellowstone Park would likely be popular with future students. National opportunities: NWC should be able to capitalize on its geographical location and attract students from all over the country. The opportunity is there, we just need a concerted marketing effort. International opportunities: NWC has an outstanding International Student Program and this needs continued support. Similarly, NWC has been successful at sending students into international settings in the form of field studies classes.	7/24/2020 9:20 PM
8	Outdoor recreational activities to experience during their educational endeavors	7/24/2020 3:22 PM
9	Our location could be promoted more outside of Wyoming and the surrounding states. We are a great national and international value and have some programs that are widely recognized.	7/24/2020 3:10 PM
10	Expansion of Career and Technical Education offerings; People are choosing to leave urban	7/24/2020 1:35 PM

	areas and find healthier living environments	
11	The expanding health-care programs and non-credit programs that enable students to get a job when finished with the program.	7/24/2020 8:05 AM
12	If we were to change our 'name brand' to Yellowstone College, and if we sponsored 1xmonth visits/transportation to the park, this might solidify our identity nationally. Expand our 4-year degree program outward to humanities. We should differentiate ourselves from other community colleges around the nation by building up our unique program offerings, esp. photography and reviving EQUINE. NWC has a legacy, now abandoned, and fame for the best equine program in the nation. Let's rebuild that. We might also consider building up a series of certificate courses in Astronomy, Writing for Internet, trades education incl. electric and carpentry, and reviving our Robotics competitions It's not the things that we offer that are the SAME that will provide us with stability; it's the things we offer that are unique that will draw students nationally.	7/24/2020 8:04 AM
13	Online degrees are the future.	7/23/2020 4:25 PM
14	We need to find more partners at the regional, national and international level. Whether it's for programming or course offerings, or even new programs, we have to work with companies and organizations from around the world to offer our students opportunities that they can't get anywhere else.	7/23/2020 3:32 PM
15	Close Geographic proximity to surrounding states (Montana in particular) offers marketing opportunities for potential students. For example, our out-of-state tuition is lower than Montana's in-state tuition. If resources are available, this message should reach every high school senior in Montana. Another popular marketing program utilized by universities (SNHU, Grand Canyon U comes to mind) is to target students who have college credits but did not finish their degrees. A combination of experiential learning, work experience and CLEP program should be used to attract them to NWC. Renaming NWC to Yellowstone College would have broader regional and national appeal but legacy issues may create other problems with fundraising, alumni and local community. I would recommend serious SWOT consideration to this proposal. Finally, a robust online curriculum and degrees would open the front door to regional, national and international students. Currently, NWC only has two online degrees: General Studies and Psychology. Based on spring semester we now know that the capacity and technology will support a significant expansion in distance learning. Maintaining in-state tuition rates for distance education classes will attract more students and generate more FTE.	7/23/2020 2:51 PM
16	Outdoor Education has a lot of potential; more connection with Yellowstone NP; attacking more international students; providing more international experiences for domestic students; more field/hands-on classes or work opportunities; better transfer agreements; working together with regional universities or even colleges so that we can cooperate more than compete for students	7/23/2020 2:13 PM
17	More online degrees. Continue to recruit and maintain even a larger group of international students. Rehiring faculty positions in majors where there is strong records of student enrollment (Social Sciences is a good example of where this has not happened, i.e. psy and history)	7/23/2020 1:49 PM
18	Continued outreach and alliances with local schools in the region to offer opportunities and events that are unavailable to students in smaller schools in the Bighorn Basin.	7/23/2020 12:33 PM
19	As mentioned before, a committed move to deploy NWC as a baccalaureate-granting institution would guarantee the long-term viability of the school. It has been done in many other regions of the country by many other community colleges. I believe that NWC is geographically suited, better than anywhere else in the state, to fill such a niche. This could build upon many opportunities that already exist (Forensics, International Program, INBRE, our relationships to natural resource agencies including USFS, USFWS, WGF, MDFWP, BLM NPS, etc., UW Research Station, Livestock Judging, CLE, etc.). I believe that we could serve as a shining star to students that desire applied learning, mentorship, rigorous theory, and internships that develop a network in their profession. This would and can be so cool!	7/23/2020 11:11 AM
20	Our current name does nothing for who we really are or (most importantly) where we are located.	7/23/2020 10:36 AM
21	Trades such as medical coding and more health fields like Speech pathology assistant.	7/23/2020 10:01 AM
22	FULLY Online Degree programs/certificates along with side by side in person degree	7/23/2020 10:00 AM

	programs/certificates.	
23	International students are an essential component of the experience that ALL students have.	7/23/2020 9:45 AM
24	Proximity to Yellowstone National Park could offer exponential recruiting if it was leveraged properly. Also a robust international student body allows for mostly rural students to have access to global diversity and socialization.	7/23/2020 9:28 AM
25	Transform from a traditional transfer institution (mainly) to providing more skilled trades Become a Hub for Park County activities and events	7/23/2020 9:22 AM
26	Interest of Asian nations in all things Yellowstone.	7/23/2020 8:49 AM
27	Being the only school in a large service area and being close to Yellowstone can position NWC for growth.	7/23/2020 8:44 AM
28	International students are able to gain English skills and practice them at NWC. We need to develop this opportunity at NWC more.	7/23/2020 7:27 AM
29	maybe work with the forest service - park service - those kinds of programs - people come here partly because they love the outdoors	7/23/2020 7:24 AM
30	Affordability, internships, job placement	7/23/2020 7:20 AM
31	Our remote location is safer in times of pandemic. Health care and physical science jobs (including computer science) are in high demand. Wyoming is requiring computer science in K12, the students graduating from Wyoming high schools will have the skills to study computer science at NWC and this creates opportunity for us in the area of computer science and computer engineering.	7/23/2020 5:54 AM
32	I believe a name change could help with the growth of our college, but now is certainly not the time.	7/22/2020 12:25 PM
33	Regionally - our facilities, housing and costs Nationally - not sure Internationally - we do a pretty good job with this one.	7/21/2020 2:22 PM
34	Increase medical, technology, and trades programs. I suggest a microbrewing certificate or degree! More computer programs offered in a hybrid format. We also need to focus more on non-traditional students!	7/21/2020 1:10 PM
35	Incorporate Yellowstone for recruiting.	7/21/2020 12:58 PM
36	I think we should take advantage of the need for online classes to market more synchronous classes. The rural nature of Wyoming situates us well to do synchronous classes for Wyoming residents.	7/21/2020 12:45 PM
37	Low cost of attendance + high-quality teaching helps us recruit -- especially to national and international audiences during the pandemic; Re-branding as "Yellowstone College" could attract more national and international interest; Outdoor education program; e-sports	7/20/2020 12:59 PM
38	It is hard to see opportunities right now.	7/20/2020 12:37 PM
39	None come to mind	7/20/2020 11:40 AM
40	not sure	7/20/2020 9:41 AM
41	We need to be competitive in areas that impact the people we serve, bring back popular curriculums, add service orientated classes and look at a diesel mechanic program	7/20/2020 7:16 AM
42	Science, technology, engineering, and mathematics; opportunities for workforce within WY	7/17/2020 10:56 PM
43	I think #3 really highlights this one as well. Plus, with WY having already identified outdoor recreation and tourism as a potential economic driver, and the city of Powell identifying that as a major goal to improve and increase, I feel the college needs to help lead the movement in that direction. UW has jumped on this and pushing a lot, we need to be that for the northern portion of the state.	7/17/2020 3:22 PM
44	Possibly more technical programs/certifications.	7/17/2020 11:22 AM
45	Our location is excellent: we have easy access from Powell to a diverse range of montane ecosystems, semi-arid lowlands with abundant sunshine and lots of wind and plenty of open space. This sets us up for the ability to offer training in technologies/sciences/engineering that	7/17/2020 8:27 AM

	leverage any and all of these aspects of our geography. As soon as (if) the new Clocktower Hotel is built, we will also have an excellent location to host conferences/gatherings/events that can be centered around these ideas.	
46	The regional, national and international need for technically trained and educated people.	7/17/2020 7:18 AM
47	Participation in performance opportunities in all the above venues. Send the kids out.	7/17/2020 6:15 AM
48	Nationally, there is a shortage of healthcare workers. Northwest College has a strong allied health program, it would be good to add more programs to our health care occupation offerings. Any in-demand technical programs would be welcomed by area students.	7/16/2020 7:24 PM
49	Possible partnerships with companies or business that could give us a direction of what programming and workforce training we should be gearing our institution for.	7/16/2020 3:50 PM
50	Location and use of it.	7/16/2020 3:43 PM
51	Not sure	7/16/2020 3:39 PM
52	We have a track record of comparatively strong international student attraction and programming. I dont believe there is anything about NWC or its location that would create significant national attention. NWC currently gets it's share of regional students.	7/16/2020 3:07 PM
53	More advertisement in the bigger cities - Billings, Bozeman, Cody, Cheyenne, etc.	7/16/2020 2:44 PM
54	The last couple years, the Enrollment Services and Communications & Marketing Offices have worked together to create comprehensive print and digital materials to reach students they simply weren't prior. I think, with an increased advertising budget or additional staffing, that reach could be significantly expanded upon, recruiting even more students. For example, more staff resources could allow for more high school visits, recruiting in more states at college fairs, and tapping into new digital social media platforms where NWC's target audience is extremely prevalent.	7/16/2020 2:20 PM
55	Improve offerings that lead to employment rather than liberal arts transfer degrees	7/16/2020 1:10 PM
56	NWC should continue to support and grow its national and international travel and exchange opportunities for students. Those experiences aren't as common in 2-year colleges and can also uniquely benefit students from our rural area and those students who might not financially or sociologically have the resources to travel without institutional support. It's one of those things that teaches students SO much about so many areas and always changes their lives for the better.	7/16/2020 12:25 PM
57	Location provides outstanding opportunity for students to view and enjoy the location.	7/16/2020 12:23 PM
58	I am not sure anymore. The full time faculty have been decimated. Adjunct faculty are marginalized. For the moment, the low cost of an education at a Wyoming college creates an opportunity for recruiting out of state. Same for international students. But the type of programs that appeal to those students have been seriously weakened. Small classes, now socially-distanced properly, perhaps even dorm living (if you open up those closed buildings so everyone has a room to themselves) that is healthy in the context of a pandemic threat would appeal to many students and especially their parents when considering their options But you have to TELL them explicitly such things. Faculty as recruiters is the best approach. If faculty can honestly say that they have confidence in the safety and measures taken to safeguard health, that is the most credible form of recruiting.	7/16/2020 12:16 PM
59	Partner with Yellowstone and national forests/rec areas much more with internships, classes, field trips/studies, research projects. Offer outdoor recreation classes/trips in our area more and promote them nationally/internationally. Capitalize on the tourism in Cody by offering short classes/tours (non-credit probably) on the area's history as activities tourists can do. Offer programs like the Elder Hostel used to offer to bring people both to our area and our college for short classes or programs.	7/16/2020 12:13 PM
60	Watch the job market. What skills do people need to fill these jobs?	7/16/2020 12:12 PM
61	Online degrees and certificates that go beyond gen ed classes, such as the CAD program.	7/16/2020 12:11 PM
62	Informational videos that show the campus, surrounding area ( with recreational opportunities), interviews with current and past students, and employees. These need to be on the campus website, with segments of them on Facebook and YouTube ( with links to the main NWC site)	7/16/2020 12:01 PM

63	With recent breakdowns in the supply chains and all the crazy uncertainty out there. People are more and more interested in knowing where their food and goods come from. We are in a spot to teach hands on processes for supplying their own food and goods.	7/16/2020 12:00 PM
64	Workforce development/certificates that foster entry into the workforce	7/16/2020 11:59 AM
65	yellowstone national park is in our backyard	7/16/2020 11:55 AM
66	Highlight specialized location for education. It makes college seem like a prolonged vacation	7/16/2020 11:27 AM

Q5 What new opportunities, that do not exist today at the College, could make Northwest UNIQUE & SPECIAL compared to other colleges? (For example, partnerships, programs, new skills/expertise, facilities, geographic location, specific student populations, processes/methods, etc.).

Answered: 69 Skipped: 2

#	RESPONSES	DATE
1	New Trades Building- Upgrading current courses and adding new courses- a place were High School Students experience and learn about the trades-Apprenticehsips-Employers can come for training-Employers can send their employees for training and Employers can come to hire new employees. As the Big Horn Basin workforce gains additional skills, there will be a positive impact on local communities, through potential higher wages for the families of the trainees as well as through better services provided to the community by a highly skilled workforce.	8/20/2020 2:09 PM
2	I would echo what I said in #4 - more close working relationships with many 4 year institutions, not just UW. The goal should be to recruit, retain and successfully transfer students to 4 year schools...not just promote UW. It's a great school, but not for everyone.	8/20/2020 2:08 PM
3	Yellowstone, rounded degree for trades and liberal arts.	8/20/2020 2:01 PM
4	We should have a world class geology program, we could have more specific and intensive technology certificate programs. We could have a partnership with PCS#1 to have an academy that allows top achieving students the opportunity to graduate with an AA degree. Target recruiting to our underserved minority populations and actually make them feel welcomed here rather than using only international students to highlight diversity.	8/20/2020 1:59 PM
5	Vet tech program — why don't we have one of these yet? Consider block scheduling & making more use of cohorts (both show higher levels of student commitment, involvement, and success). We need a new media program, something that breaks out of the traditional silos of TV/Radio/Newspaper and includes social media, marketing, a foundation of coding/html, digital and visual media, multimedia, writing for global audiences & digital platforms, analytics. More service learning, real-world projects, internships, startups. Not only do these help students learn by putting into practice the “theory” they know, but they also look great on a resume & produce big community initiatives that make it into the media. What problem is Powell / BigHornBasin experiencing right now? What new initiative will come out of NWC students to address that problem? Next step: these students get jobs in other/bigger communities to take on their challenges. Team teaching. Get two faculty from different fields to teach really interdisciplinary classes together. Interdisciplinarity is the wave of the future as digital media continues to break down silos. Another way to have team teaching would be to embed a writing teacher, for example in a science class. This writing teacher would cover the “science writing” instruction, while the science teacher would cover the science content. More collaboration with local Native American reservations to develop relevant programs, to recruit students, and to provide college-preparation skills for those reservation students who elect to go to college elsewhere. ESL. There's huge growth in this area. The amount of migrant labor in WY is not negligible. Let's become a feeder school for some big programs / colleges. For example, let's get our English majors to transfer to big name colleges, our art students to transfer to big art programs, etc. Be a real junior college that distinguishes itself through stellar transfer programs rather than mediocre programs for students who aren't aiming any higher than UW. There are plenty of students in the surrounding states who would love to go to big name schools, fancy programs. They either settle for UW, or try to go to those schools right out of high school with varying success. Let's unite two things that usually aren't united: 1) local community college and 2) nationally-recognized programs. I'm willing to bet that there are a lot of students out there who are dreamers and who would love to go to Juliard or Berkeley or MIT but who feel that's too far away (culturally and geographically). Let's get them started here so they have what they need to take that next big step. Otherwise, these kids often just end up going to UW and making the most of mediocrity.	8/20/2020 1:56 PM
6	NWC has many high school students taking credits through concurrent and dual enrollment. Rather than fighting against this, market it. Recruit those students and show them the benefits of staying in Powell an extra year in order to finish an Associate's degree. Partner with the high schools to form academies that allow students to get their degrees at NWC. If they knew that they could finish their degrees in a year after taking courses during high school, many academically talented students would be completers at NWC instead of going out of state or directly to UW. Every summer (with the possible exception of this summer) other colleges and universities send geology students here in order to study the geology that is unique to this area. Why not have our own geology program? We have unique opportunities to engage in outdoor recreation. Expanding on and advertising the Outdoor Recreation program could attract Outdoor Ed Majors as well as non-majors.	7/26/2020 6:34 PM
7	Aggressive pursuit of becoming a 4-year institution would truly make NWC unique as the only	7/24/2020 9:20 PM



	such school in this part of the state. Its small size compared to Laramie may appeal to students in the entire state seeking a small town experience.	
8	for agriculture the increase in focus of agriculture technology programs (precision planting, mapping, autosteering, trimble, etc)	7/24/2020 3:22 PM
9	We need to expand our vocational programs and develop programs to support the service sector needs in our community such as tourism, food service, and mechanics. By developing partnerships with local industry we could funnel students directly to the workforce. Programming like this would also serve the increasing percentage of students with disabilities such as autism. Having a business funded paid internship program while students could live on campus and develop independent living skills would be great.	7/24/2020 3:10 PM
10	The Yellowstone Community College idea should be evaluated. However, we need to be true to our role in serving our region's needs first!! I don't want to lose sight of providing education to people who really need it as a way to improve their lives, rather than serving people who are mostly interested in 'playing in the west.' We must consider alumni and community reaction to this kind of change.	7/24/2020 1:35 PM
11	Expanded local and state business partnerships that will guarantee jobs after graduation.	7/24/2020 8:05 AM
12	If we were to change our 'name brand' to Yellowstone College, and if we sponsored 1xmonth visits/transportation to the park, this might solidify our identity nationally. A WY public transportation (railroad) system would do the state immense good, and NWC could partner with Powell and Cody to campaign for station access. We should partner with the WY reservations and carefully build a relationship with First Nations people. There is an entire culture of people who are invisible in WY, and we could offer good education as well as build our national and international prestige with these kinds of relationships. Opportunities especially for non-traditional students, esp. working parents of small children: nobody works as hard in this country as a single mother. We could develop our reputation for providing educational paths out of poverty. We should also demand a seat at the table from our state government, and actively demonstrate how community colleges provide economic and jobs diversity, and ask that they follow US. We have a lot of data we could share. We might even have to endorse state taxation. It's a big fat loser position, but Wyomingites will remain beholden to uncaring and indifferent industries without it. It will take courage and EDUCATION to move this position along.	7/24/2020 8:04 AM
13	Geographic location--no other college can claim to be Yellowstone's college.	7/23/2020 4:25 PM
14	We could increase our partnerships with international universities and offer more opportunities for students, faculty and staff to travel internationally (for classes, internships, work, etc.). There is a HUGE opportunity to target our Hispanic population (through programming, evening ESL classes, etc.). There is also a great opportunity to target and recruit Native American students and other minority students. I see a HUGE opportunity to partner with Yellowstone National Park to offer programs, classes, and activities that are related to the park.	7/23/2020 3:32 PM
15	After 32 years teaching in two and four year colleges, one learns about successes and failures. However, the pandemic, dwindling resources and national surveys challenging the worth and effectiveness of a college education present extraordinary challenges never seen before. Extraordinary challenges require extraordinary solutions. For the most part, NWC offers traditional model of education with a few exceptions. My "thinking out of the box" proposal is to restructure the traditional model to address the changing needs of society and the needs of traditional and non-traditional students and special groups (stay-at-home parents, veterans, full-time workers, FT workers who travel for their jobs or work at remote locations for a week or more at a time and others). Here's my bullet point list for adopting a more flexible, adaptive and accommodating academic model: *Greatly expand on-line courses to at least half or more of the curriculum and degree programs. * Offer hybrid courses meaning students can attend all day classes or attend all online or a combination of both. * Offer already built online courses to students during the semester or summer without a schedule or timeline so they can complete the class at their own pace, fast or slow. * Allow students to create a course schedule that meets their needs. Establish an enrollment minimum based on B/E + and then let students market to other students and friends to enroll in the class at the time that is convenient to them including nights. Our job is to match an instructor to the proposed schedule. Flexibility and a willingness to try a new concept is essential. * Same concept as above but allow interested and willing faculty to teach classes to one or more students as independent studies using zoom meetings and Moodle for the curriculum platform. * Allow faculty to "Chunk" their courses into modules so students work complete one module at a time. For example, a three	7/23/2020 2:51 PM

credit course could be divided into three modules. Each time the student completes and passes the requirement of one module, they receive one academic credit. Completing and passing the other Two modules means they completed the three credit course which will be entered onto their transcript. They work and pay for one module/credit at a time and work at their own pace. \* With internet access and utilizing zoom technology, courses can be offered to distant and remote locations to cluster groups e.g. high schools, work locations, Indian reservations and military/federal venues to name a few. Some of these ideas may be more challenging than others to implement but changes are needed to position NWC for the future. I hope my thoughts sparked some interest.

16	Internships for all students; in-person or virtual study abroad opportunities for all students to gain cultural competencies; internationalized campus; partnerships to get students into Yellowstone (studying or working); more hands-on learning in all disciplines; take advantage of our location with a geology program and outdoor education; partnership with university abroad for exchanges	7/23/2020 2:13 PM
17	A partnership with Kanya West's production company over in Cody WY. Could you imagine the benefit of a national endorsement from him if we created a successful partnership? After all our college shares his daughter's name ; )	7/23/2020 1:49 PM
18	Constant updating of facilities is one of the things that make any campus more appealing to other colleges. The campus of Northwest is (in my biased opinion) much more attractive than others in the state and region.	7/23/2020 12:33 PM
19	I believe that the we could expand opportunities that do exist but we've not really fully realized their potentials. These include: the GYE location, partnerships with MSU-B and MSU-Bozeman, Rocky Mtn. College. Expand partnerships with natural resource agencies and UW Experiment Station (Research Station). Expand our relationship with Crow and Northern Cheyenne Nations making NWC feel like a home for these students (we need to maintain a critical mass to get that going). We need to commit to the Mickelson Field Station as a resource that can really be a keen portion of our draw. We should turn it into a Field Station on par with biological field stations (for instance, UW is recognizing the importance of the AMK and is moving in that direction) like those at some other institutions. Infrastructure, location, access, the place has it all. It can be way more than a place for family reunions. Vision is what would be necessary to really capitalize on it as an opportunity and NWC should definitely keep it.	7/23/2020 11:11 AM
20	Again, a name change that capitalizes on our unique geographic location would work for itself. "Yellowstone College" is ours to take. Of course, having programs and a partnership with YNP could really reinforce that name as well. I think we (and other colleges in our conference) should look at unique athletic possibilities. Having a rodeo program is one of the ways in doing that. Soccer... not so much. I've often thought that if our NJCAA conference could create the country's only six-man football conference, we could market ourselves to those students who played at that level in high school but where never looked at normal 11-man play at the college level. These students typically come from small towns, are good students and they possess great work ethics. Further, this would really put us on the sports map. No doubt, Sports Illustrated and the like would be out here covering—especially in the first year.	7/23/2020 10:36 AM
21	Location to Yellowstone and Big Horn Canyon- Geology degree would great to have back in full force. Many midwest colleges used to come in the summer and stay in the halls.	7/23/2020 10:01 AM
22	As many Technology/Media Programs as we can muster. We have many classes that we already offer that we could combine to make specialty degrees/certificates and could add more that we don't have to make outstanding certificates in Media/TECH. Such as YouTube content creators, Content/copy editors, Hospitality, Social Media Management and Marketing, Modern business certs/degrees, and technology fields that we have not even explored. PLEASE more TECH/MEDIA/Creativity arena degrees that are workforce ready. Also, relabeling some of the programs and/or what job market they fill. A more comprehensive overview of each department/program so there is an understanding of what degrees it takes to be your field of choice. Better digital academic maps. on the website.	7/23/2020 10:00 AM
23	Deeper commitment to internships with industry partners.	7/23/2020 9:45 AM
24	With Yellowstone National Park so close, providing tourist to Cody and surrounding areas, NWC could capitalize on adding more service industry related vocational programs: Culinary prep, hotel management, etc. Also add a computer science program that would help train future communications specialists.	7/23/2020 9:28 AM

25	Facilities for skilled trades Strong ties with community businesses who hire associate degree students on a regular basis Which comes first degree programs then jobs or jobs and then degree programs	7/23/2020 9:22 AM
26	Nich programming related to the Yellowstone ecosystem.	7/23/2020 8:49 AM
27	New and relevant programs, updated facilities and the ability to transition quickly to meet students needs could make us Unique. In some aspects NWC is behind what other schools our size are doing.	7/23/2020 8:44 AM
28	"Money" jumps to the fore of my mind. However, when we finally get back our financial legs, I believe that a good advertising campaign could show that we are indeed unique and special. If at all possible, find someone who is very good at advertising, and who can convincingly illustrate to these future students the special uniqueness that NWC truly has to offer.	7/23/2020 8:32 AM
29	We already have a lot to offer as a two year college. It would be good to continue to develop what we have - transferable classes, international students, field studies, conferences, writing series, and etc. We have put a lot of creativity already into the scholarship of the college. It would be good to continue to support this scholarship.	7/23/2020 7:27 AM
30	more internship offerings - in as many different fields as possible	7/23/2020 7:24 AM
31	Flexible scheduling	7/23/2020 7:20 AM
32	Greater connections with local businesses (job pipeline)	7/23/2020 6:59 AM
33	NWC is working on a partnership with the US government to create a cybersecurity institute on campus. We may have placement in internship programs for our computer science graduates.	7/23/2020 5:54 AM
34	Programs, NWC needs to become a premiere Wyoming State nursing school with supporting programs such as MRI and Radiology technology. Pharmaceutical tech as well.	7/23/2020 5:47 AM
35	We need to upgrade our facilities. This is what often times drives enrollment. Adding ESports would make us unique as well.	7/22/2020 12:25 PM
36	Additional programs in areas we haven't explored before. More skills type of education what used to be called Vocational Tech.	7/21/2020 2:22 PM
37	continuing Zoom class options at the same time as in-class options once the pandemic has passed; increased articulation agreements; more partnerships with employers for hands-on block training ; expansion in Cody for non-traditional students	7/21/2020 1:10 PM
38	Geographic location.	7/21/2020 12:58 PM
39	Better partnerships with K-12 schools to offer professional development to teachers as well as receive professional development from experienced instructional facilitators.	7/21/2020 12:45 PM
40	Rebrand as Yellowstone College; More/formalized internship opportunities with the BBCW and Heart Mountain Interpretive Center; e-sports;	7/20/2020 12:59 PM
41	Partner with Yellowstone National Park for education opportunities. Grow vocational programs	7/20/2020 12:37 PM
42	A Culinary Arts program Better short-term professional credentialing system and programming for industry-recognized certifications (or if this is in place, do a much better job of advertising the fact)	7/20/2020 11:40 AM
43	Partnerships with area medical facilities and ag-related companies give students wonderful insight into their chosen field and also hands-on opportunities, which are priceless.	7/20/2020 9:41 AM
44	Define who we are, a small school that serves a mostly ag and service oriented region. We are not a tech school. Stick to basics and bring NWC back to what it was 5 years ago.	7/20/2020 7:16 AM
45	Student residential life, strong student recruiting outside of WY and U.S., attract businesses beyond petroleum and coal to WY; proactive partnership with secondary and middle schools in WY and beyond	7/17/2020 10:56 PM
46	Ensuring the changing of the college mission/vision/concept is progressive in its design and thinking. We do not have to be a college of online learning (I think beyond COVID-19, this has been proven that believing we need to be online is not actually reality or the best option) to be technologically advanced for meeting the needs of a global, technological society. We can incorporate that with the current methods of learning. I think a huge change that needs to	7/17/2020 3:22 PM

happen is to get students OUT of the classroom and into the working world. We should have classes and do "college", but more needs to be inline with the example of the program that will be working with wood working program that was in paper. Get students out into the world and field more. Develop those relationships. Create those programs that traditionally might be A.A.S. degrees, but make them more. There seems to be a drive to becoming more of a technical "classic" community college. DO NOT DO THAT. Create a new classic, perhaps one were it is almost going back in history where those trade programs are designed more like the apprenticeships. We have limited outdoor business program opportunities in the area at the moment, but I feel like without it being a big red tape "internship program", we need to have our students that could be in the Outdoor Rec/Tourism sector directly working with and for larger industry businesses like Sleeping Giant, Red Lodge, pack outfitters, tour companies, Buffalo Bill Center of The West, Yellowstone, Bighorn Lake, etc. as part of their academic career. Perhaps the idea of the 60 credit degree with XYZ credits in these various General Ed categories is wrong. Years ago we had a couple students graduate and then do a distance ed degree program with Prescott College to do their BA degree. The concept was to stay in their home location (in our case the Bighorn Basin area) and take a couple classes online, travel to Prescott only a couple times for short, high intense visits for short term class/program meetings, then they would, for lack of a better generic term, complete various internships with agencies locally. However, the internship supervisor was selected and approved by the Prescott faculty to work as essentially Adjunct Faculty (I did it for a couple students/classes) for that specific student(s) while they worked for the agency. The supervisor was tasked with more than just supervising, but also acting as an educator to teach while they worked. They had to create learning outcomes, objectives, assessments, and essentially created the class that fit within their area of learning. I know one particular student work with PVHC for therapeutic recreation and some other agencies. Perhaps thinking of how we can create a culture/college around that concept, the idea of actually doing and getting into places, could be a unique design and market. Done with the entire student population, it would have to be limited to the amount opportunities/classes for each student, or perhaps to specific programs, but would be a major shift in the generic methodology of higher education. In reality, higher education is horribly stagnant in the speed in which it changes and keeps pace (or absolutely doesn't keep pace) with how the world works and current generations learn and work. We need more and varies campus activities. The STACT office tries, but in reality, we offer hardly anything to students that they need for general living. What we do offer through our activities office feels like something from middle/high school from the 80's and 90's. Students take advantage of it, but not as much as they could. They are not great at telling you what they want it seems because I know the office tries to get that info, but finding out the best opportunities for a strong Campus Life area are a necessity. If they don't feel a reason to "live" here, how can we expect them to want to come and stay here. Making available the resources and facilities to a true campus life/recreation program should be vital to helping the overall growth of the students.

47	More certification programs and technical degrees.	7/17/2020 11:22 AM
48	I foresee a new natural resource trend in renewable technologies, particularly in solar-powered and wind-powered sources, available in Wyoming in droves. We should push to educate students in this emerging field. I believe that these changes will be effected as soon as a new national governing administration is established.	7/17/2020 8:27 AM
49	The Bachelor of Applied Science in Professional Studies, though currently on hold due to Covid-19, will make NWC unique and special.	7/17/2020 7:18 AM
50	Since so many courses were offered virtually last semester it would be a good time to offer more online degrees. Given our affordability, this would capture students from across the country with the right promotion.	7/16/2020 7:24 PM
51	Programming that is relevant in today's world, not necessarily some of what we currently offer.	7/16/2020 3:50 PM
52	I think if we moved to a one stop shop for students in the Orendorff building that would be very helpful, also I think if we built programs around what our area can offer we would absolutely attract students. I think our location is something to be desired and partnering with local business owners and bringing trades taught by locals would be a great opportunity.	7/16/2020 3:43 PM
53	Not sure	7/16/2020 3:39 PM
54	Considering the constraints of our location, the state and regional population and the number of similar institutions in the region, realistic options to be SPECIAL are limited. Some make much of our proximity to Yellowstone, but in actuality we are 90 miles from Yellowstone park, off the	7/16/2020 3:07 PM

popular routes to Yellowstone, and located in the midst of flat agricultural landscape, banking on Yellowstone is a false promise. Also, we are a state funded college, which requires that we attend to wants and needs of Wyoming students as a priority. Add to that the local population's apathy for change in the community, regardless of what some claim. What makes NWC unique is the quality of our music, photo, allied health, criminal justice and agriculture programs. These are sustainable programs that contribute to the community.

55	Faculty exchange	7/16/2020 2:44 PM
56	Tapping into our own roots with Yellowstone National Park is an opportunity that would set us apart from our competitors. Whether it be integrating Yellowstone's rich history into each program's curriculum, renaming the college, offering trips during the semester, or infusing the campus with YNP-related visuals, I think it's a move that could only benefit us, especially when it comes to recruiting students outside of Park County.	7/16/2020 2:20 PM
57	new programs workforce programs enhanced facilities to maintain campus life (i.e. student center)	7/16/2020 1:12 PM
58	Leverage our weapon simulator to host more continuing education experiences Expand partnerships with local resources - national forest, national park service	7/16/2020 1:10 PM
59	More real-world experience opportunities. That could mean a lot of things, but support for partnerships and internships, as well as real-world and community-based projects would be valuable. Yes, we have some, but faculty are stretched thin trying to do so much of the leg-work to find those opportunities for students in addition to everything else they do. More institutional support and proactivity would be welcome.	7/16/2020 12:25 PM
60	Need a strong Industry Advisory Board (IAB) to work with Science and Math departments.	7/16/2020 12:23 PM
61	Just offhand, some of it amounts to restoring things once there. Restore an emphasis on global and international awareness. That can be a long list of disciplines, and now includes not just political, economic, social, and historical components, but also public and global health issues. Look at the combination of existing programs -- why aren't the psychology and Equine programs working with established local expertise on "Horse Therapy" methodologies, for instance? Why isn't there a Paleontology Program at an institution that boast of so many summer visitors (at least in the past) who use NWC as a base for Big Horn Basin expeditions?	7/16/2020 12:16 PM
62	Program similar to former Elder Hostels. Geological interest in our area could be captured with programmatic changes. New partnerships with Yellowstone and other national/state rec areas.	7/16/2020 12:13 PM
63	During a good economy offer skills, education, that fill the job needs of America. Skilled labor jobs. Oh wait did someone say we need Money to do this? Offer fast track degree's, certifications. Focused classes towards a degree, certification. Example take you biology class in three weeks going to class 8hrs day 5 days a week. The on to the next focused class. For that time the students focus in on that field of study.	7/16/2020 12:12 PM
64	Students need to come here because of the proximity to our national parks. That's what we need to exploit. The new law conservation degree is something to look at, or the photo program should focus more on wild life or nature.	7/16/2020 12:11 PM
65	Have free monthly trips to Yellowstone.	7/16/2020 12:01 PM
66	Just going back to what made NWC. A Regional Ag school that's safe and can still introduce kids to the world.	7/16/2020 12:00 PM
67	Partnership with forestry and blm for wilderness and firefighter training threaded within certificate s	7/16/2020 11:59 AM
68	don't know	7/16/2020 11:55 AM
69	I think moving more to Cody gives students a broader access to amenities. Student housing could be considered. Focus on more specialized programs that are infrequently offered in the state to be brought here.	7/16/2020 11:27 AM

**Q6 What WEAKNESSES will hamper Northwest College's ability to meet the changing demands of higher education and thus inhibit the College's ability to thrive and grow?**

Answered: 70 Skipped: 1



#	RESPONSES	DATE
1	1- Money 2-Even with the college wanting to grow and willing to change. I think we miss that fact that each program is a part of the college and together we make it stronger. Each department has something to offer for each student, they are here they should experience as much as possible. Example if you are a music student, why not take a art course or rafting course? We need to encourage our students to step out and experience life, that raft class might be the reason you get hired later on in life.	8/20/2020 2:09 PM
2	Inability to grow and adapt. However our biggest problem is enrollment. Why is that? I am not seeing any proactive steps to change that trend...only to manage the consistent decline which if it continues will eliminate the entire college from existence.	8/20/2020 2:08 PM
3	Lack of accountability from administrators is something that has surprised me, as I'm stunned by what goes unchecked. At the same time, lack of self-correcting from faculty has probably stunned me even more; I've never seen anything like it. I have witnessed a culture of who can get away with doing the least but complain the most while others quietly deliver the experience students deserve. There are different rules for different people. You can talk back to the administrators or speak unprofessionally to your colleagues, constantly cancel class, or regularly have low enrolled courses and it is just a part of the culture. There is an extreme lack of accountability and an extreme excess of entitlement, nepotism, and unwillingness to assess and evaluate at the middle management level and the personal reflective level. The question we need to ask is how can each one of us bring our best self to work everyday and sustain that for the students we serve and the individuals we work with. This is the best job in the world, we are utterly spoiled as professors, it should not be so incredibly difficult on the professional relationship front if people just acted professionally.	8/20/2020 2:01 PM
4	Almost every weakness at the college at this time - including the budget shortfall - is a direct result of poor administrative decisions.	8/20/2020 1:59 PM
5	A belief that, to be successful, NWC should follow what everyone else is doing (e.g., shifting to a technical school model). A community that has lost trust in the college / its leader Largely absent connections, collaboration, and strategizing with other WY community colleges - why aren't we all working together to establish & distribute strong programs rather than every college having the same mediocre program? For example, let NWC and maybe one other college have a stellar nursing program. This way not every college has to pay for the expensive equipment just to have another mediocre nursing program. Then, maybe another program like computer programming gets localized in Eastern. Shift money and expertise to centralized programs so that students pick their community college based on their future career, not just what's closer since all community colleges have the same mediocre programs. Funding & vision. We can't make these changes without investment and a sustained vision that will carry us through the many years necessary to transform. Local resentment at the newspaper being eliminated. Also, this was a phenomenal advertising source for us. It's harder to get a job as a faculty member —one must show extensive relevant experience & innovative methods — yet it's The Board making the big decisions for the college. Unwillingness to use faculty as experts in their fields. For example, if we need a new marketing campaign, why aren't business faculty front and center leading the way? Need new promotional material? Why not use English & Digital Media faculty as resources? We're wasting intellectual and experiential capital. Uneven investment by employees - the same employees end up on committees & the others elect to just go home. We need all employees to be invested in contributing to our greater shared project.	8/20/2020 1:56 PM
6	The college keeps eliminating majors and professors. The idea seems to be that we are going to streamline academic programs and only offer the minimal courses that are required for general education requirements. When potential students look at the courses offered, NWC seems more like grade 13 of high school than a college or university.	7/26/2020 6:34 PM
7	Declining enrollment is endemic around the country but NWC's rate of decline is worse than many other colleges and this is worrisome. I suspect that the college's enrollment decline cannot be blamed entirely on outside national trends.	7/24/2020 9:20 PM
8	funding restrictions	7/24/2020 3:22 PM
9	Faculty who are resistent to change, differences in what the focus should be. Are we preparing students for transfer or the workforce. Can we really do both successfully.	7/24/2020 3:10 PM
10	Our facilities are predominantly old and tired. We need to evaluate our academic offerings to	7/24/2020 1:35 PM

	ensure they are relevant for student demand and career trends.	
11	Reliance on transfer programs only.	7/24/2020 8:05 AM
12	end language that positions students as "clients" and their education as a retail service end the practice of overburdening and undercompensating employees--students are turned off by this. It undercuts our mission and makes us smell like a diploma mill. We MUST expand our mental health services/counseling, we MUST have teachers and admin who advocate for LGBTQ+ students and BIPoC students ESPECIALLY in matters of student housing. We MUST provide a bare minimum of health care to our students on campus.	7/24/2020 8:04 AM
13	Not having competitive salaries. Having too many positions that are actually three jobs in one. Who would sign up for this amount of work, for this amount of pay, on purpose? Naysayers in the community who are misinformed (many of them bitter former employees who are "poisoning the well" so to speak).	7/23/2020 4:25 PM
14	Fear of change and the inability for some to understand that sometimes you have to take a risk and make an investment in order to see results.	7/23/2020 3:32 PM
15	Revenue sources Changing demographics- state, regional and national Institutional willingness to change - administration, faculty and staff. Stakeholder and community acceptance of change and/or endemic resistance to new ideas and necessary restructuring Knowing student desires, needs and interests Scalability	7/23/2020 2:51 PM
16	tight budget; lack of professional marketing; inability of many people on campus to think outside the box or be open to change; budget cuts have made staffing so slim that no one has time to grow their programs or try something new because they are struggling just to manage the day-to-day tasks	7/23/2020 2:13 PM
17	Continued program cuts and faculty cuts. Rehire decisions/RIF decisions based on favoritism not on economic realities.	7/23/2020 1:49 PM
18	The online presence is even more crucial today than in the past. A quality website and digital outreach will be crucial for recruitment of new students and to let them see that Northwest can fulfill their needs and fit into their plans and goals.	7/23/2020 12:33 PM
19	Some of the weaknesses, I believe, are global, national, and at the state level while there are some at our institution's level. Regarding the latter, work-creep is a significant weakness that hampers our ability to be successful. For faculty, increased demands regarding administration etc. hamper our ability to provide engaging instruction. Custodial staff are stretched thin as are classified staff in many of their duties. As a faculty member, I find little time to stop and even think on a weekly basis, let alone daily. For some of us, we need that time to maintain rigor, timeliness, and to be able to remain expert in our fields and it just doesn't happen. This breeds burnout, dissatisfaction, and ultimately hampers the reason we are here at a PUI. However, faculty release/reassign time (not in addition to our full-load but contributing to our load) would help with this and I feel that would foster NWC's ability to thrive and grow. We would have the chance to become a beacon to a student who wants one-on-one real experience mentoring to foster a career in their respective field. Specifically regarding faculty, one weakness that I see signs of is the treatment of faculty by the institution as dispensable or not exactly trustworthy. Some of our faculty are really experts in their fields and this capacity should be recognized (not through accolades but through day-to-day policy and actions). Many of us are not equivalent to grade school or high school teachers but policies and actions have crept in that direction. This inhibits our ability to meet changing demands and to nurture our ability to grow as an institution.	7/23/2020 11:11 AM
20	Our generic-vanilla and confusing institutional name. "Northwest" is a name that was given when the school's only function was to feed upper division students to the University of Wyoming. It is an outdated name and only works against us in today's competition for students. If thriving and growing were defined as a long-distance race on a 400 meter track, as "Northwest College" we are basically agreeing to run the entire race in one of the outside lanes instead of Lane 1.	7/23/2020 10:36 AM
21	Lack of summer camps, unfriendly staff. Customer service is lacking and people are not returning their phone calls especially in business and housing office.	7/23/2020 10:01 AM
22	We are not agile enough. We run too much like an educational institution and not enough like a business. We still need procedures and policies, but we will miss our current and NEW TARGET market if you can not gain efficiency in program rollout, college culture(core Values),	7/23/2020 10:00 AM



and our business model in the next 1-2years. It's vital that we listen and implement what this company has for us. It is not personal, it's business. And we need to rethink our OPERATION model. We need managers who are dedicated to the health and vitality of their departments not based on title, but the work that needs done. Their job is to connect, lead, and collaborate with their core group. Then stay connected to all the necessary departments. We lack cohesive ongoing NWC core values training/leadership and mentorship between faculty, administration, and staff. We are still too much in SILOS. That is a Post WWII business model and needs to go away. Also, we say we have recruitment and marketing as priorities and yet, we continue to cut people and resources from those areas. WHY? And we really don't have a person that is a true PR person. We are light years of ahead of where we were 3 years ago, but we still have a lot of room to grow. We also need a dedicated Web Designer, a second graphic designer, and a TECHNOLOGY person who can MINE and use our Data Analytics for FTE enrollment. It's great to throw numbers around. But DATA is meant to make a move. WE are behind the eight ball, which is why even before COVID we have been in decline! From my freshman year 03' to now we have lost approximately 900 FTE students. IT is time to take a hard look in the mirror and make some hard decisions to make sure that NWC is around for generations to come. I want my son and nieces/nephews to be Trappers someday! I do not think we should even consider rebranding until we address some of our Operating/Culture issues. I am not saying we shouldn't do it ever, just give it some time. We also need More Dual/concurrent enrollment communication from Academic Affairs to help matriculate them to FTE eventually. Some community colleges in Wyoming have a dedicated Dual/Concurrent enrollment person who works between enrollment services , academic affairs, and marketing as a bridge.

23	Reactive vs Proactive responses to financial realities can only whittle away our ability to deliver quality education and service as well as morale.	7/23/2020 9:45 AM
24	The college currently puts too much emphasis on sports over academic life. Though the students involved in athletics are able to travel off campus for competitions, students not involved with sports complain they are trapped on campus with no access to transportation for shopping in Cody or to utilize the recreational opportunities available in the area. Many students tell their friends not to come because of this lack of transportation and cultural engagement.	7/23/2020 9:28 AM
25	To many transfer degree programs in specific areas. If we were to focus our degrees on areas which either provide jobs in the local economy with an associates degree, and provide students with the core classes they need for transferring into a bachelors program, it might allow us to become leaner and provide more for all students We provide students with a lot of specialized opportunities. Many of these opportunities come at a cost and with declining budgets, we may not be able to provide this same level of opportunities in the future	7/23/2020 9:22 AM
26	The desire to maintain current programs and student activities. The hope that Wyoming's economy will recover.	7/23/2020 8:49 AM
27	Lack of funding and the inability to change quickly	7/23/2020 8:44 AM
28	I'm sure that we do have weaknesses of one kind or another, but I'm not aware of any that is hampering us to any extent.	7/23/2020 8:32 AM
29	The administration and faculty need to work together more to develop the already existing programs and scholarship.	7/23/2020 7:27 AM
30	limited offerings need more online choices need more fun stuff - like drama no bachelor degree	7/23/2020 7:24 AM
31	Not recognizing our ability to compete at a national and international level. We have national accreditations, we offer what everyone else does, we are more affordable, we are in a safe, beautiful location.	7/23/2020 7:20 AM
32	Need more support of diversity and inclusion	7/23/2020 6:59 AM
33	the future of higher ed will include more online presence, in a hybrid model. NWC may be held back by a retro vision of a highly residential campus. Residential campuses are becoming less important.	7/23/2020 5:54 AM
34	Weak BOT members that really have no clue. Weak leadership in academics and student services.	7/23/2020 5:47 AM
35	Once again, I believe a weakness we have is our facilities. Our dorms for the most part are aging. Our Student Center is a health and Safety hazard. Students often choose whether or not	7/22/2020 12:25 PM

	to attend college somewhere based solely on facilities.	
36	State Funding and the inability to create any other revenue stream because we don't control our revenue generators. (Local tax levy, State tuition decisions)	7/21/2020 2:22 PM
37	A strong feeling that we serve traditional age, residential transfer students. This is very limiting and does not differentiate us from other colleges in WY.	7/21/2020 1:10 PM
38	\$\$\$	7/21/2020 12:58 PM
39	The desire, whether perceived or actual, of the administration and board to weaken shared governance could drive away faculty and lead to a loss of accreditation.	7/21/2020 12:45 PM
40	State budget cuts and low enrollment limit our ability to recruit/retain high-quality faculty; De-emphasizing the liberal arts is precisely the wrong way to prepare students for success in a rapidly changing and uncertain world. (Essential skills for the current/future workforce include communication skills, critical thinking, flexible mindsets, growth mindsets, creativity, information literacy. If we guide students down a narrow career path by providing them with a narrow skill set, we limit their opportunities; We are critically understaffed in student health services, student mental health services, and disability support services; Culture of hostility toward Title IX complaints. (Training has been good; actual college response has been bad);	7/20/2020 12:59 PM
41	I don't feel that what make us weak currently is the result of anything we have done to ourselves, instead it is the lack of support we receive from our government that makes us weak. And now with events completely out of our control that lack of support has become critical to our continued success/	7/20/2020 12:37 PM
42	Poor leadership in certain areas Thinking that changing the College's name will fix all its problems Lack of resources to make necessary curriculum changes	7/20/2020 11:40 AM
43	not sure	7/20/2020 9:41 AM
44	Always trying to change, there is no continuity in this school, students are confused by this. They are looking for a solid foundation of learning	7/20/2020 7:16 AM
45	Weak finances and fiscal uncertainty, outdated and dilapidated infrastructure, faculty loads stifle creativity and innovation in teaching and community involvement, inability to hire and retain faculty and administrative staff	7/17/2020 10:56 PM
46	Funding, that is obvious. Outdated and lacking facilities. A larger chance for thinking and planning outside of the box. We are currently hindered with (in large part at no fault of our own, but given current circumstances) playing catch up and not setting the pace of change. Lack of involvement in the community and making the community feel ownership of/with the college. We are a college town, but even though recently the town has come to accept the college more, it still has a massive feeling of not being part of the town. I know many students have mentioned (including my wife, though 10+ years ago) that going into businesses too often, they feel like they are not welcomed, but more "watched" as potential outsiders, not welcomed as part of the community/family.	7/17/2020 3:22 PM
47	Some of the leadership, shared governance, outdated facilities and monetary limitations.	7/17/2020 11:22 AM
48	We do not have a very large online presence; we're not widely known outside of our basin and increased exposure to students from around the country/internationally could help bring students to campus in-person or digitally.	7/17/2020 8:27 AM
49	NWC needs to recognize the importance of distance education and the demographic shift to adult learners from traditional age students. We need to recruit and support non-traditional students. Our focus as primarily a residential campus will inhibit our growth in the changing climate of higher education.	7/17/2020 7:18 AM
50	Continued cutting of service personnel. Maintaining a Cadillac schedule of classes when there is only financing for a limited number of offerings	7/17/2020 6:15 AM
51	More and more students are afraid of student debt. Many are not willing to take classes that they do not feel will lead to employment. Northwest College has not added as many career and technical programs as other community colleges have. Higher ed is changing very quickly, students want education that leads to employment, it is imperative that we prepare students for today's workforce. Offering the same university-feeder courses that were NWC's traditional strengths will not solve our problems.	7/16/2020 7:24 PM

52	The attitude that "this is the way we have always done it" or the mistrust of administration from some constituency groups has inhibited attempts at growth.	7/16/2020 3:50 PM
53	Money...Which is not the college's fault	7/16/2020 3:43 PM
54	Old buildings that need to be replaced (student center, performing arts center, dorm style living facilities)	7/16/2020 3:39 PM
55	See answer above. Unconstrained visions invite failure.	7/16/2020 3:07 PM
56	Too many courses for faculty each semester; 5 classes plus additional duties.	7/16/2020 2:44 PM
57	Though inevitable, past budget cuts hamper NWC's ability to meet the changing demands of higher education and inhibit the college's ability to grow. I'm grateful that our leadership makes these decisions strategically and put a great deal of thought into how specific areas can be reimagined.	7/16/2020 2:20 PM
58	low enrollment COVID not getting under control	7/16/2020 1:12 PM
59	Overemphasis on transfer degrees that don't lead to jobs Overly complicated cost calculator that leads students and parents to think that costs are higher than they are.	7/16/2020 1:10 PM
60	Enrollment. Unique brand identity. I had a conversation with a student recently who was concerned about a class or transferring from "Northwest University." I, of course, thought she was just misstating the name of Northwest College. We went through a series of misunderstandings until she clarified that she was trying to transfer a class from Northwest University in Washington state. I also get lots of confusion about Northwest at conferences: "Oh, you're from Northwestern!" (in Illinois). And no, this isn't Morgan. Also, the administrative culture of NWC would do well to be more proactive rather than reactive in everything from finances to enrollment.	7/16/2020 12:25 PM
61	Work opportunities for graduates without leaving the area.	7/16/2020 12:23 PM
62	To be frank, bad administrative leadership and what is now so much doubt and skepticism about that administration in the community.	7/16/2020 12:16 PM
63	Processes to make changes are slow at NWC. People having different visions for the future. People not trusting that leaders have the best in mind for the college. Lack of people who are willing to put in the work to make changes.	7/16/2020 12:13 PM
64	Top Three: 1-Money 2-Money 3-Money Anything new costs Money. Get out of the mindset that everyone needs 2 English classes, a history class, blah blah. I know, it's a "Money" maker but some people do not Care about those things. Recruit those people. They want a quick education to get a job, to make money, to pay their bills.	7/16/2020 12:12 PM
65	Some faculty and staff have been working for NWC for a long time. I have seen that they are unwilling to change the way they've been doing things, because their archaic ways have work before. The world is changing, and if they do not allow change we are going to be left behind. I also see unhealthy rivalry between departments, lack of communication, or lack of teamwork mentality between departments. We need to change that!	7/16/2020 12:11 PM
66	Insufficient operating funds	7/16/2020 12:01 PM
67	We have to invest in programs that bring students and fill the dorms. We can't cut our way out of financial trouble. We're not keeping up with the other Jr Colleges in the areas of Facilities, Activities, Athletics etc. this make Recruiting very difficult.	7/16/2020 12:00 PM
68	Clinging to tradition and liberal arts	7/16/2020 11:59 AM
69	money	7/16/2020 11:55 AM
70	Geographic location	7/16/2020 11:27 AM

Q7 What factors/trends in the region, nationally, or internationally that are outside of the College could THREATEN the college's viability and growth in the years to come?

Answered: 69 Skipped: 2

#	RESPONSES	DATE
1	Money and student demand.	8/20/2020 2:09 PM
2	Others progress and get creative in ways to increase enrollment while we are not. We need to increase enrollment. Increased enrollment will open doors to be innovative, cutting edge, etc... but without the students, it doesn't matter what we do.	8/20/2020 2:08 PM
3	The universal credit/transcript system. It's a good idea as a lottery system, but as we move online it pits products directly against one another. Does NWC have the best professor teaching on the best platform in the clearest and most manageable fashion? Or, can you get a better product at Central, Sheridan, Casper, LCCC etc....It's a great idea if you have the best product, if you don't, a student will just find the better one. NWC needs to start learning who their best professors are and leverage them, at the very least, let them know they are valued.	8/20/2020 2:01 PM
4	Using regional, national and international data to drive decision making at NWC is the biggest threat. This administration jumps on every trend without evaluating whether it is good for this institution or not. The data collected is either unused or intentionally misinterpreted on a regular basis. Where other schools are recruiting, we are intentionally trying to size down. We will not survive this administration if it survives the pandemic.	8/20/2020 1:59 PM
5	1. Funding. There's only so much "fat" we can cut before we cut off our legs and, eventually, the head. 2. The belief that a "technical college" is more real / more legit / more practical / more immediately important / more likely to get jobs than liberal arts programs. 3. The instability that Donald Trump brings to international relations & his dismissal of the importance of higher education in general.	8/20/2020 1:56 PM
6	The push to do everything online (I'm not talking about the temporary online switch due to Covid-19) could hurt enrollment. The online atmosphere negates the primary strength of NWC (small classes with faculty that will make personal connections with individual students). The push to make two-year colleges focus on job training rather than education could hurt the college and the surrounding community. There is a growing national and regional trend to belittle or dismiss the importance of education and science. This trend could negatively impact NWC.	7/26/2020 6:34 PM
7	Without an aggressive recruitment and marketing campaign, the nationwide decline in enrollment is certainly a threat. Another gigantic unknown is how the pandemic will impact enrollment in the years to come: will it cause further decline or will unemployment lead to increased enrollment?	7/24/2020 9:20 PM
8	the state of wyoming promoting more students to go directly to UW rather than promoting the 2 year schools first	7/24/2020 3:22 PM
9	The trend toward online education could threaten NWC as we can't compete. We need to focus on F2F and in person training rather than general education that can be attained online.	7/24/2020 3:10 PM
10	Wyoming's economic struggles could be financially devastating for NWC. Part of this problem is also poor funding models for the community colleges, especially the smaller institutions. Current immigration laws are complicating our international student enrollment. Local high school enrollments are declining. Also, Montana reduced its tuition cost, eliminating a previous recruiting advantage. Sadly, NWC does not control its tuition rates and can't adjust easily.	7/24/2020 1:35 PM
11	If businesses begin their own training programs students won't see the value in education when they can go directly to work and not incur any debt from school loans. Big tech companies are already doing this by offering coding training in exchange for employment.	7/24/2020 8:05 AM
12	Political party attacks on both higher ed and K-12 are hurting both the schools and the economy. We need to support the politicians who vocally and tangibly support education, and we need to 'clap back' at politicians who attack schools for cheap points. This clap back should be grounded in economic arguments about what community colleges do for the local, state, and individual household economies.	7/24/2020 8:04 AM
13	The increasing competition from colleges and universities nation wide for a dwindling population of college-bound students. Diminished funding sources from the state of Wyoming.	7/23/2020 4:25 PM
14	Students are no longer interested in the traditional model of pursuing an education. Students may not have the financial means to pursue a degree in higher education. How other countries view education in the U.S. and the U.S. in general is changing (and not for the better). Other countries are sending their students to Canada, the UK, Australia and New Zealand instead.	7/23/2020 3:32 PM

15	Failure to adapt and change as necessary. If we don't, others will and contribute to our demise.	7/23/2020 2:51 PM
16	Tight budget, trend of cutting athletic programs nationally, political environment and policies that are discouraging international students from coming to the US, no clear employment industries in the state now that energy is struggling	7/23/2020 2:13 PM
17	Obviously our tax structure and funding model which is based on 20th century economics. This state needs to wake up and diversify new revenue streams. Coal is not coming back to 20th century demands.	7/23/2020 1:49 PM
18	Economic hardships could threaten the opportunities for growth for institutions of higher learning everywhere - highlighting the economic advantage(s) of attending Northwest could counter this.	7/23/2020 12:33 PM
19	Higher education is facing a huge seawall of threats, and NWC is not alone in such. These include: a devaluing of a Liberal Education and a disillusionment with the advantages of a college education in general (right now, this is driven by national politics with a cynicism toward education in general). The swelling costs of higher education even though NWC provides a great bang for the buck! Wyoming's reliance upon fossil fuels for its economy. Wyoming continues, as a state, to act as a colony sending its value (natural resources, cultural resources, educated students) out of state without significant insights regarding what to do about this. Colleges can act to stem this flow, but we are caught up in the effluent without the ability to navigate much against the current. It is during periods of low resource abundance and disturbance that adaptive changes may manifest. What this takes, though, is dedication and courage. I have felt that over the last 10 years we have been losing our 'edge' and now with COVID-19, a faltering national and state economy, a struggling democracy, a perfect storm has been put upon us. We are all asked to do more with less, to rein in our visions for our students and our college, to sacrifice, and more, all in the hopes that NWC can get through this. I am not against these views, at all, but I feel that we must articulate something beyond this bottleneck. A new and better NWC where students gain a solid Liberal Education that does, indeed, provide for a better citizenry and a satisfied life. I'm not sure that a 2-year degree does this any longer...	7/23/2020 11:11 AM
20	Clearly the current pandemic is a threat, but to us and everyone else too. I'm unsure of this, but it might be difficult to find students who are willing to come from afar in the current climate. Also, as the country becomes more tuned in to racial equalities/issues, given our demographic, we had better be capable of illustrating how we are on board with that messaging/philosophy.	7/23/2020 10:36 AM
21	Factors that will threaten are more on-line degrees that some students want especially non-trads. Update the residence halls for more suite style or more single rooms.	7/23/2020 10:01 AM
22	Online schools and education availability. Also, there are many jobs that are decent paying jobs that do not require a degree anymore. Content editors, marketing/graphic design, you tube content, entrepreneurs, Tech sector jobs, real estate, Recruitment/sales, ad purchasing agents. Many companies hire for a personality/culture fit and offer on the job training and pay advancement opportunities.	7/23/2020 10:00 AM
23	Financial support from the state of Wyoming for program development, salaries, and competitive hiring is the primary challenge to our future success.	7/23/2020 9:45 AM
24	The current atmosphere of anti-intellectualism and anti-experts has turned many folk away from encouraging their children to go to college. Also the anti-teacher movement, that has soften a bit due to COVID-19 has also hampered the desire for students to come to college. Additionally, young students feel they don't have a place at the table when it comes to jobs and don't see how a degree with all its debt will help out.	7/23/2020 9:28 AM
25	Decisions made by the Governor or legislature Reductions in funding from the State of Wyoming thru the allocation formulas Wyoming Community College Commission decisions on tuition rates Food Service Costs and ability to control board plan costs Inflation Declining high school enrollment Perceived devaluation of a higher education degree Unemployment rates Technology shifts to more virtual environments Declines in oil and gas production devaluing our Mill Levy Declines in property value devaluing our Mill Levy Loss of large commercial businesses in the area thus devaluing property and ability to find jobs with corporate benefits Industry in the area due to no 4 lane roads in or out of town (not an area conducive to many industries) Seasonal flows in Cody due to Tourists. Seasons last longer than the college break thus making returning in the fall to be harder.	7/23/2020 9:22 AM



26	Increased competition from the University of Wyoming and other regional colleges and universities. Decreasing population accessing higher education.	7/23/2020 8:49 AM
27	Regionally & locally the lack of support from the community for the college. The negativity from Faculty toward the administration and the inability of the faculty to accept needed change will threaten the college's viability and growth. Nationally the trend is not to attend college but instead gain a job skill and get a job. This is already threatening the college's viability and growth.	7/23/2020 8:44 AM
28	The possible inability of Wyoming to be able to lift itself back to the prosperity that we once had.	7/23/2020 8:32 AM
29	COVID 19 the trend towards online programs more need for workforce skills instead of degrees	7/23/2020 7:24 AM
30	The WY state legislature's inability to recognize the critical importance of education and the need to diversify the state economy and create incentives for businesses and people to stay or move here.	7/23/2020 7:20 AM
31	International student visas; commitment to NJCAA sports programs. Sports should move to Div III.	7/23/2020 5:54 AM
32	lack of of state funding for growth in all areas of campus.	7/23/2020 5:47 AM
33	We are too dependent on the State of Wyoming for funding. When oil and coal prices go down it can have a huge effect on us. All counties in the state should pay their fair share of taxes for our community colleges, not just the county they are located in.	7/22/2020 12:25 PM
34	Funding, changing ideas about education, a legislation that doesn't embrace higher education. New and different delivery of education. The stuck in the rut thinking of higher education.	7/21/2020 2:22 PM
35	pandemic, fluctuations in oil and gas industry, U of WY stealing distance students as distance education opportunities increase	7/21/2020 1:10 PM
36	\$\$\$	7/21/2020 12:58 PM
37	College education is becoming less directly relevant to careers; we need to move into the 21st century.	7/21/2020 12:45 PM
38	Limited broadband access in rural areas of WY; Dismal state budget, made worse by the unwillingness of lawmakers to diversify our economy. State funding structure for Higher Ed seems unsustainable; COVID;	7/20/2020 12:59 PM
39	Declining energy income, divisive national administration, COVID-19 restrictions. This will be a difficult year to overcome.	7/20/2020 12:37 PM
40	Education is not valued in the area; associate degrees do not equate to increase in wages or a leg up for employment	7/20/2020 11:40 AM
41	Something needs to turn around in regards to the sale of Wyoming's natural resources (oil/coal industries) and then funding can be increased for our colleges.	7/20/2020 9:41 AM
42	We should not be influenced by these things, provide a steady, reliable and quality learning experience for the students in our region. Build on the reputation that NWC had in the past, a great place to learn life skills and practical degrees that can be used in real life	7/20/2020 7:16 AM
43	Budget restraining investments in people rather than facilities and art.	7/18/2020 7:38 AM
44	Weak finances and fiscal uncertainty, fear of the pandemic; lack of U.S. leadership in global affairs; nationalism; racism; technically weak workforce; lack of opportunities within WY beyond petroleum and coal	7/17/2020 10:56 PM
45	The speed of industry change far surpasses the speed and ability of educational institutions to keep up. Financial situations for education as whole in the US. The desires of current students and what they want from college. They don't know really, we don't know, but we do the same things we did for previous generations. Knowing what currently is best is anyone's guess it seems.	7/17/2020 3:22 PM
46	Economic stability	7/17/2020 11:22 AM
47	The economic viability of the state of Wyoming is a concern. Reliance upon single revenue	7/17/2020 8:27 AM

streams tied to volatile and near-obsolete natural resources coupled with state leadership's failure in foresight to consider a more varied and diverse economy hurt 1) the population of the state and therefore limits the pool of students we're fighting over in the region and 2) the stability of revenue for the college aside from tuition dollars.

48	The crippled economy will encourage students to pursue fields of study that have viable job opportunities, such as drafting, welding, and engineering.	7/17/2020 7:18 AM
49	Financing	7/17/2020 6:15 AM
50	We now compete with affordable EdX courses from the best universities in the country. These courses offer degrees and certificates that are cutting edge. I believe that is the direction higher ed is going.	7/16/2020 7:24 PM
51	Budget constraints and the lack of support, involvement or genuine concern for the stability of the college from within the community has, and will continue to have, a huge impact on NWC.	7/16/2020 3:50 PM
52	COVID-19, lack of money, the downfall of the mineral/natural resources industries of Wyoming.	7/16/2020 3:43 PM
53	Loss of state resources for funding - loss of coal and oil industry.	7/16/2020 3:39 PM
54	The easy availability of higher education regionally nationally. The erosion of the value of higher education. The trend toward valuing competencies above post secondary educational attainment. Wyoming's revenue deficits, population of service area, state and region. Restrictions on visas for international students is a current threat that may change if administration changes.	7/16/2020 3:07 PM
55	Inconsistent messaging - coronavirus, etc.	7/16/2020 2:44 PM
56	Ultimately, state-mandated budget cuts will significantly threaten NWC's ability to grow. As resources seem to shrink, the expectations of faculty and staff only seems to grow. I think that's true of many organizations across Wyoming, not just colleges. I fear that if/when additional cuts are made, regardless of how the institution is reimagined, the college will no longer be fully functional. That said, though competition for student recruitment has become increasingly fierce, I feel we've done a great job of positioning ourselves to stand out through our print and digital presences and distinct programs.	7/16/2020 2:20 PM
57	budget cuts low enrollment lack of trades offerings	7/16/2020 1:12 PM
58	Students have directly related that they don't want to include "extra" courses in their GE's - especially creativity credits	7/16/2020 1:10 PM
59	Enrollment. This is partially under the college's control and partially not, of course. I do think it's the biggest and impediment to a thriving college experience for students and a huge factor in faculty and staff morale.	7/16/2020 12:25 PM
60	Costs	7/16/2020 12:23 PM
61	See #6 above.	7/16/2020 12:16 PM
62	Social distancing requirements that may continue for some time/indefinitely. Political tension in the region, state, country, and world. Budget cuts that reduce the services we can provide. Park County's population is predicted to age, as retirees continue to move here. Jobs for working age people are limited, but housing prices continue to rise, making it difficult for younger people starting out to afford to live here. The cost of higher education is becoming too high for some people (thankfully, NWC is fairly affordable still). Young adults are not seeing the value of a degree as much as generations have in the past.	7/16/2020 12:13 PM
63	When the economy is good less people look to "Higher" education since jobs are available.	7/16/2020 12:12 PM
64	The college has not embraced online teaching as much as other colleges in the area. We don't have a computer science program (programming, web design), only a transfer degree. We also don't have any engineering degrees online. Why should I pay tuition for a degree from NWC, if I can take the classes I want from coursera or EdX, or multiple accredited online universities?	7/16/2020 12:11 PM
65	Greater access to online classes, especially those not offered by NWC.	7/16/2020 12:01 PM
66	Actually I think with everything going on in the country people's thoughts are trending back to more local and regional trade. This will open more doors for are kids to stay around here if we can offer the right programs.	7/16/2020 12:00 PM



67	Economics	7/16/2020 11:59 AM
68	state support	7/16/2020 11:55 AM
69	Online Advanced degrees	7/16/2020 11:27 AM

**Q8 When you think about the legacy of Northwest College in the region, what parts of the College's legacy do you HOPE will continue to be carried on in the future?**

Answered: 68 Skipped: 3

#	RESPONSES	DATE
1	Sports of course, Rodeo for sure, but I think as a staff member, and a graduated of NWC, that it can change and keep moving forward.	8/20/2020 2:09 PM
2	Everyone I come in contact with LOVES Northwest College. But more importantly they never mention their love for Northwest College without mentioning the community of Powell. People in all regions of the country who lived or attended school here love the community and love the college. Continuing to offer programs that not only get students/faculty/staff to Powell from all parts of the world, but also creating, maintaining and improving programs that take our current students/faculty/staff to all parts of the world. Some of these may include study abroad programs, fine arts, athletics, professional development and especially work not just in our local and state legislature but also nationally in Washington DC...we should have a presence there as other 2 year schools do.	8/20/2020 2:08 PM
3	This college has a legacy of great faculty providing a solid education for transfer and certificate programs in a setting that provides a 4-year campus experience that is affordable. Students love their time here. They wish it would be a 4-year. Increasing programs, not decreasing, and providing more opportunities for students, should be the legacy. This can happen, even with budget cuts when the cuts are strategic and program reviews are done with transparency and accuracy. Making decisions based on data would help.	8/20/2020 1:59 PM
4	Bringing new ideas and new people to our area, creating a little diverse college town in the middle of homogeneous Wyoming. A legacy of being a junior college with high standards and a huge % of PhD instructors. At one point, we had a legacy of being as good or better than big state schools with more resources but at a smaller, more intimate scale. Now, we're just another technical college.	8/20/2020 1:56 PM
5	The quality of the education that I received at NWC was of higher quality than the education that I received at 4-year institutions. I hope that this continues, but NWC has fewer opportunities for students than it did when I was a student.	7/26/2020 6:34 PM
6	Our reputation as a small liberal arts college.	7/24/2020 9:20 PM
7	affordable education in the Big Horn Basin	7/24/2020 3:22 PM
8	That we are small enough to adapt quickly to educational needs while still providing personal attention to our students with unique programming that doesn't compete with our region.	7/24/2020 3:10 PM
9	Northwest College needs to be seen as an educational leader, a community development partner/resource and economic contributor in the Big Horn Basin. Residents also look to the college as a valuable source of cultural enrichment (concerts, art show, etc.) and athletic competition in our rural area. Losing these 'connecting points' would bring about significant community angst. I also expect there would be residual enrollment declines as students seek other colleges with athletics and/or specialty offerings.	7/24/2020 1:35 PM
10	I just want Northwest College to stay open. Without the college Powell will cease to exist.	7/24/2020 8:05 AM
11	I want this school to be known as a jewel of the West, for serving a diversity of students from various ages, geographic backgrounds, family status, ethnicities, political and social perspectives, economic backgrounds, and majors and career paths. In so many universities in this country, students from one major will never meet or take classes with students in another major. They may not even share classes with someone they know. NWC has a reputation for its diversity. This doesn't mean we are immune to problems of bigotry, but it means that students of many different types and kinds know each other and see each other every day. It's not a perfect melting pot, but it's such an incredible and rare environment. It will help students relate to others and work with others in their careers, and it builds empathy--and empathy is not a side-benefit. In our current time, we can see how vital empathy is to the strength of our country, and how lack of it is tearing us apart.	7/24/2020 8:04 AM
12	This is a place that many alumni hold dear and deeply in their hearts because of their memories and experiences of Northwest College. The phenomena stretches back decades. The way some of our alums talk about Northwest College in a way they don't talk about the other schools they attended, even big universities, the way they value the support they received and the friends they made. It's pretty exceptional for a community college of any size, let alone a relatively small college in such a rural place. It's extraordinary...and I'm afraid we're losing that legacy, slowly but surely. Can't pinpoint a reason why either. Changing times?	7/23/2020 4:25 PM

13	The programs and activities that NWC has to offer and the fact that we have athletics and that we are a residential college. This really sets us apart from other institutions, especially community colleges.	7/23/2020 3:32 PM
14	Student-centered everything!	7/23/2020 2:51 PM
15	Strong international student program, quality faculty dedicated to helping students succeed; strong athletics, arts, photography, music and science programs; unique opportunities for students such as scientific research, travel abroad, etc.	7/23/2020 2:13 PM
16	Our reputation for exceptional instruction and the variety of programs that we have.	7/23/2020 1:49 PM
17	The reputation as an outstanding institution at which some one can receive a quality education.	7/23/2020 12:33 PM
18	As alluded to throughout my responses, NWC has a strong legacy as a small and vibrant school that had an essence of a 4-year liberal arts college. Parts of that are still there with one-on-one mentoring by faculty, a dedicated staff, International Program, a diversity of majors, great opportunities (INBRE, Outdoor Ed, CLE, Forensics, Block and Bridle). I want these opportunities for students to be fostered and kept alive and I would like to see a return of more communications (i.e., a student newspaper and journalism to feed the amazing Photography department).	7/23/2020 11:11 AM
19	I'm unsure if we really have any "legacy" to speak of. Small, friendly campus? Our outdoor recreational program is somewhat legend, but it should be even more legend given our location. I suppose. People like to kick around "excellent faculty," but I can't believe our faculty are that much above the average of any given junior college except that perhaps we have a large percentage of full-time faculty. Rodeo program has a good legacy. Music program.	7/23/2020 10:36 AM
20	Caring faculty	7/23/2020 10:01 AM
21	The welcoming community. :) A place of excellence in education. The TRAPPER! The new marketing surrounding the trapper has been very well received by people in our State and across the country during recruitment efforts. Our Physical Campus is gorgeous and beloved.	7/23/2020 10:00 AM
22	Providing world-class and world welcoming educational opportunities for Wyoming.	7/23/2020 9:45 AM
23	A high quality academic education, at an affordable cost, that allows students to step into the workforce prepared to succeed.	7/23/2020 9:28 AM
24	Strong retention and completion rates. These can both help compensate the funding formula if credit hours produced go down First residential campus in the state Originally founded as an extension office of the University of Wyoming before being one of the first community college's in the state	7/23/2020 9:22 AM
25	High quality academic rigor	7/23/2020 8:49 AM
26	The ability to offer a good education/job skills to regional and local students. Students of all ages and students that might not otherwise have an opportunity to attend college. The college is a vital part of our community and enrich's our community members through education. I hope this will be carried on into the future.	7/23/2020 8:44 AM
27	The quality of education that we have now.	7/23/2020 8:32 AM
28	The transferability of the classes, field studies courses, international students, creativity, and openness for more education.	7/23/2020 7:27 AM
29	excellent all round education great place to get started	7/23/2020 7:24 AM
30	Quality of education.	7/23/2020 7:20 AM
31	Excellent education at an affordable price. Career opportunities. Our responsiveness to students' changing needs.	7/23/2020 5:54 AM
32	Nobody I have ever talked to that attended school at NWC said they had a bad experience or the education was subpar. We have many outstanding faculty members, staff and administration that care about our legacy and realize the importance of this college to our community as a whole. In order for this to continue, we need to be the leaders in our industry in regard to making the difficult decisions when it comes to our future. We can't be followers	7/22/2020 12:25 PM

when it comes to making decisions about such topics as Covid-19, Athletics, Facilities etc.  
We need to do what's best for NWC and our students.

33	Residential College, the strength and excellence of our programs and credentialed faculty. The cultural diversity that our music, photo and Writers Series as well as our international students bring to our community and area.	7/21/2020 2:22 PM
34	strong ties to the community/Park County; care for the students; great retention and teaching	7/21/2020 1:10 PM
35	Student centered	7/21/2020 12:58 PM
36	The constant care of faculty for students.	7/21/2020 12:45 PM
37	International programs; Exceptional, student-centered instruction; Liberal Arts tradition	7/20/2020 12:59 PM
38	I hope the whole NWC legacy will be carried into the future.	7/20/2020 12:37 PM
39	Keep the brick and mortar	7/20/2020 11:40 AM
40	Every employee puts students first.	7/20/2020 9:41 AM
41	I hope we can preserve the reputation of being a dedicated place of learning. Solid in it's foundation to provide an education and prepare students to move forward. We are not a liberal arts university, again, we serve a mostly ag based region. Students need to be confident we understand the life styles they will be returning to.	7/20/2020 7:16 AM
42	Affordable education.	7/18/2020 7:38 AM
43	Expert and dedicated faculty and staff, focus on students' success	7/17/2020 10:56 PM
44	Offering a college experience similar to "college" and not trade school in an affordable fashion with multiple opportunities other than just academics. Offering a college experience that appeals to life, not just school. Putting students first.	7/17/2020 3:22 PM
45	Student centered	7/17/2020 11:22 AM
46	I hope that Northwest will continue to offer high quality education in engineering, science, and healthcare. A number of our students have gone on to success in these areas and I hope that they will be proud of the institution that began their path.	7/17/2020 8:27 AM
47	Quality, accessible education at an affordable price.	7/17/2020 7:18 AM
48	Public relations. Quality recruiting around the nation and world.	7/17/2020 6:15 AM
49	Three of my four children attended Northwest College. NWC prepared them to be very successful at university. They all loved attending our college and cite the culture and how fond they were of their instructors when remembering their time at Northwest.	7/16/2020 7:24 PM
50	The legacy that I hope will be carried on is truly the focus on our students. That includes not only their education, but their experiences while at NWC. The professors who made an impact on their future, the Counselor they saw who helped them through a difficult time, the supervisors they had, the tutors who helped them pass a class, and the friends that they have made. All of these things will be what they carry with them when they leave NWC.	7/16/2020 3:50 PM
51	My children attending here and loving it as much as I did. The idea that it is a great place for students to start	7/16/2020 3:43 PM
52	1. Providing a great education for students 2. Providing learning/cultural opportunities for our community	7/16/2020 3:39 PM
53	Strong STEM, music, allied health, photo, and ag programs.	7/16/2020 3:07 PM
54	Professors go all out for their students	7/16/2020 2:44 PM
55	When I think about NWC's legacy, I hope people continue to associate the college with a place where you can receive high-quality education for an affordable price. I hope it continues to be a place where a lot of people have life-changing experiences—whether it be finding what they're passionate about studying, earning a degree that lands them a great job, or meeting lifelong friends.	7/16/2020 2:20 PM
56	Trappers campus life athletics (maybe at the NJCAA Div. III level Multicultural opportunities	7/16/2020 1:12 PM

57	An educational institution that helps students obtain meaningful employment	7/16/2020 1:10 PM
58	Individualized attention: we care about the success of each student and do everything we can to help it. High educational and instructional standards- I don't want to see this school slide into the grade-inflated, student-as-customer, degree-mill path. Quality instruction and faculty. Diverse and well-rounded education- not allowing students to get the vast majority of their GenEds in their main subject area, but requiring them to step outside that comfort zone to be exposed to other disciplines and ways of thinking. That makes them so much better (and better-qualified) in the long-term than just getting a degree as absolutely quickly as possible (of course, efficiency is important as well, but it should not come at the expense of educational quality).	7/16/2020 12:25 PM
59	Strong engineering offerings.	7/16/2020 12:23 PM
60	See #2 through #5.	7/16/2020 12:16 PM
61	International population continues to be valued and the highest in the state. NWC will be respected in all of our service area as a high-quality educational institution.	7/16/2020 12:13 PM
62	Northwest College, an Institution that leads as an example to be versatile to the changing needs of the American job market. That gives you an education without the fluff.	7/16/2020 12:12 PM
63	Our equine/ag/rodeo degrees, conservation, law enforcement, photo, nursing	7/16/2020 12:11 PM
64	The sense of being seen as an individual, not a number; the sense of personal attention.	7/16/2020 12:01 PM
65	Agriculture,	7/16/2020 12:00 PM
66	Value in being a part of something greater than themselves....sense of community	7/16/2020 11:59 AM
67	to successfully graduate students, transfer to other schools without repeating classes or graduate students prepared for the job market	7/16/2020 11:55 AM
68	Quality education in a unique setting	7/16/2020 11:27 AM

## Q9 What makes you most PROUD when you think about Northwest College?

Answered: 67 Skipped: 4

#	RESPONSES	DATE
1	That we are here for the students, and the community. That we care about the college its just not a job.	8/20/2020 2:09 PM
2	The community that supports it, the Athletic programs...especially when they are successful, distinguished Alum that represent us regionally and nationally.	8/20/2020 2:08 PM
3	Right now? Not a lot. I like reading about student and team achievements in the paper, but that doesn't seem to happen anymore. The students are still doing great things - the college just "went in a different direction" and doesn't do press releases anymore.	8/20/2020 1:59 PM
4	1. Faculty and staff who work miracles with dwindling resources and who are deeply committed to our shared project. 2. A genuine commitment to and care for our students as whole people, not just as people who buy our product. 3. The way that the College opens up opportunities for students, and I'm not just talking about jobs. I'm talking about the opportunity to meet different kinds of people from different countries; to think different thoughts the homogenous, local view with which they grew up; and the commitment to make Wyoming a place in the future where these differences and this diversity are the state's STRENGTHS as we move into a yet unimagined new economy. 4. The ways that the College blends tradition with innovation in a way that makes sense to our local situation. For example, the Buffalo Feast. 5. Highly qualified & innovative faculty who are involved in national projects.	8/20/2020 1:56 PM
5	The quality of the education that I received at NWC was of higher quality than the education that I received at 4-year institutions.	7/26/2020 6:34 PM
6	Whenever I describe all the unique academic opportunities we have at NWC to my faculty colleagues who work at 4-year institutions, they are always amazed to find out that we are two-year institution. I'm quite proud of that.	7/24/2020 9:20 PM
7	strong programs and community presence	7/24/2020 3:22 PM
8	That I do believe the faculty and the staff do care about our students. We just need to come to a consensus on how to best serve them in the ever-changing world.	7/24/2020 3:10 PM
9	Through highly personal attention, Northwest College positively transforms the lives of its students in many ways!	7/24/2020 1:35 PM
10	I'm proud that Northwest College is able to provide our community with opportunities for people to advance themselves in their careers, thus creating a better life for individuals who are looking to build their wealth and happiness.	7/24/2020 8:05 AM
11	Most proud? The students make me the most proud. So many of them come to college daunted and disinterested in school, or feeling like they must endure it as a type of torture in order to get the degree they need. So many of these students graduate and transfer not only with their degree, but with a new and lifelong appreciation and enjoyment of learning. So much of this empowerment comes directly from their teachers, but they're the ones who take that leap of faith. Frankly, they amaze me. We're doing good work here, and all it does is HELP people. I want our alumni (of ALL backgrounds) to want to say, proudly, "I went to Northwest College, and it was the best."	7/24/2020 8:04 AM
12	The stories that people tell about their time here, those who have a great love for Northwest College.	7/23/2020 4:25 PM
13	The fact that we continue to be student centered and everything we do is to ensure that students are successful while they are at NWC.	7/23/2020 3:32 PM
14	People - students, staff, administration, and community!	7/23/2020 2:51 PM
15	I am proud of how much the school cares about the students and their success and the personal relationships that students build with faculty and staff.	7/23/2020 2:13 PM
16	The students who write back to us telling us how much more they liked NWC vs. the new schools that they transferred to.	7/23/2020 1:49 PM
17	The quality of the school as a whole. There are many institutions that perhaps shouldn't be referred to as a "college" at all. This is not true of Northwest.	7/23/2020 12:33 PM
18	I feel that many employees still are very proud to be at NWC. Our communication across the campus, I believe, has become better in ways with still some policy movement that could be	7/23/2020 11:11 AM



better communicated. But overall, I feel in ways that more employees are valued than at some other times in the past. This is important. I feel that we meet our students where they need to be met with many that are not college-ready (academically, socially, culturally, work-ethic-wise) but we nurture them and build responsible students, for the most part, by the time they leave. Most everyone cares for our students and this makes me very proud. This is not easy and some days I am exhausted from dealing with a cadre of needs but it is why the most of us are here. It is the day-to-day care that I feel best about, not necessarily the larger functions or activities.

19	I've been a pretty vocal critique throughout my time at NWC and for the most part, I've been left alone in that even when it went against the Administration or BOT. I know they all could have made my life more miserable and yet, here I am. I may never be that well liked, or popular, but I have never been threatened or punished as a result of my opinions about the school or beyond. I'm proud of our unique location too.	7/23/2020 10:36 AM
20	Great programs and faculty!	7/23/2020 10:01 AM
21	Our beautiful campus and outstanding faculty and staff. The people , are what make our organization special. So we need to keep people who build NWC up and represent who we are now and who we NEED to be in the future to thrive.	7/23/2020 10:00 AM
22	The success of our graduates, the support of faculty and facilities, and programs.	7/23/2020 9:45 AM
23	My relationship with students during their time at NWC and after they graduate.	7/23/2020 9:28 AM
24	Employees passion for the college High retention and completion rates Quality of education and experiences provided to students	7/23/2020 9:22 AM
25	Our student success data.	7/23/2020 8:49 AM
26	I am proud to have attended Northwest and to now work here. I am also proud to be a part of a college that is helping students become a productive part of society. Some of the students that come to Northwest experience a lot of firsts in life here. First time away from home, first time in college, their first job, their first time making life long friends. I feel proud to be able to help students navigate all of these firsts in life.	7/23/2020 8:44 AM
27	The quality of education that we have now.	7/23/2020 8:32 AM
28	The transferability of classes, field studies courses, international students, creativity of faculty, and openness for more liberal education.	7/23/2020 7:27 AM
29	it really does put the student first	7/23/2020 7:24 AM
30	Our quality of education. Ask any alumni, use the alumni to advertise this gem of a college.	7/23/2020 7:20 AM
31	Faculty and staff who care about the students	7/23/2020 6:59 AM
32	Excellent education and social mobility for our students.	7/23/2020 5:54 AM
33	I talk to alumni and community members all the time who have fond memories of their time here. They are so proud of our college and it's reputation. We need to do everything in our power to keep that going.	7/22/2020 12:25 PM
34	That we have been a strong and thriving Community College since 1946 and that our alumni think highly of the education they received here.	7/21/2020 2:22 PM
35	How much pride everyone takes in serving students!	7/21/2020 1:10 PM
36	Everyone here cares. We all want students to succeed.	7/21/2020 12:58 PM
37	I think of the hard work so many faculty members have put in, without extra pay, to help students succeed. This work comes from meetings, workshops, recruiting, advising, meeting with students, and such things.	7/21/2020 12:45 PM
38	International programs; Exceptional, student-centered instruction; Liberal Arts tradition	7/20/2020 12:59 PM
39	NWC makes me proud all the way around. The employees are the best and we truly love this school. We have an excellent curriculum that faculty work hard to make pertinent to the time.	7/20/2020 12:37 PM
40	Nothing comes to mind	7/20/2020 11:40 AM
41	Great programs with quality instructors that take time and engage with the students.	7/20/2020 9:41 AM

42	I was proud of NWC for being all the things I have mentioned. It is becoming harder to feel that pride with all the instability. Back to basics	7/20/2020 7:16 AM
43	That our faculty work so hard under far less than ideal conditions.	7/18/2020 7:38 AM
44	Expert and dedicated faculty and staff, students' success; community support	7/17/2020 10:56 PM
45	A variety of opportunities for students with what we have and can offer. Always trying to think student first. Faculty and staff that do their best to be proactive in creating an environment to make students comfortable and help them succeed.	7/17/2020 3:22 PM
46	Community and student centered vision!	7/17/2020 11:22 AM
47	I am most proud when I think of student success stories. We must remain student-centered in what we do. Cash-grabbing and loss of integrity cannot be a part of Northwest's identity.	7/17/2020 8:27 AM
48	NWC provides students with an opportunity to improve their lives and the lives of their family through social mobility due to quality, accessible education at an affordable price.	7/17/2020 7:18 AM
49	I am most proud of our students.	7/16/2020 7:24 PM
50	Our dedication to our students and, for the most part, to each other. There is definitely a community within our college of very dedicated, hardworking and caring people.	7/16/2020 3:50 PM
51	That I work here, that I was a student here, that the community is welcome here as well as students, all students. Everything!!	7/16/2020 3:43 PM
52	The reputation of being a good school with great programs	7/16/2020 3:39 PM
53	The dedication and commitment of faculty and staff to student success.	7/16/2020 3:07 PM
54	Student achievement	7/16/2020 2:44 PM
55	So many things! Despite growing up roughly 20 miles from the college, I knew very little about NWC before working here. In a short time, though, it became clear to me that everyone shares a common goal of helping students. Saying you're student centered and actually being student centered are two different things—NWC truly lives up to its mission. It's a great place to work and learn, and I feel fortunate to be part of the institution. Knowing how many students receive the foundation they need here makes me proud, especially knowing firsthand how challenging the start to college can be. Thanks for this opportunity to give feedback!	7/16/2020 2:20 PM
56	How important it is to a smaller community	7/16/2020 1:12 PM
57	Students employed in the Basin who are improving the lives of Wyoming Residents	7/16/2020 1:10 PM
58	How this little college offers so much. I'm proud of the quality of our faculty (and hope that standard stays high), the dedication of our staff, and the opportunities and credentials that that are rare for 2-year programs (accreditations, travel and cultural opportunities, vibrant residential campus, etc).	7/16/2020 12:25 PM
59	Student body.	7/16/2020 12:23 PM
60	The record of quality teaching.	7/16/2020 12:16 PM
61	International program is well-respected and has highest percentage of international students in the state.	7/16/2020 12:13 PM
62	The people that want to make this school a better place... Faculty, staff, students, community... ALL	7/16/2020 12:11 PM
63	How the employees join together in setting up a caring, productive learning community.	7/16/2020 12:01 PM
64	Honestly, not much at the moment.	7/16/2020 12:00 PM
65	Our students	7/16/2020 11:59 AM
66	it's great reputation	7/16/2020 11:55 AM
67	How hard the faculty work to provide good 3education	7/16/2020 11:27 AM

# SWOT Survey Analysis





# Survey Participants

## **Faculty and Staff Survey**

(n = 71)

- Faculty (33)
- Staff (33)
- Administrator (2)
- No response (2)

## **Community Survey**

(n = 61)

- Trustee/Trustee Emerita (6)
- Alumni (11)
- Retiree (7)
- Foundation Board (9)
- Community Member/Leader (13)
- Business Partner/Owner (2)
- Elected Official (3)

# Strengths

## Faculty and Staff Unique Perspectives

- International students and programs (e.g., diversity of student body, presence of diverse cultural backgrounds and traditions)

## Shared Perspectives

- Student-centric culture of the institution
- Quality of academic programs and teaching
- Personalized attention (e.g., small class sizes, mentoring opportunities, field studies)
- Caring and committed staff and faculty
- Geographic location of college and proximity to Yellowstone National Park
- Affordability

## Community Unique Perspectives

- Variety of academic program offerings
- Community support of the college

# Weaknesses

## Faculty and Staff Unique Perspectives

- Reticence to change
- Workload and prioritization of workloads with recent budget cuts
- Reliance on transfer programs
- Feeling connected to the community and having the community feel ownership of the College

## Shared Perspectives

- Budget & Funding
- Facilities
- Shared governance and shared decision-making

## Community Unique Perspectives

- Recruiting new students
- Alignment of academic programs to industry, business, and community needs

# Opportunities

## Faculty and Staff Unique Perspectives

- Increasing recruitment and expanding programming for international students

## Shared Perspectives

- Creating new academic programs
- Centering academic programming, revenue generation, and applied learning opportunities that are connected to the Yellowstone National Park ecosystem
- Increasing applied learning and hands-on training opportunities for students
- Workforce and middle skill programming (e.g., hospitality, tourism, culinary, drafting)
- Partnerships with businesses, community non-profits, and other programs (e.g., Native American reservations, Heart Mountain, geological/ecological partnerships)

## Community Unique Perspectives

- Creation of certificate and micro-credential programs

# Threats

## Faculty and Staff Unique Perspectives

- Higher education governance and public policy development
- Economic conditions and impact on student recruitment (e.g., income and ability to afford education)

## Shared Perspectives

- Public funding of higher education in the state of Wyoming
- Decline of natural resource production in Wyoming and tax revenue
- Demographic shifts with an aging population and a decline in the population of high school students in the Northwest College service area
- Impact of COVID-19 on enrollment
- Prevalence of higher education online providers as well as non-accredited education and training providers (Coursera, EdX)

## Community Unique Perspectives

- No unique perspectives





# Community Perspectives Pride in Northwest College

- The vision and the commitment of the Powell community, later joined by the rest of Park County, to stand up a college carry it forward for 75 years.
- It has been a long standing fighter for providing good education to the students of the Big Horn Basin. We need to expand that and still keep in mind this is our little gold mine and we need to keep it shining and producing. And I love the idea of holding proud to the name of NWC.
- I am most proud when I hear of students who transfer to other colleges who feel they are better prepared and educated than students who started at a four year college.
- This little college has educated so many distinguished citizens for the state of Wyoming and beyond.
- I'm proud that I went from NWC to a big city college and graduated at the top of my class. I'm proud that my little Wyoming college gave me what I needed to compete in the big leagues.



# Faculty and Staff Perspectives Pride in Northwest College

- The students make me the most proud. So many of them come to college daunted and disinterested in school, or feeling like they must endure it as a type of torture in order to get the degree they need. So many of these students graduate and transfer not only with their degree, but with a new and lifelong appreciation and enjoyment of learning.
- The ways that the College blends tradition with innovation in a way that makes sense to our local situation. For example, the Buffalo Feast.
- I am proud to have attended Northwest and to now work here. I am also proud to be a part of a college that is helping students become a productive part of society. Some of the students that come to Northwest experience a lot of firsts in life here. First time away from home, first time in college, their first job, their first time making life long friends. I feel proud to be able to help students navigate all of these firsts in life.
- Despite growing up roughly 20 miles from the college, I knew very little about NWC before working here. In a short time, though, it became clear to me that everyone shares a common goal of helping students. Saying you're student centered and actually being student centered are two different things—NWC truly lives up to its mission.



# Community Perspectives Northwest College's Legacy

- Historically our legacy has been as a premier transfer institution that also offered selected vocational opportunities. I hope that is the legacy that will be carried forward.
- A strong, student centered faculty offering a quality education, whether in the transfer programs or vocational certificates.
- Blending the "four year experience" with a "two year program," giving students the best of both worlds
- I hope the legacy of a small-town college with big town quality will continue. The David beating Goliath by playing the game our way.



# Faculty and Staff Perspectives Northwest College's Legacy

- That we are small enough to adapt quickly to educational needs while still providing personal attention to our students with unique programming that doesn't compete with our region.
- I want this school to be known as a jewel of the West, for serving a diversity of students from various ages, geographic backgrounds, family status, ethnicities, political and social perspectives, economic backgrounds, and majors and career paths. . . . It's not a perfect melting pot, but it's such an incredible and rare environment.
- This is a place that many alumni hold dear and deeply in their hearts because of their memories and experiences of Northwest College. The phenomena stretches back decades. The way some of our alums talk about Northwest College in a way they don't talk about the other schools they attended, even big universities, the way they value the support they received and the friends they made. It's pretty exceptional for a community college of any size, let alone a relatively small college in such a rural place. It's extraordinary.
- Student-centered everything!
- Quality education in a unique setting

# Institutional Transformation Focus Group Session



# Focus Group Facilitators



**Chrissy Coley, Ph.D.**  
Portfolio Executive Leader



**Justin D. Norris, J.D.**  
Portfolio Executive Leader

**CHAMPION**  
Student Success

**INNOVATE**  
Academic Programming

**REVITALIZE**  
Facilities

**ATTRACT**  
New Students

**VISION**





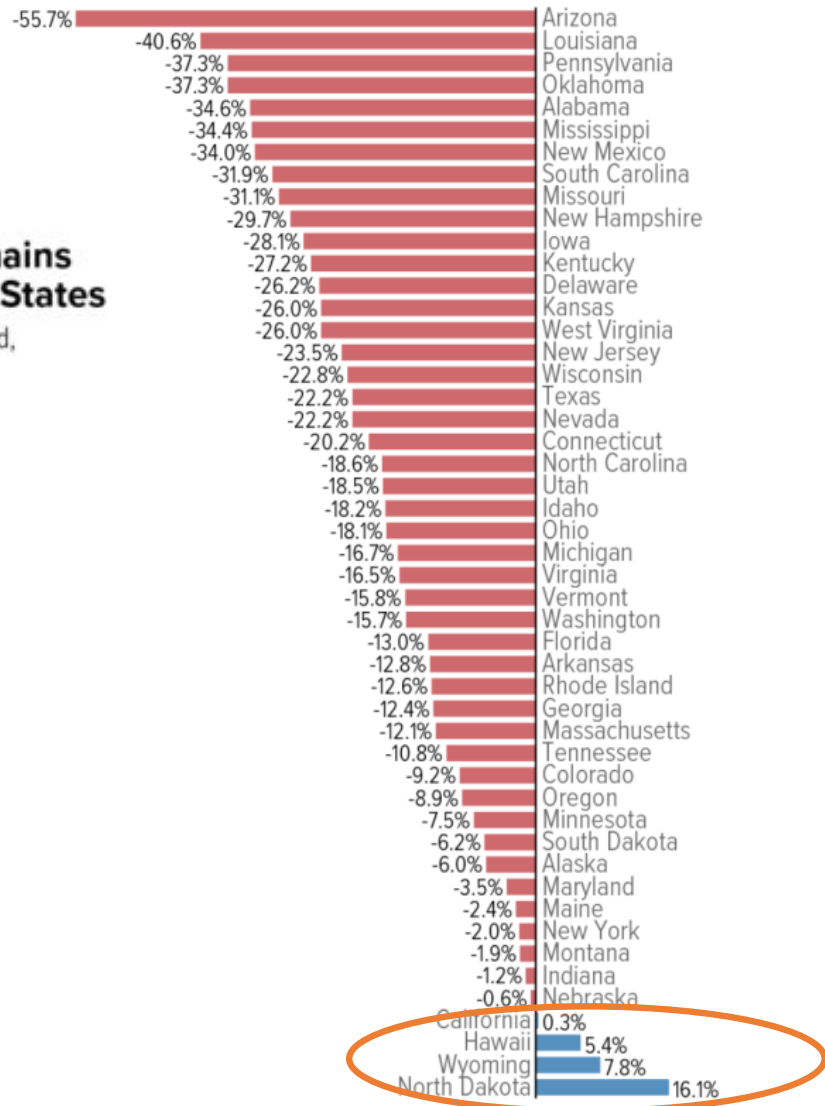


**Begin with the  
End in Mind**

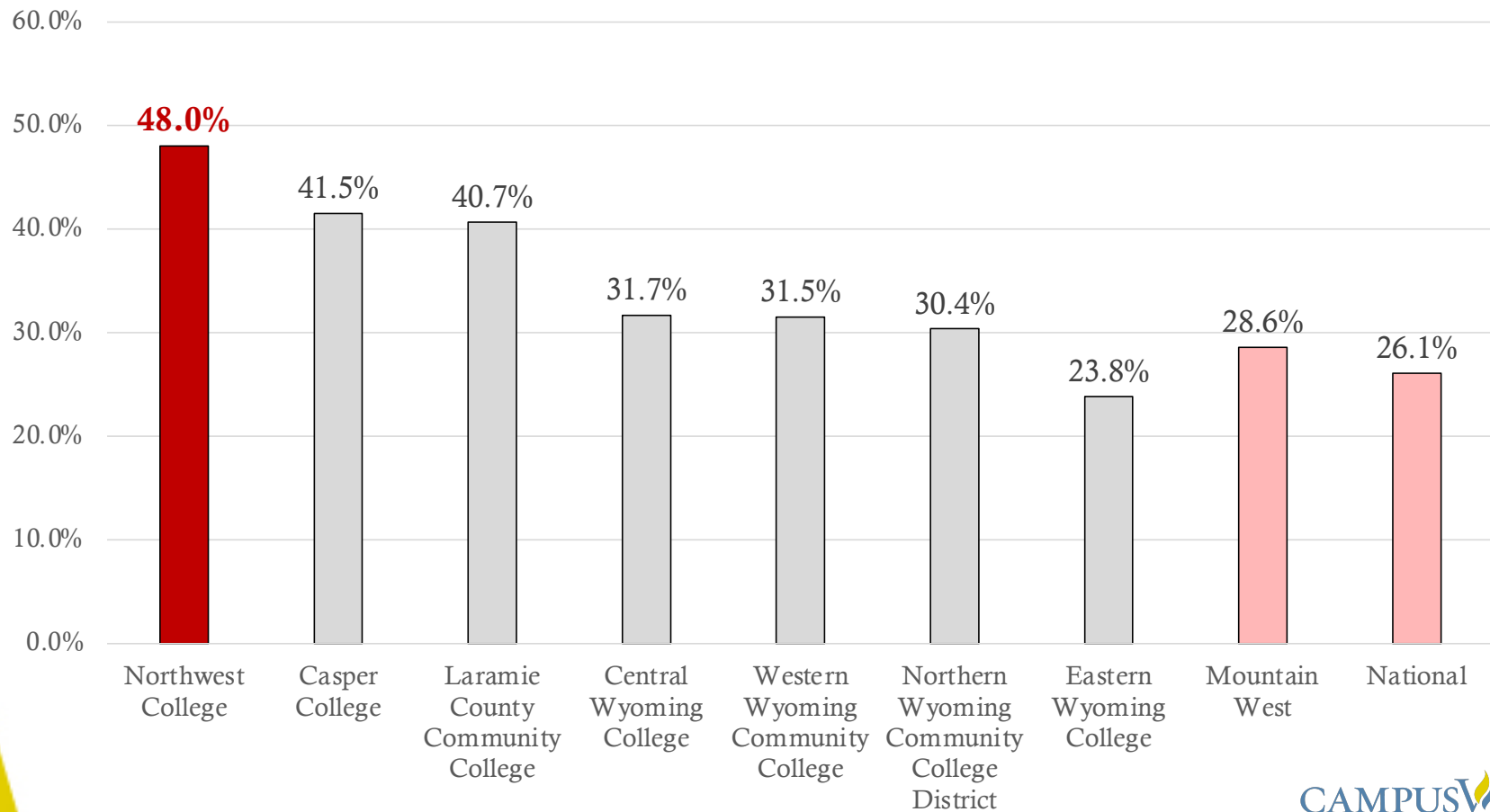


## State Funding for Higher Education Remains Far Below Pre-Recession Levels in Most States

Percent change in state spending per student, inflation adjusted, 2008-2018

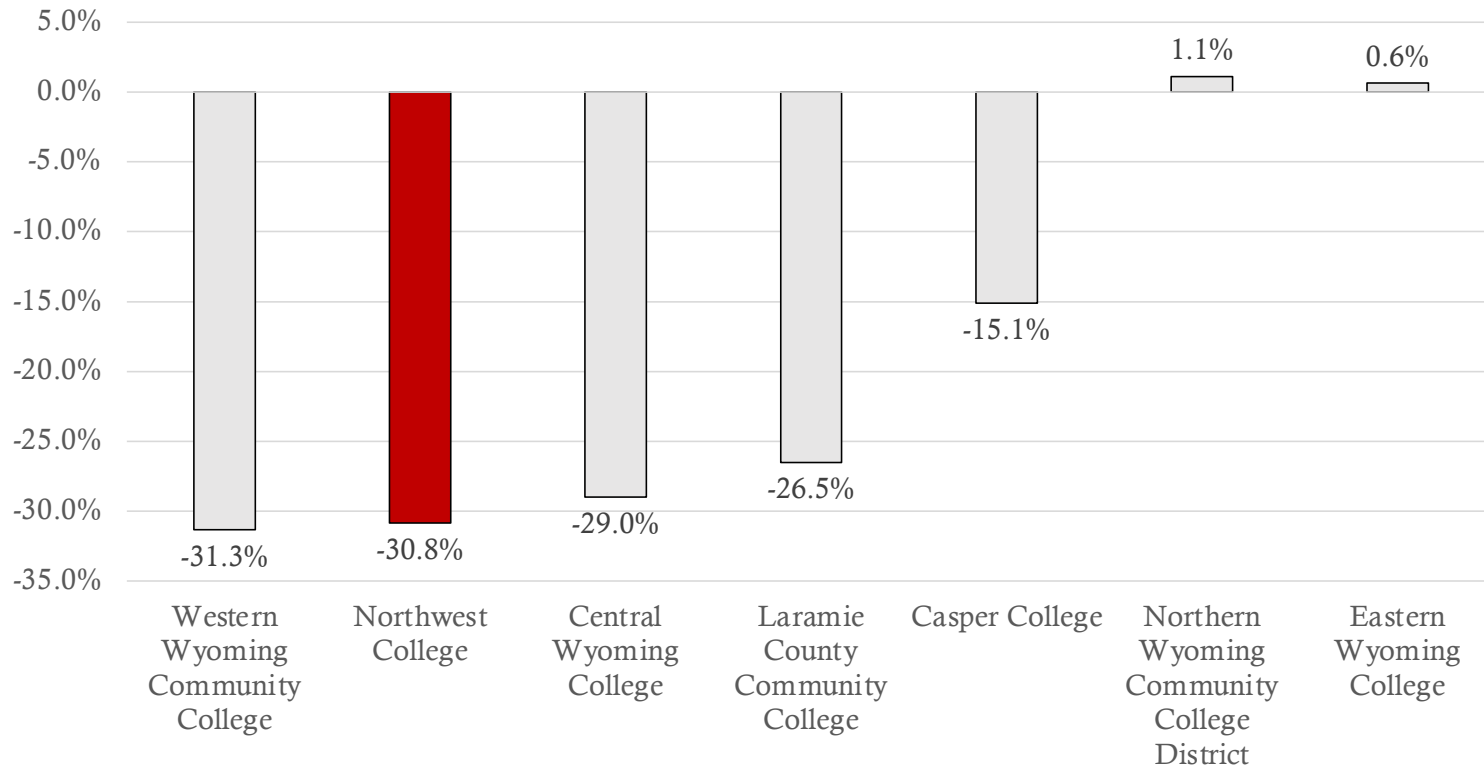


## Percentage of Total Revenue from State Appropriations FY2018



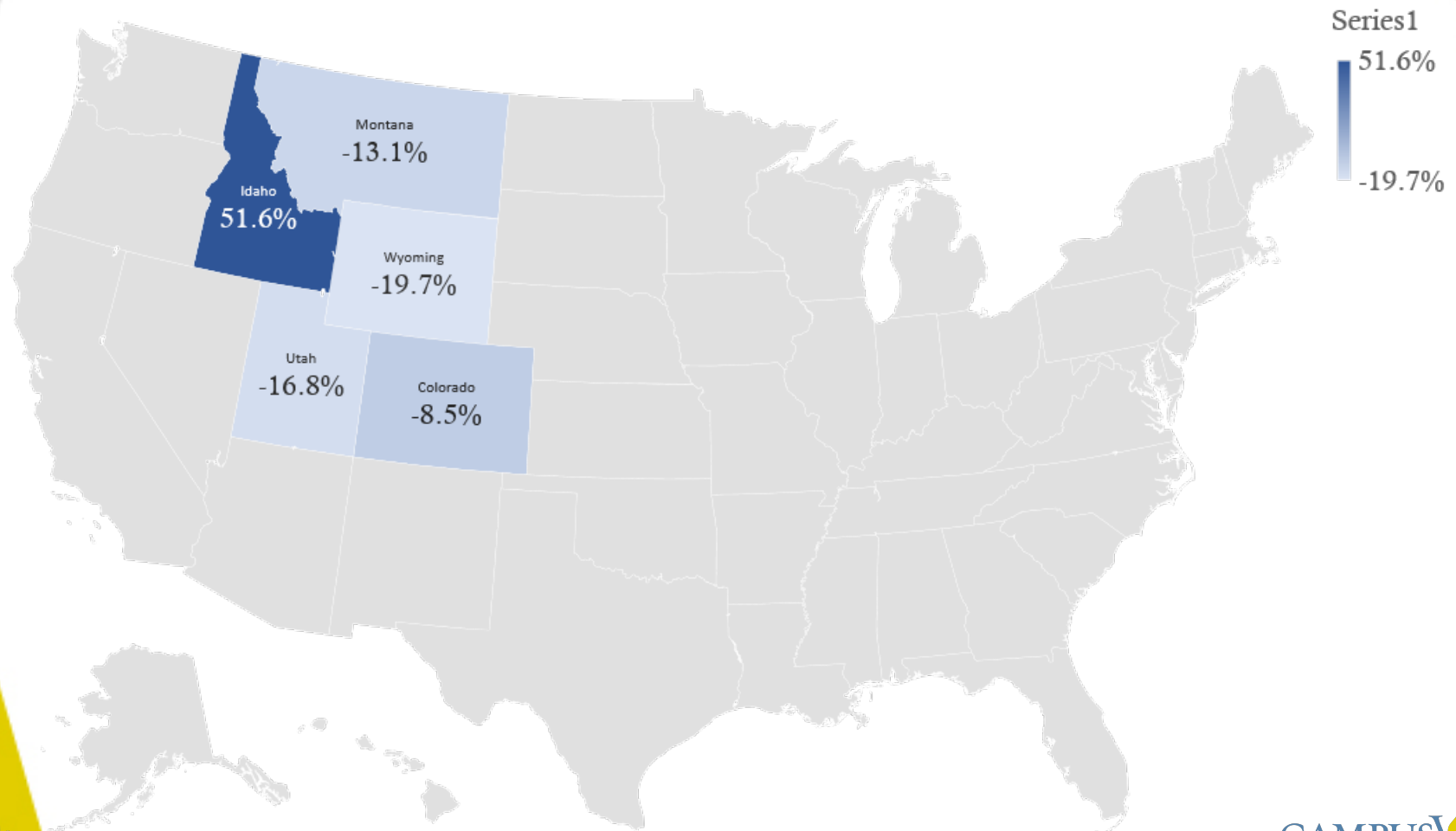
Source: U.S. Department of Education, Integrated Postsecondary Education System

### Percentage Change in 12-Month Unduplicated Headcount Enrollment Wyoming Community Colleges, FY11-FY19



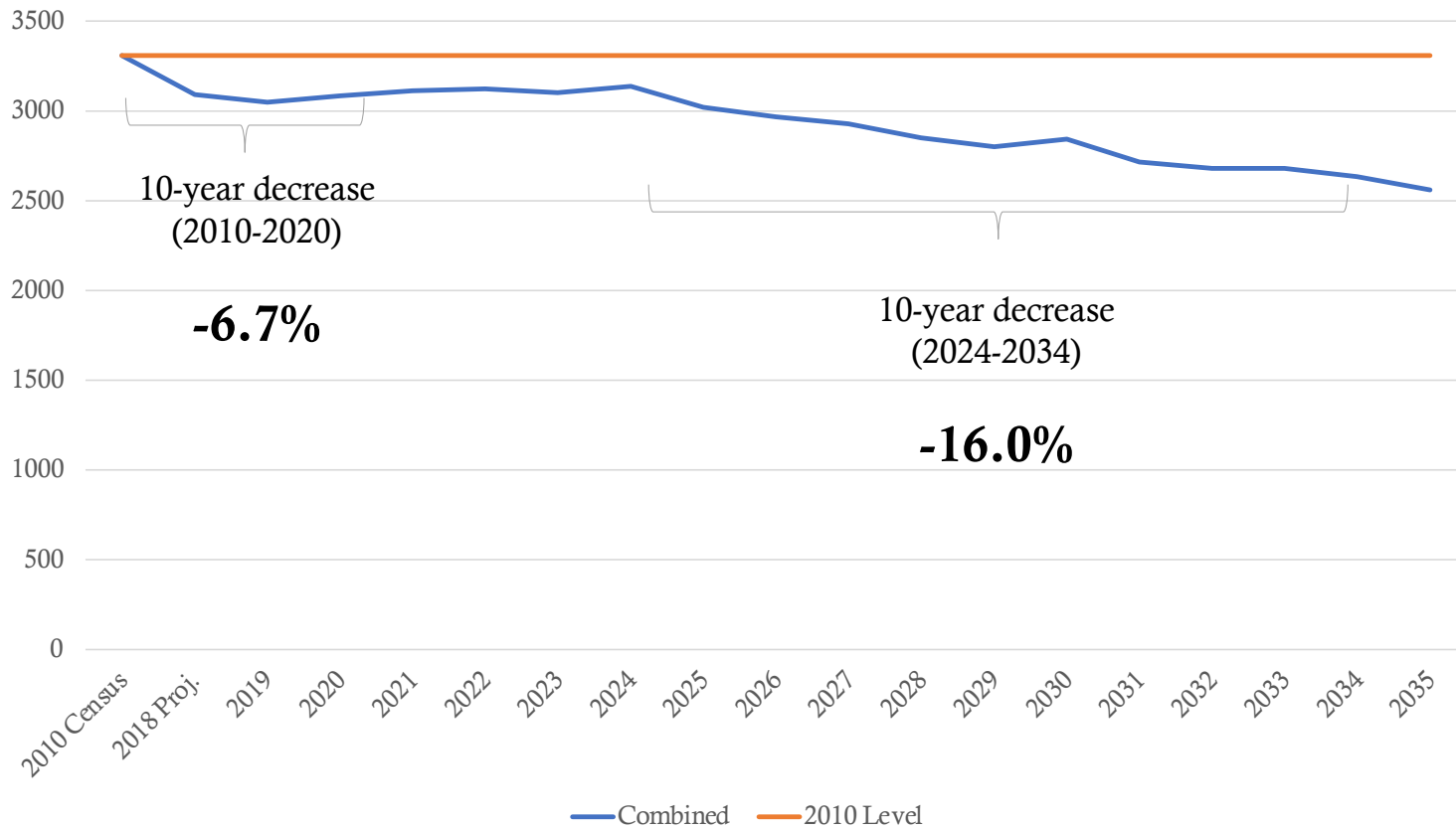
Source: U.S. Department of Education, Integrated Postsecondary Education System

## Change in 12-Month Unduplicated Headcount Enrollment Community Colleges, FY11-FY19

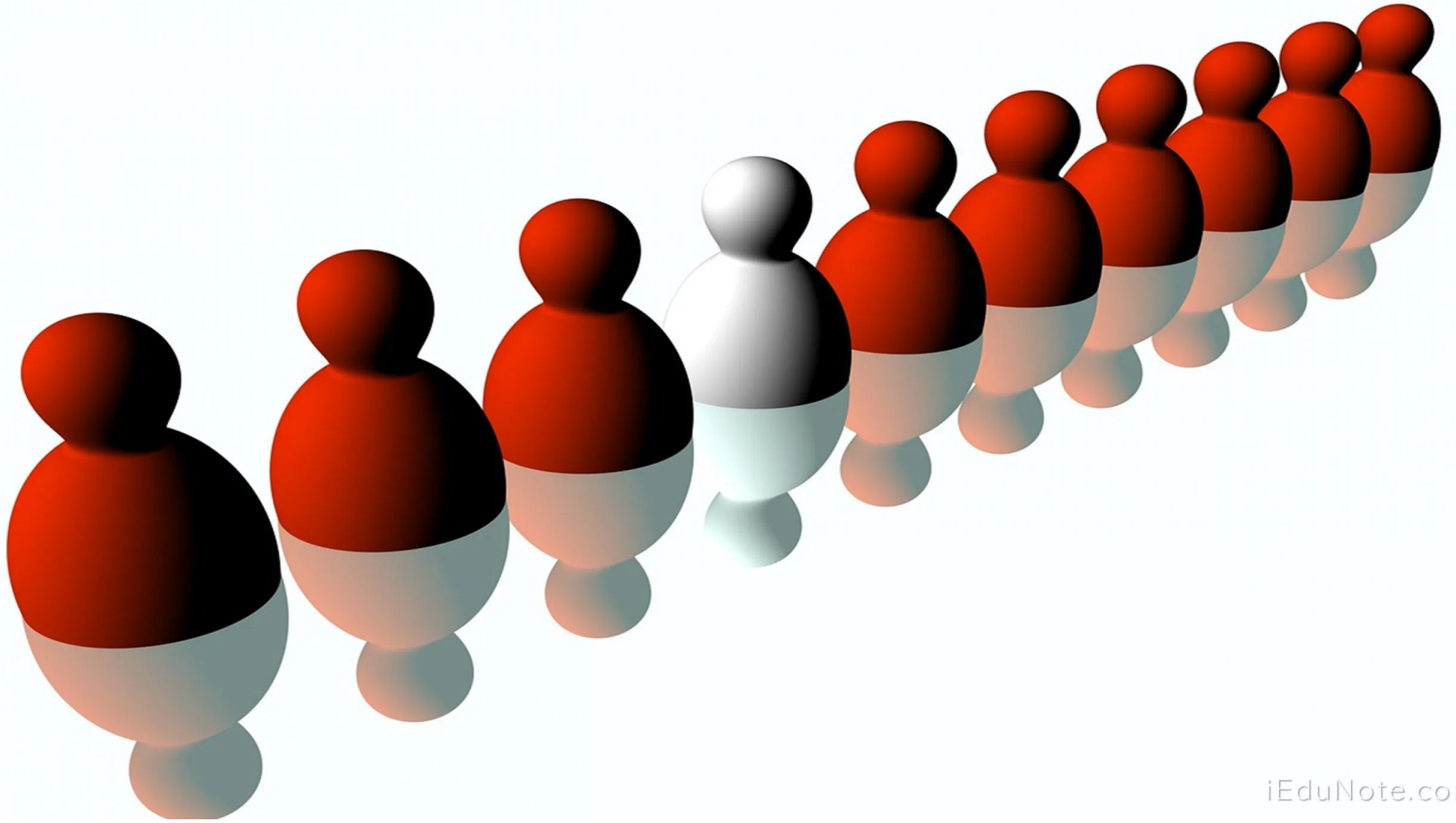


Source: U.S. Department of Education, Integrated Postsecondary Education System

## Population Projections for Northwest College Service Area Population Aged 15-19 Years 2018-2035



Source: Wyoming Department of Administration and Information, Economic Analysis Division



# Some Ideas That Have Come Up

- Recruiting more students outside of NWC's service area, international students, and adults
- Renaming and repositioning the College's programs as part of the Yellowstone ecosystem
- Growing workforce responsive academic programs
- Expanding applied learning/real-world experiences for students
- Building national/local partnerships with colleges, industry, K-12
- Becoming a 4-year institution
- **Mix and Match!**
- **Any that you think the College should pursue**

# Big Ideas From Other Colleges

## Real-World Experiences



## Academic Programs & Delivery



## Partnerships



## Different Segments & Needs of Students



## Environmental Surroundings & Geographic Location



## Renaming & Rebranding





# Let's get started

- Gather in your assigned breakout groups.
- Introduce yourself to everyone else in your group.
- Be sure that everyone has had an opportunity to speak in the group.
- Identify someone to take notes. Use Word and copy & paste in the chat box.
- Identify someone to report out in your group.

# Discussion #1

- Gather in your groups.
- Thinking about the big ideas that have been posed from other colleges and by NWC:
  - List the ideas that most interest you
  - Are there ideas you see can combine or pair?
  - In your groups, choose the top 1-2 big ideas that your group thinks can make the biggest difference on the success of the College.



# Report Outs

## Discussion #2

- Take the idea that your group chose.
- Imagine that there are no barriers or obstacles to making your idea happen.
- Let's push your idea even bigger. Opportunity to let loose and think outside the box.
- Write a statement that is the biggest **dream** version of the idea if taken to extremes.
- Why?
  - Push our ideas even further
  - Walk it back and find out what is ambitious.
  - Find what's realistic & ambitious! That is our sweet spot!

## Discussion #2

- Ways to expand your ideas:
  - Scope/scale
  - Quality
  - Number
  - Geography
  - Time
  - Technology/Tools

### Examples

**High school students can take a high-speed rail from their high school classes right to the college.**

**The College builds skyscrapers around it filled with businesses and our students work there while in school.**

**Textbooks are downloaded into one's mind at the push of a button.**



# Report Outs



**Northwest College Future Summit**  
**September 10, 2020**  
**8 AM – 12 Noon Mountain**  
**Yellowstone Building**





# Next Steps

- Future Summit – **September 10th** – Please join us!
  - Yellowstone Building
- Turn your feedback from our focus groups and Future Summit into 3-4 strategic options for the College community to consider
- College will engage in data analysis on these 3-4 big idea statements
- The College will finalize a big idea statement after the analysis process
- Begin goal setting and action planning





### Themes from Focus Groups

- Experiential learning/real-world & immersion experiences
  - Field research, internships, relying on the Yellowstone ecosystem to offer experiential opportunities that only the College can offer. “Creating a Yellowstone experience for every student.”
  - Summer immersion programs and academic/co-curricular camps for students.
- Renaming and Rebranding the College
  - Need for enhanced recognition of the College to enhance enrollment and revenue to the College. “Nationally and internationally, not everyone may know where Wyoming is, but everyone knows where Yellowstone is.”
  - Capitalizing on Northwest’s unique location and surroundings went hand-in-hand with possible renaming or rebranding of the College.
  - Significant feedback was offered to pair the renaming or rebranding of the College with expansion of academic program innovation, partnerships, or applied-learning experiences.
- Academic Innovation & Workforce Responsive Programming
  - Greater reliance on work-ready skills in the future than ever before. Flexible and differentiated types of credentialing will be key (micro-credentials). Clear pathways that can create stackable credentials.
  - Interdisciplinary academic programs that can be used to address economic, social, and/or workforce needs (e.g., sustainability, renewable energy, etc.).
  - Use of technology (virtual reality and artificial intelligence) on campus to offer workforce-ready experiences that support digital and technical skills.
- Flexible Delivery of Academic Programs
  - Block scheduling (e.g., one course at a time over a semester) and creating alternative scheduling paths to degrees.
  - Distance and online learning. Provide online opportunities for students through fully online programs and hybrid courses. Build low-residency academic programs that allow students to take online courses elsewhere, but come to Northwest College for short 1-2 week experiences/on-site learning.
- Partnerships
  - Creating K-12 and college/university partnerships (e.g., 2+2 programs) that can help increase enrollment of students
  - Partnerships with businesses and industry:
    - that have heavy telecommuting workforces that allow students to live in region and work remotely elsewhere;
    - that can provide local experiential learning opportunities to students; or
    - that offer pathways for adult learners/employees to upskill and achieve credentials that support career advancement and changes.

# **The Future of NWC Community Summit 2020**

September 10, 2020

8:00am – 12:00pm

Yellowstone Building Conference Center



# **Welcome Carey Miller**

**Communications and Marketing Director  
Northwest College**

**Chair  
The Future of NWC Steering Committee**



**Welcome  
Mr. Dustin Spomer**

**President  
Northwest College Board of Trustees**



**Welcome  
Dr. Stefani Hicswa**

**President  
Northwest College**



# **Introduction of Colleen Falkenstern**

**Lisa Watson  
Vice President  
Administrative Services and Finance**



# Enrollment Opportunities for Adult, Minority, and International Students

Colleen Falkenstern  
Research Analyst

Western Interstate Commission for Higher Education  
(WICHE)

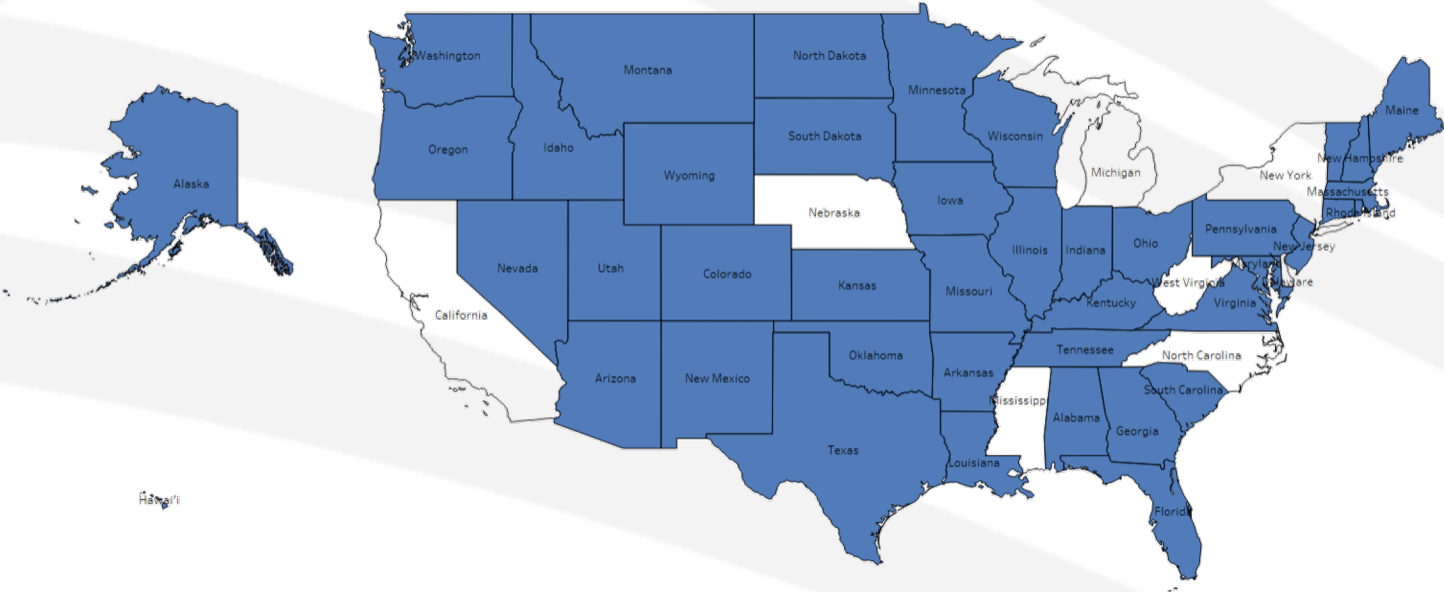


A stylized, light gray graphic of a mountain range with three peaks, positioned in the upper half of the page. The lines are thick and the overall style is minimalist and modern.

# The State of Attainment in Wyoming: Postsecondary Attainment Goals



# States with Attainment Goals



Source: Lumina Foundation, Stronger Nation 2018

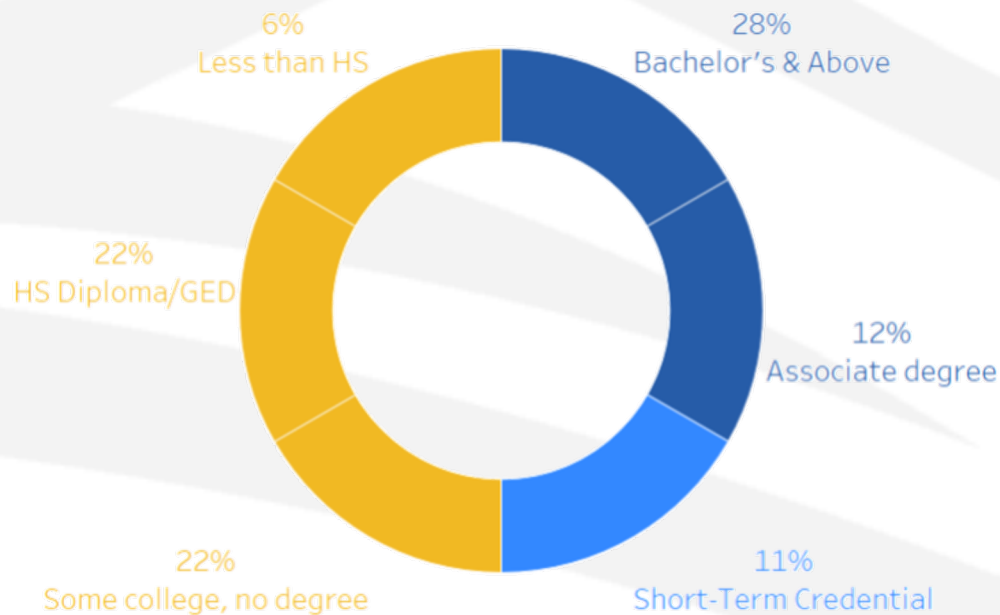
# WICHE Task Force on Closing Postsecondary Attainment Gaps

- Catalyze state-level progress towards closing attainment gaps in the West
- Inter- and intra-state collaboration focused on identifying and developing action plans for closing postsecondary attainment gaps
- Educational Attainment Executive Council (EAEC) charged with leading Wyoming's attainment work and develop 5- and 10-year plans for the state's attainment goal

# Wyoming Attainment Goals

- **67%** of 25-64 year-olds will have a postsecondary credential **by 2025**
- **82%** of 25-64 year-olds will have a postsecondary credential **by 2040**

# Current Attainment and Outcomes

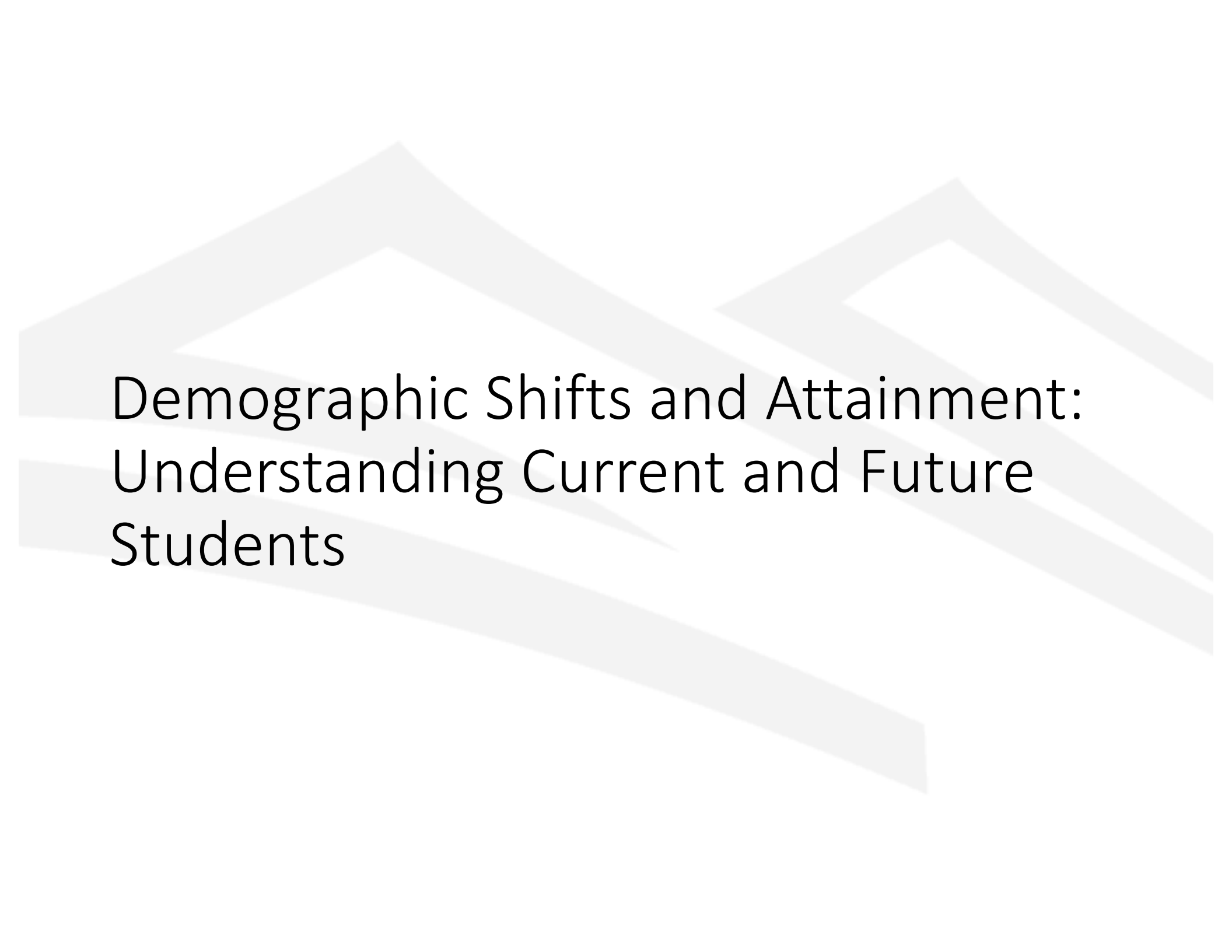


## Key Takeaways:

- **50.5%** of Wyoming adults have short-term credential or degree
- For every 100 9<sup>th</sup> graders, **79** graduate from high school (US average = 83)
- **56%** of Wyoming high school students enroll directly in college (US Average = 63%)

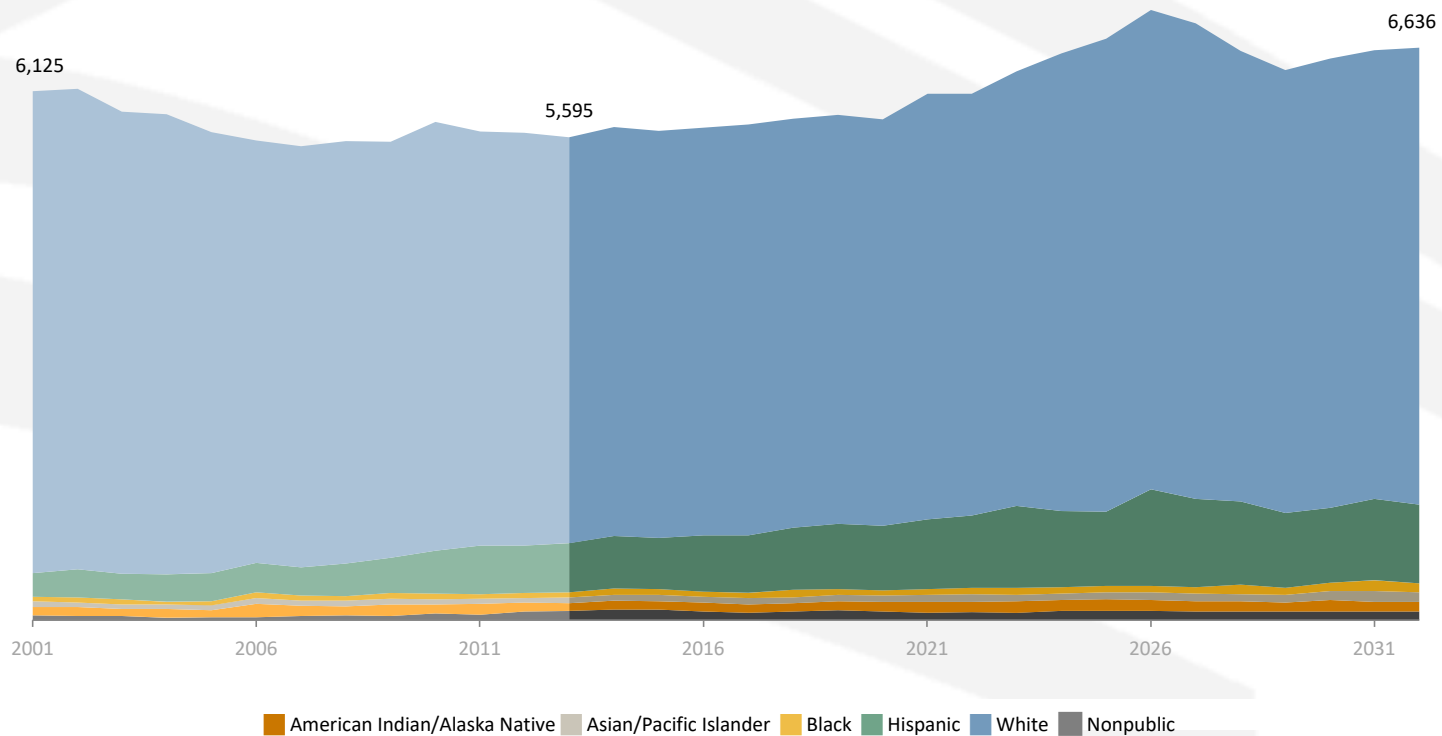
Sources: Lumina Foundation, Stronger Nation, 2018. U.S. Department of Education, Office of Elementary and Secondary Education, Consolidated State Performance Report, 2014–15. See Digest of Education Statistics 2016, table 219.46; WICHE, Knocking at the College Door: Projections of High School Graduates, 2016 (Extraction 12-28-16); NCES, IPEDS Fall 2016 Residence & Migration Enrollment File; ef2016\_c Provisional Release Data File. NCES, IPEDS Fall 2016 Retention Rate File; ef2016\_d Provisional Release Data File. NCES, IPEDS 2015-16 Graduation Rate File; gr2016 Provisional Release Data File. Source: Western Interstate Commission for Higher Education, Knocking at the College Door: Projections of High School Graduates, 2016; NCES, IPEDS Fall 2016 Residency and Migration File; ef2016c Provisional Release Data File.

Note: Actual high school graduate numbers for 2016 not available from NCES Common Core of Data. WICHE High School Graduate Projections for 2016 substituted.



# Demographic Shifts and Attainment: Understanding Current and Future Students

# Wyoming High School Graduates: Actuals (2000-01 to 2012-13) and Projected (2013-14 to 2031-32)



Source: WICHE, Knocking at the College Door: Projections of High School Graduates, 2016

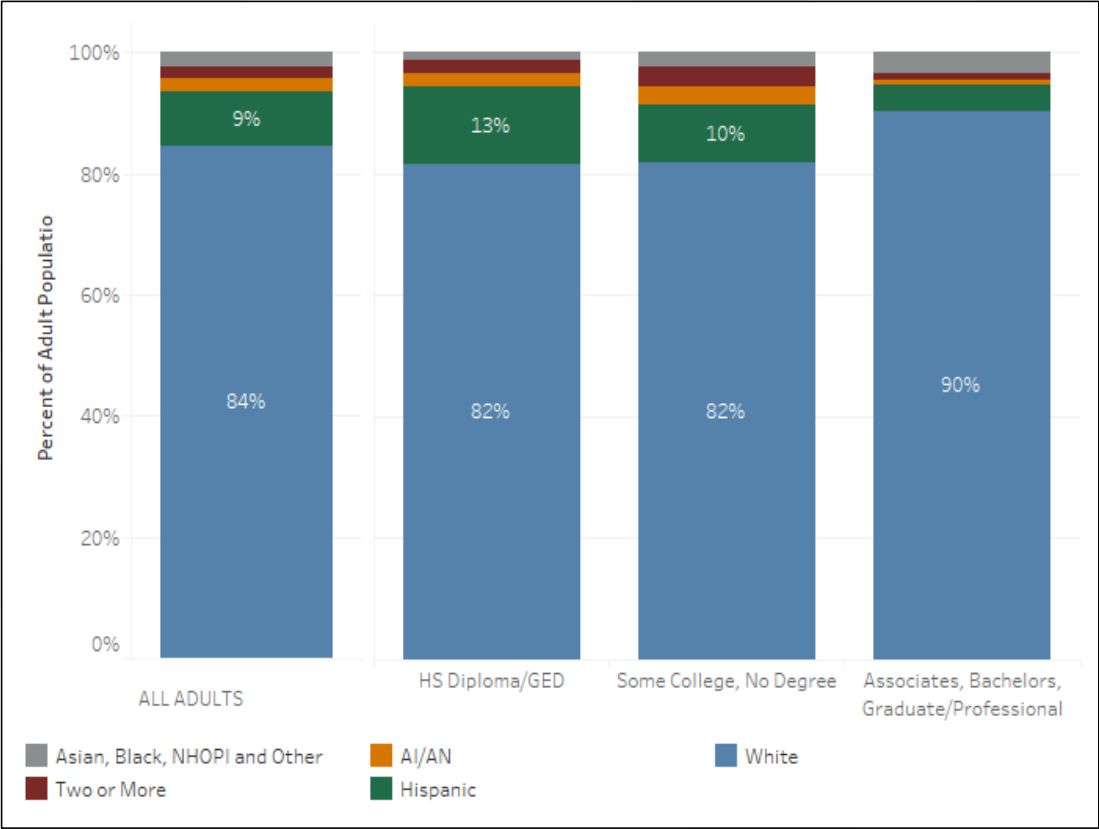
# Adult Population in Wyoming

**75,590**

adults have some college experience but no degree

**82,900**

adults have a high school diploma but no college experience



Source: US Census, American Community Survey, 2018

A stylized, light gray graphic of a mountain range with two peaks, rendered with thick, overlapping lines. The mountains are positioned in the background, with the text overlaid on the lower slopes.

# Next Steps in Wyoming: 5- and 10-Year Plan



# Four Focus Areas of the Next 5 to 10 Years

- **Alignment of Workforce, Workplace, and Postsecondary Programs**
  - *Reduce gaps between supply and demand of high priority/high demand occupations/skills*
- **Access and Infrastructure for Recruitment, Retention, and Completion**
  - *Increase degree completion and time to degree*
- **Funding and Affordability**
  - *Make college affordable for all students and increase production*
- **College-Going Culture**
  - *Increase graduation rates, matriculation rates, and adult participation rates*

The background features several overlapping, light gray geometric shapes, primarily triangles and quadrilaterals, creating a modern, abstract pattern. The shapes are semi-transparent and layered, with some pointing towards the top and others towards the bottom.

Contact:

Colleen Falkenstern, Research Analyst  
[cfalkenstern@wiche.edu](mailto:cfalkenstern@wiche.edu)

# **Introduction of Dr. Jim Owston**

**Mark Wurzel  
Vice President and Secretary  
Northwest College Board of Trustees**



# Leveraging Wyoming's Natural Beauty and Surroundings for Institutional Differentiation

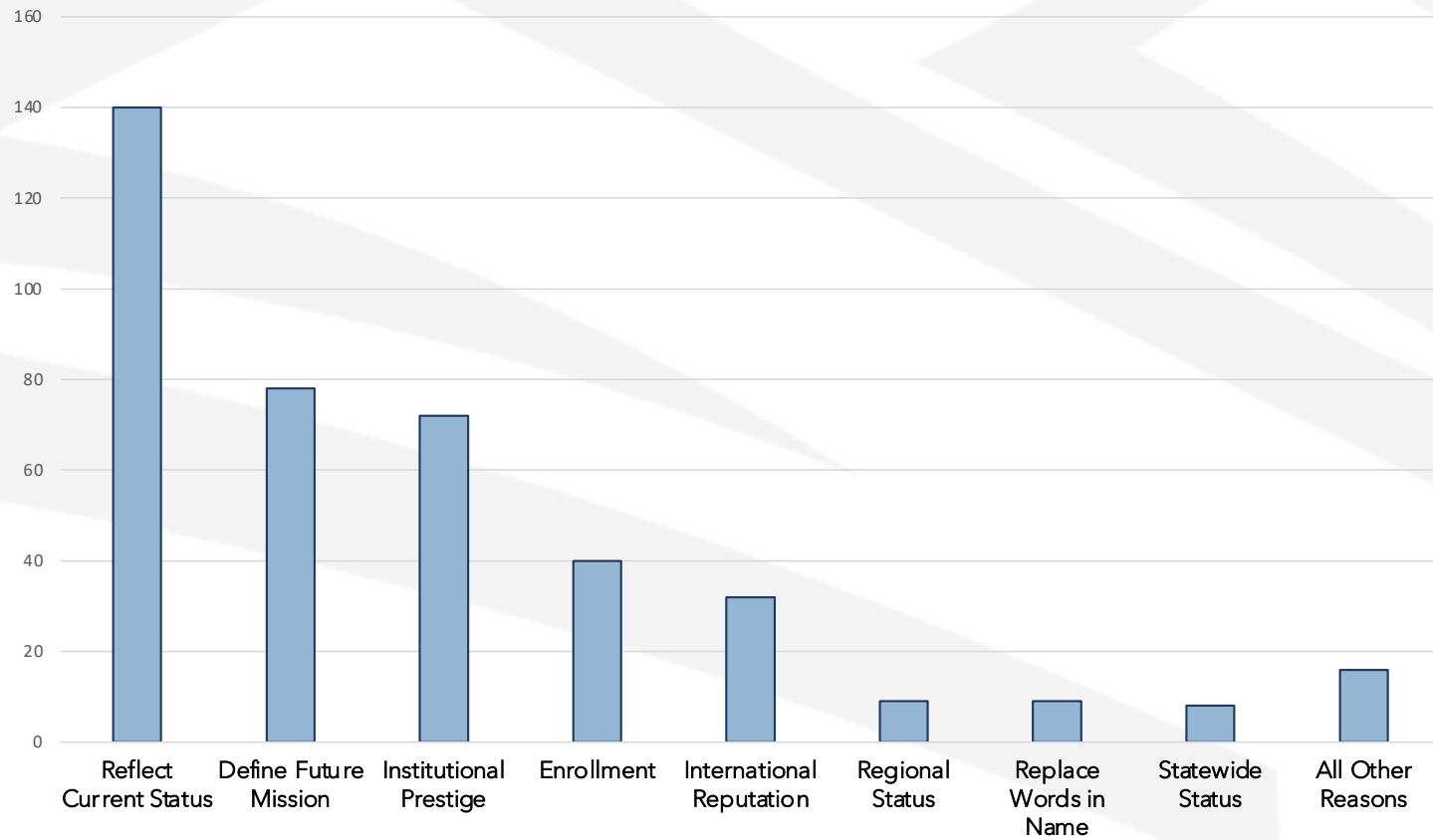
Dr. Jim Owston  
Associate Provost of Extended Learning  
Professor of Mass Communication  
Alderson Broaddus University



The background features several overlapping, light gray geometric shapes. These shapes are composed of thick, parallel lines that form a series of interconnected, angular patterns, resembling stylized mountain ranges or abstract architectural elements. The lines are oriented diagonally, creating a sense of movement and depth.

**Transformation Leads to Rebranding**

# Why Institutions Rebrand



# Reasons Must Be Compelling

- There can be multiple reasons – transformation must be obvious
- Double-double directional names create identity problems
  - According to the Higher Education Directory

Southwestern – 22

**Northwest – 21**

Southwest – 20

Northeast – 13

**Northwestern – 11**

North Central – 10

South Central – 8

Northeastern – 8

Southeast – 6

# Transformational/Rebranding Stories

- Key stakeholders must be involved:
  - Alumni – Case Western Reserve University
  - Students – Mary Washington College
  - Community – Beckley College
  - Everyone – Mountain State University



# Stakeholders Must Be Involved

- Northeast Missouri State University – Truman State University 1996
  - Transformed by changing mission
  - Assessed academic programs
  - Became more selective
  - Abandoned double-direction moniker for local name.
  - Promoted small class sizes
  - Number one regional university in the Midwest

# **Introduction of Edward DesPlas**

**Dr. Greg Thomas  
Dean of Student Learning  
Northwest College**



# Centering Academic Innovation as a Source of Competitive Advantage

Edward DesPlas  
Executive Vice President  
San Juan College



# Trends Influencing Academic Innovation and Impacting Competitive Advantage

- Online Education (no surprise here)
- Hybrid Programs (still, no surprise)
- More Collaboration between Education, Other Institutions and Employers
- Strong interest in Non-Degree Programs

# Improving Competitive Advantage

- Product differentiation
- More direct and expeditious Pathways to completion and then transfer into higher degree programs and/or employment
- Soft Skills



Institutional transformation takes more than money; it takes commitment.

# **Introduction of Dr. Gary Daynes**

**Dr. Michael Cuddy  
Associate Professor of Chemistry  
Northwest College**



# **Power of Partnerships: Aligning K-12, Industry, Colleges and Community for Long-Term Success**

Dr. Gary Daynes  
Provost and Vice President for Academic Affairs  
Barton College





The question “Do you like barbeque?”



Is really asking...



## The thesis of this talk is...

- If you want to create partnerships that are good for Northwest College, choose Parker's (or Marty's) over Heinz

OR

- "If we could think locally, we would do far better than we are doing now. The right local questions and answers will be the right global ones. The Amish question "What will this do to our community?" tends toward the right answer for the world." (W. Berry, "[Out of your car, off your horse](#)," *The Atlantic*, Feb. 1991.

# Types of partnerships for Northwest College's particular context

- Liberal arts
- Mom and pop
- Place-based
- Agenda-setting

# Break



# Breakout Sessions



# Break



# **Summit Summary**

**Justin Norris, J.D.  
Portfolio Executive Leader  
CampusWorks**





# **What Happens Next**

**Dr. Stefani Hicswa  
President**

**Northwest College**



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Thank you for your participation in today's Summit!

**Carey Miller**

Chair, The Future of NWC Steering Committee

[carey.miller@nwc.edu](mailto:carey.miller@nwc.edu)

307-754-6114 | ORB 123D



Northwest College

Future Summit Impact Statements

Renaming and Rebranding the College – 44 votes

Academic Programs and Delivery Redesign – 31 votes

Workforce and Community Partnerships – 31 votes

Experiential/Applied/Hands-On Learning – 26 votes

Marketing/Visibility/Awareness/Community Engagement – 17 votes

Miscellaneous Themed Votes – 7 votes

Statement	V/OS?	Votes	
Students are increasingly searching online and thinking globally. Given a more and more digital future, rebranding will help differentiate us and stand out from other colleges by featuring our unique geographic location. Creating more pride will drive student registration.	V	20	R
Change name to Yellowstone College that connects us with a sense of place.	OG	10	R
Need for greater evidence of skills from students. Internships for every degree.	OG	9	E
Employers want work-ready employees, so NWC should try to promote opportunities for hands-on experience.	V	8	E
NWC is a generic college name. A more distinct name would enhance marketing opportunities.	V	7	R
NWC's remote location requires us to look within and beyond the local area for partnerships so that NWC can remotely connect students with opportunities	V	7	W
Successful employees need skills in liberal arts areas such as communications, leadership, marketing, accounting. NWC can develop a business skills package to add onto a trades certificate that includes communications, leadership, marketing, accounting competencies.	V	7	A
Northwest College will re-engage our local communities and Big Horn Basin & Southern Montana to better serve the needs of communities.	OG	7	M
Development of partnerships with local public and private entities. Students will gain specific skills and work experience and ultimately contribute to the local workforce and economy.	OG	7	W
Big Horn Basin has a need for skilled tradespeople due to the aging workforce. NWC has curriculum programs to meet necessary (local) trades skills – HVAC, Plumbing, Electrical, Healthcare, IT.	V	6	A
NWC has opportunities to expand its relationships with local businesses and potential students by becoming informed of local	V	6	W

business and population needs. Alumni can support this from a variety of locations. To not do so may impact enrollment and NWC's ability to attract enrollments and support communities. The alumni can play a positive role in recruiting and partnering with local businesses in their respective communities.			
Engage in greater storytelling about the unique assets that NWC has such as the West, the "place," the people and legacy (e.g., recreation, quality of life, Heart Mountain, Yellowstone NP, Buffalo Bill Museum)	OG	6	M
If the college is in decline, the community suffers. We can work with the community to identify specific needs (resource needs, etc.), increase enrollment, and develop partnerships that create workforce opportunities.	OG	6	W
Students increasingly demonstrate preference for shorter and more flexible course delivery options. NWC needs to offer a variety of course schedule and format options.	OG	5	A
Experiential education: emphasis on partnerships, internships, and experiential learning opportunities combined with academics	OG	5	E
What students want and need are two different things. We can offer them regional adventure, while preparing them for the next steps (such as transfer or employment).	OG	4	E
Refocus and rebranding with emphasis on key academic programs that allow the College to more easily focus.	OG	4	R
Fiscal needs will continue to be a challenge. NWC has a supportive and healthy Foundation which can be tapped to support needs; our Foundation provides a unique area of support for NWC (i.e support non-traditional students with scholarships); opportunity to change the parameters of donation agreements to support operational needs (this would require significant procedural changes)	V	3	V
Northwest College is difficult to understand who we are. By rebranding to Yellowstone college we capitalize on our location and the ability to be the gateway to the experience.	V	3	R
NWC should re-invigorate liberal arts/pathway to workforce development.	OG	3	A
Institutional accountability for program/commitment including non-degree certifications and credentialing programs.	OG	3	A
Create partnerships with Yellowstone National Park, local business, and Xanterra that open new opportunities, validity, and recognition.	OG	3	W
Online class structure will demand more variety for transfer credits. By offering low tuition and small community size, students can obtain associate degree credits that are easily transferrable. By offering shorter attainment opportunities of skills/certificates/job enhancement and attainment. The close relationship in the community provides a degree with real life experiences making graduates more attractive to future employers	V	2	A
CEU's are going to continue to increase in demand for a variety of professions. NWC can service online or on-campus opportunities for professionals in the region.	V	2	A

Wyoming's need for increased credentialing means that NWC will need to offer more opportunities for online learning or alternatively scheduled classes.	V	2	A
Establish presence, especially at high schools and engage with local communities.	OG	2	M
Follow scholarship award process in order to reallocate unused scholarships to marketing. (Leverage financial aid to market to students)	OG	2	V
Decreasing numbers of high school graduates means that NWC will need to appeal to more adult students.	V	1	V
NWC will not have revenue streams that have been available in the past. Lack of revenue forces transformation of educational delivery; opportunity to identify areas of program growth and change.	V	1	A
Reduced state funding will have a significant impact on the future of NWC. NWC should use this opportunity to develop some community partnerships and internships.	V	1	W
Community members are not aware of all the programs, especially workforce programs. Partnerships and advertising can increase awareness of NWC's offerings.	OG	1	M
Establish partnerships with small businesses/K-12/healthcare/hospitality	OG	1	W
Keep sports in community for outreach.	OG	1	M
Institution needs to sell their products across the board	OG	1	V
There is an increasing demand by students for online learning. Creating more online opportunities for students will help reach more students and increase enrollment.	√	0	
Local employers need training opportunities for their employees and potential employees. NWC has the opportunity to become the trainer of choice for local employers.	√	0	
A goal has been set by the WY Gov for 65% of the population to have credentials. Not understanding and adapting to this need will result in a loss in potential enrollment.	√	0	
New modality for learning will be online, hybrid rather than all face to face. Increased online/hybrid learning will affect housing and campus services in the future; the opportunity to re-purpose campus facilities; need to fund/increase IT capabilities to support online/hybrid learning	√	0	
NWC students are more digitally oriented. We should use social media to meet students where they are at and to leverage more recruitment opportunities.	√	0	
There is an increasing demand by students looking for non-degree opportunities, like certificates or training programs. NWC has an opportunity to leverage this demand that can help increase enrollment.	√	0	

# Institutional Transformation Board of Trustees Focus Group



# Introductions



**Liz Murphy**  
CEO & Chief Evangelist



**Justin D. Norris, JD**  
Portfolio Executive Leader

**Campus Works is a partner with countless colleges and universities.**

The collage includes logos for the following institutions:

- PennState
- University System of New Hampshire
- Brandon University
- The Culinary Institute of America
- Minnesota State
- Alberta University of the Arts
- Lincoln University Missouri
- Flagler College
- Vassar
- Baylor College of Medicine
- Middlebury
- Western Washington University
- Pace University
- Washington and Lee University
- Southern Connecticut State University
- Denison
- Green Mountain Higher Education Consortium
- Sul Ross State University
- Grand Valley State University
- Carroll University
- McDaniel College
- Massart Massachusetts College of Art and Design
- SCU
- VSC Vermont State Colleges
- Limestone College
- WVU Foundation
- Graduate School USA
- UCI University of California, Irvine
- Florida State College at Jacksonville
- Champlain College
- Carleton
- Saint Michael's College
- Buena Vista University

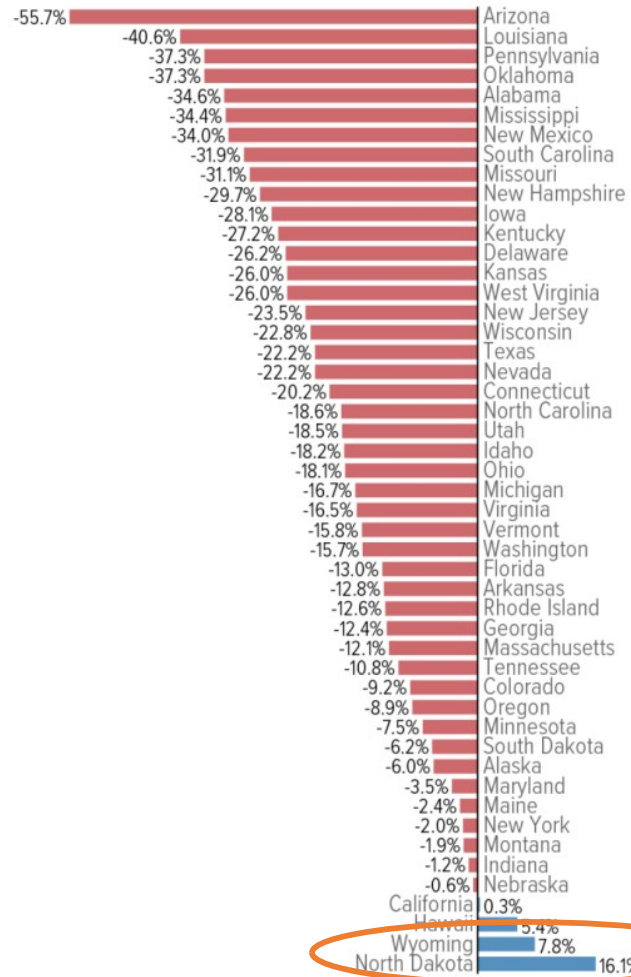


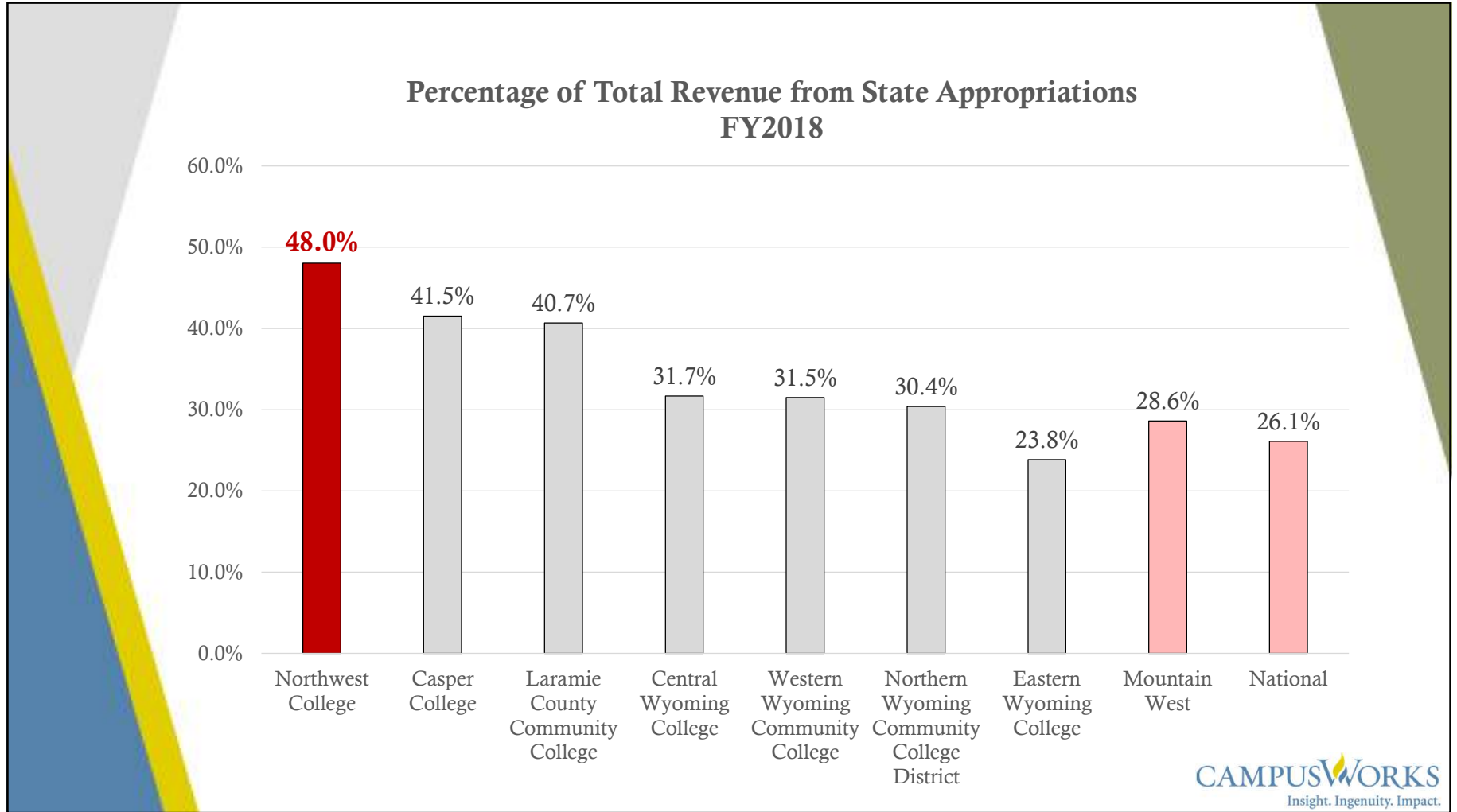


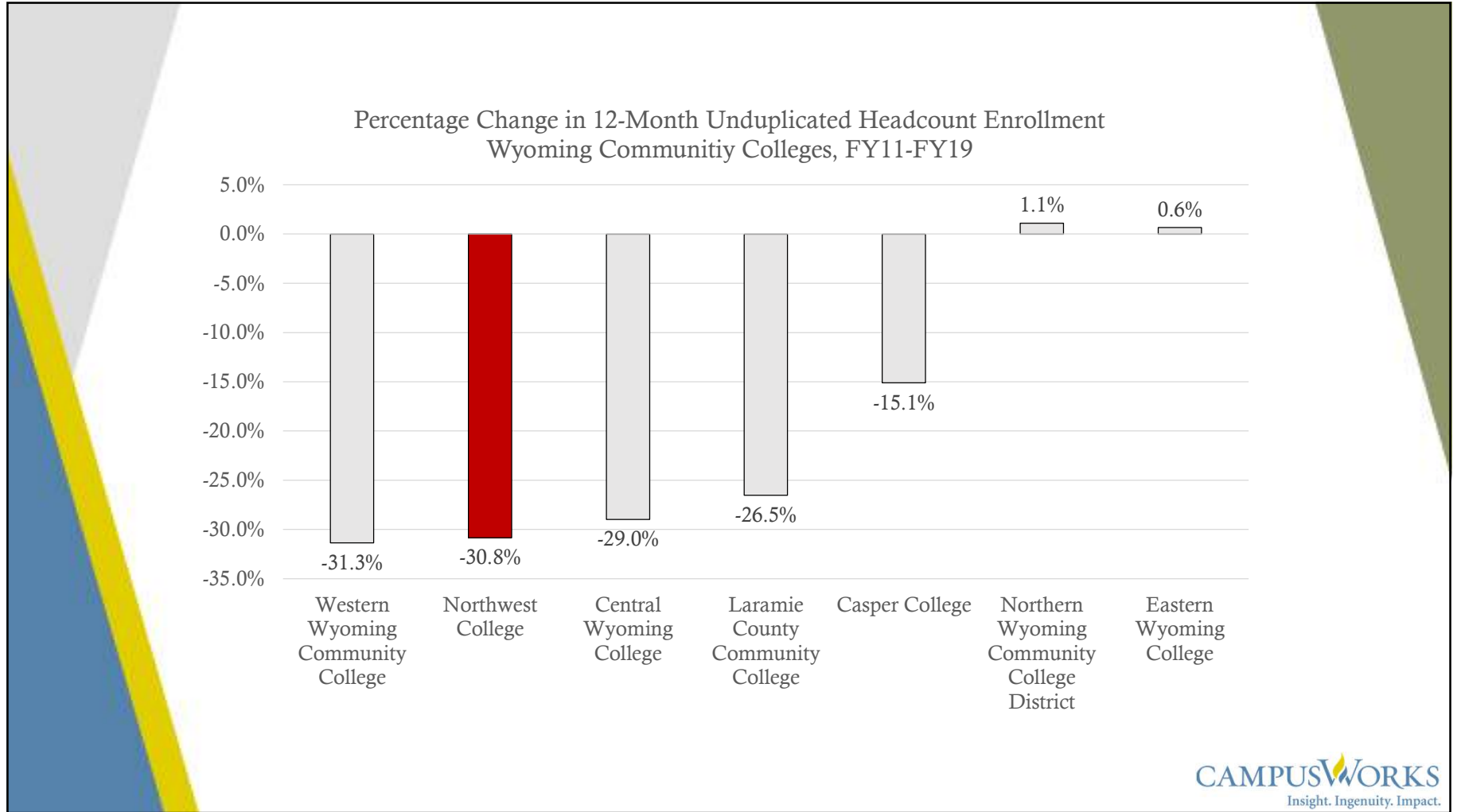
- Founded in 1999
- Dedicated exclusively to higher ed
- Experience in transformation and reimagining for colleges and universities
- Student-centric methodologies
- Independent
- Vision and mission driven

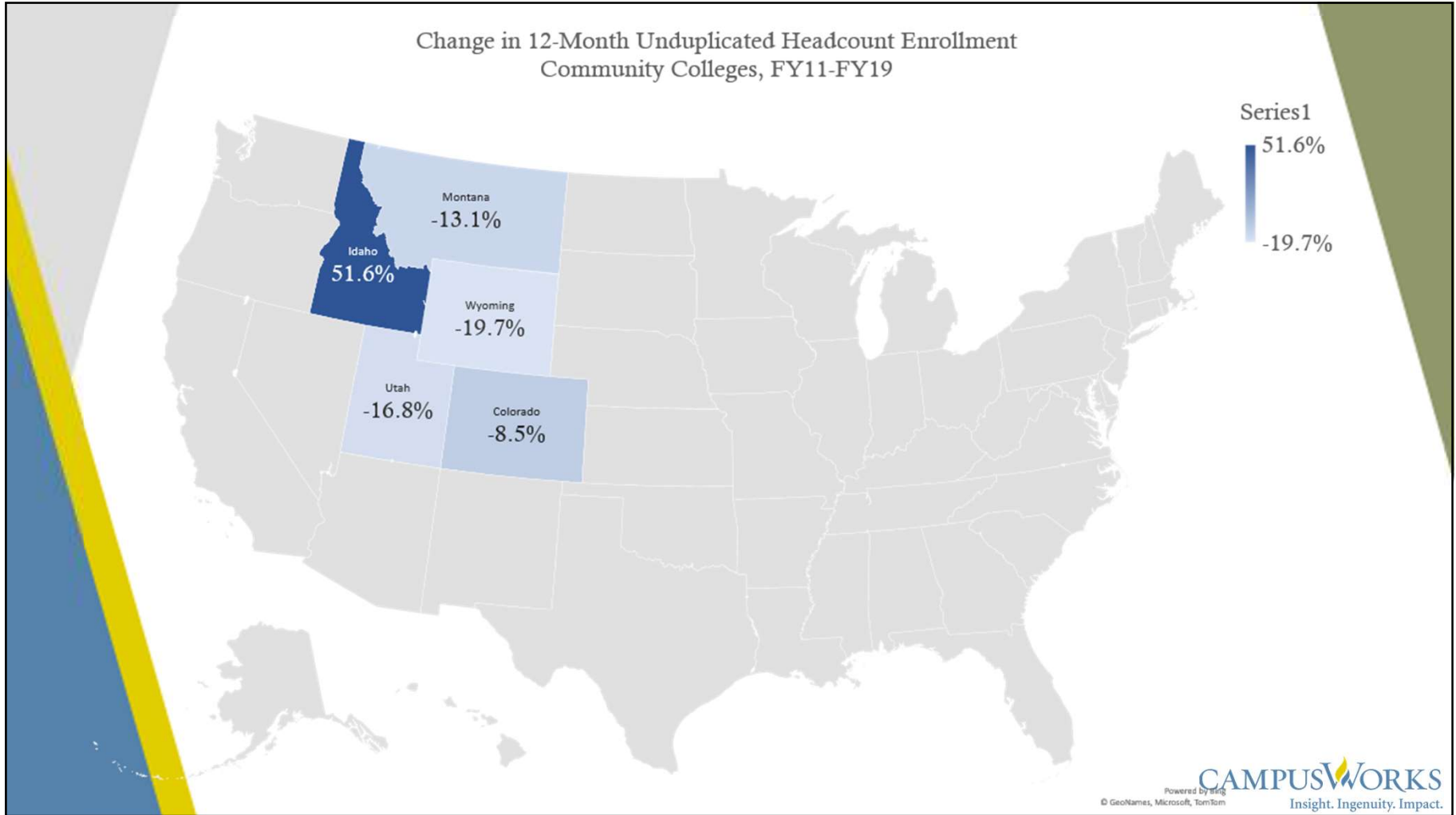
### State Funding for Higher Education Remains Far Below Pre-Recession Levels in Most States

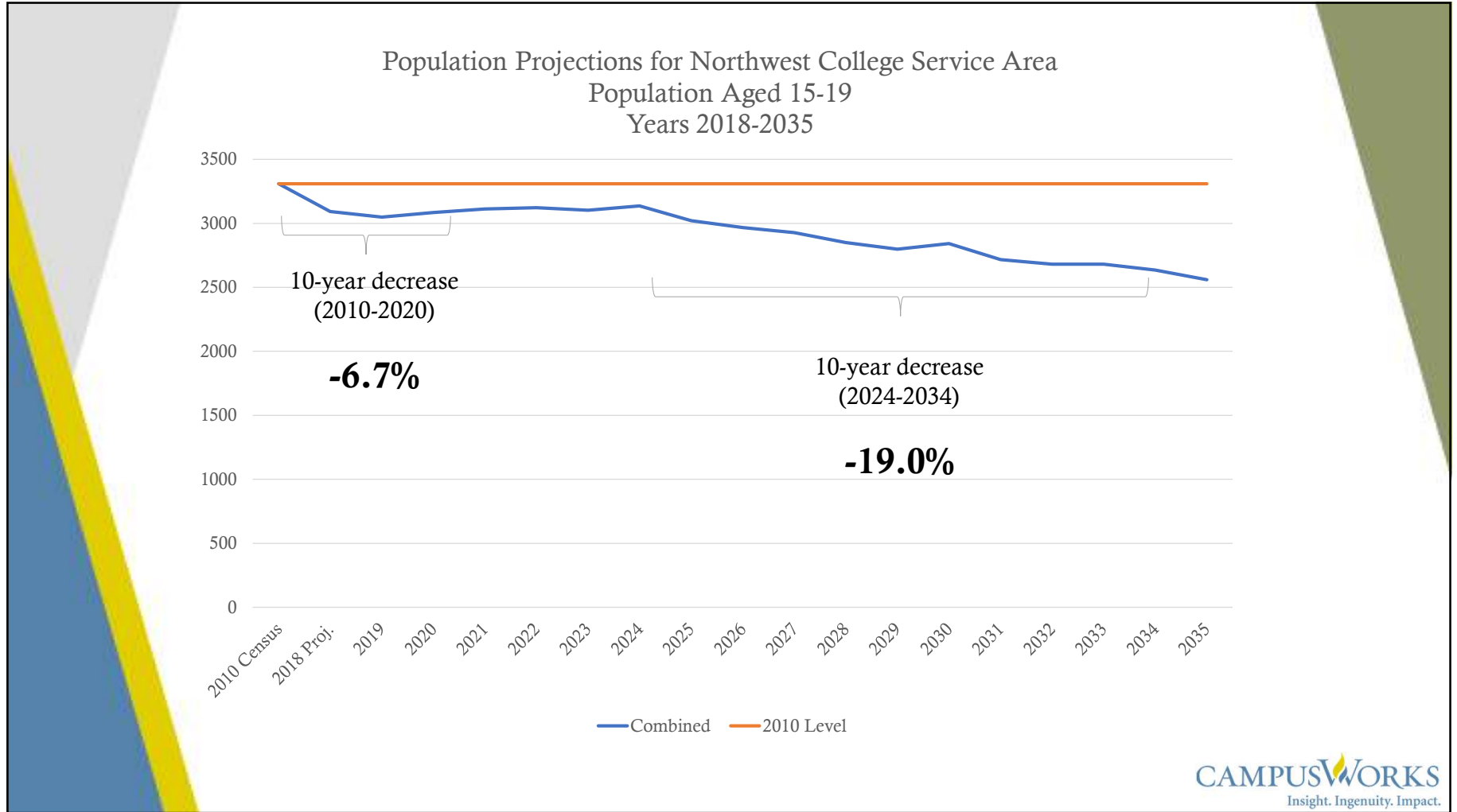
Percent change in state spending per student, inflation adjusted, 2008-2018



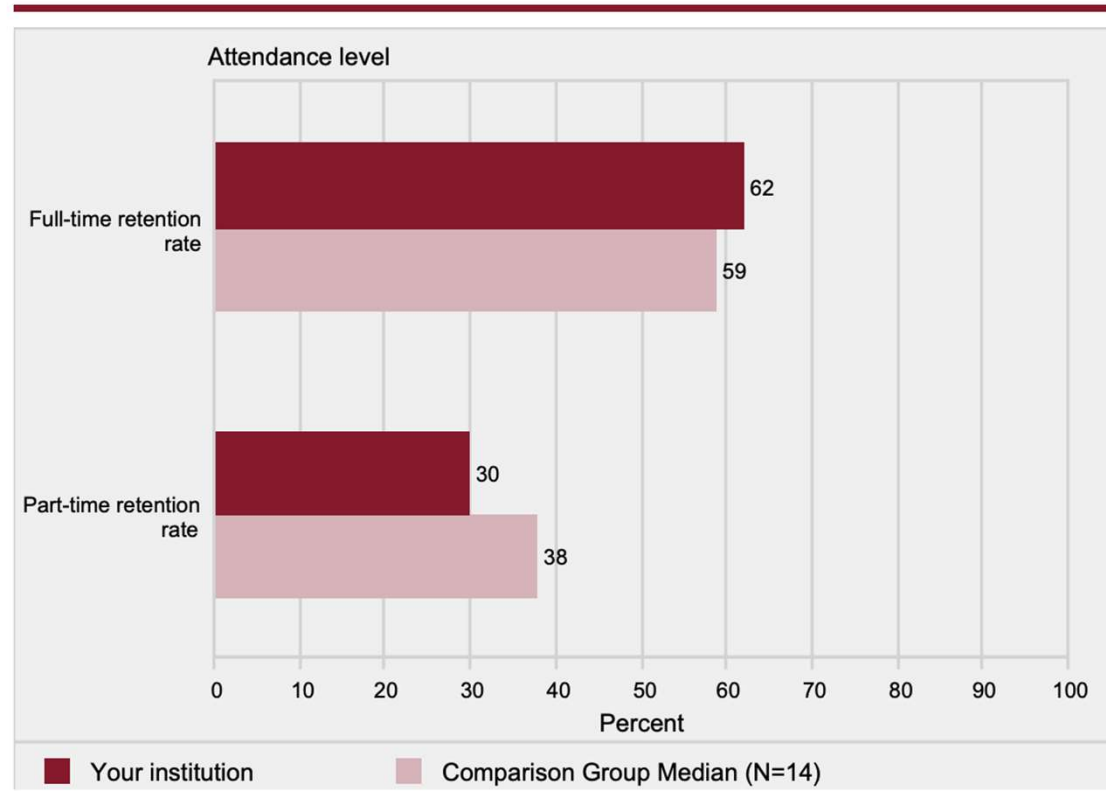






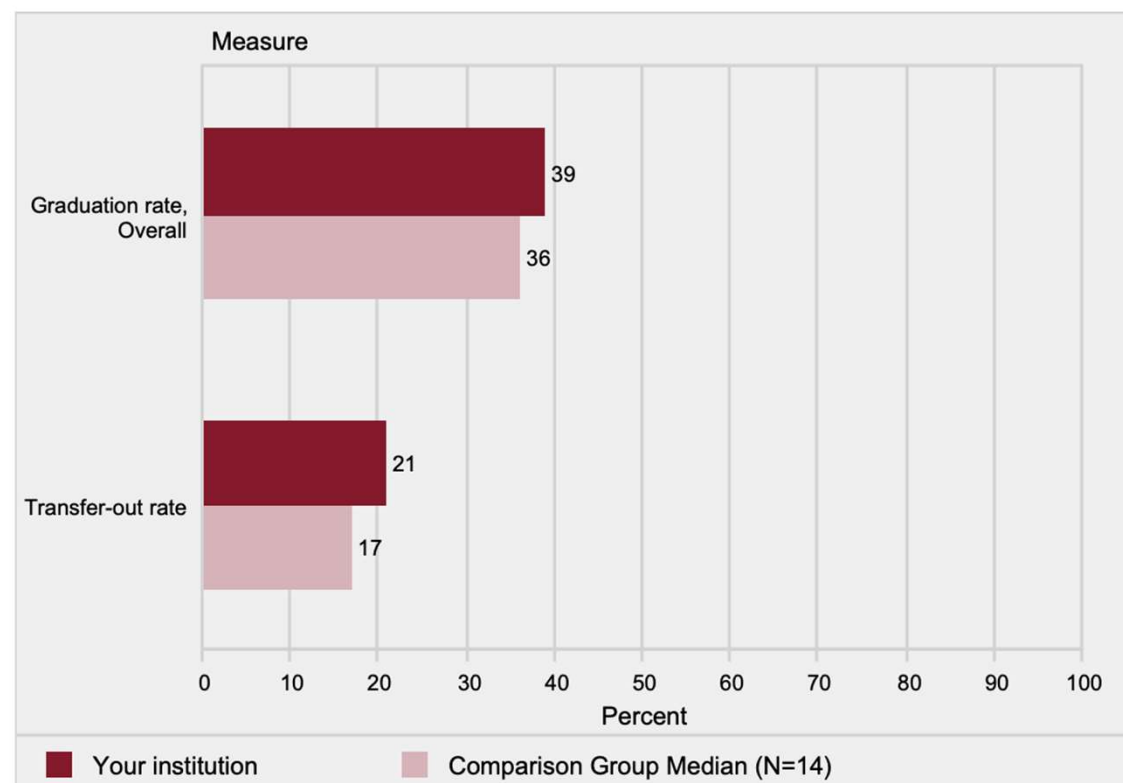


**Figure 10. Retention rates of full-time, first-time degree/certificate seeking students: Fall 2016 cohort**





**Figure 11. Graduation and transfer-out rates of full-time, first-time degree/certificate-seeking undergraduates within 150% of normal time to program completion: 2014 cohort**



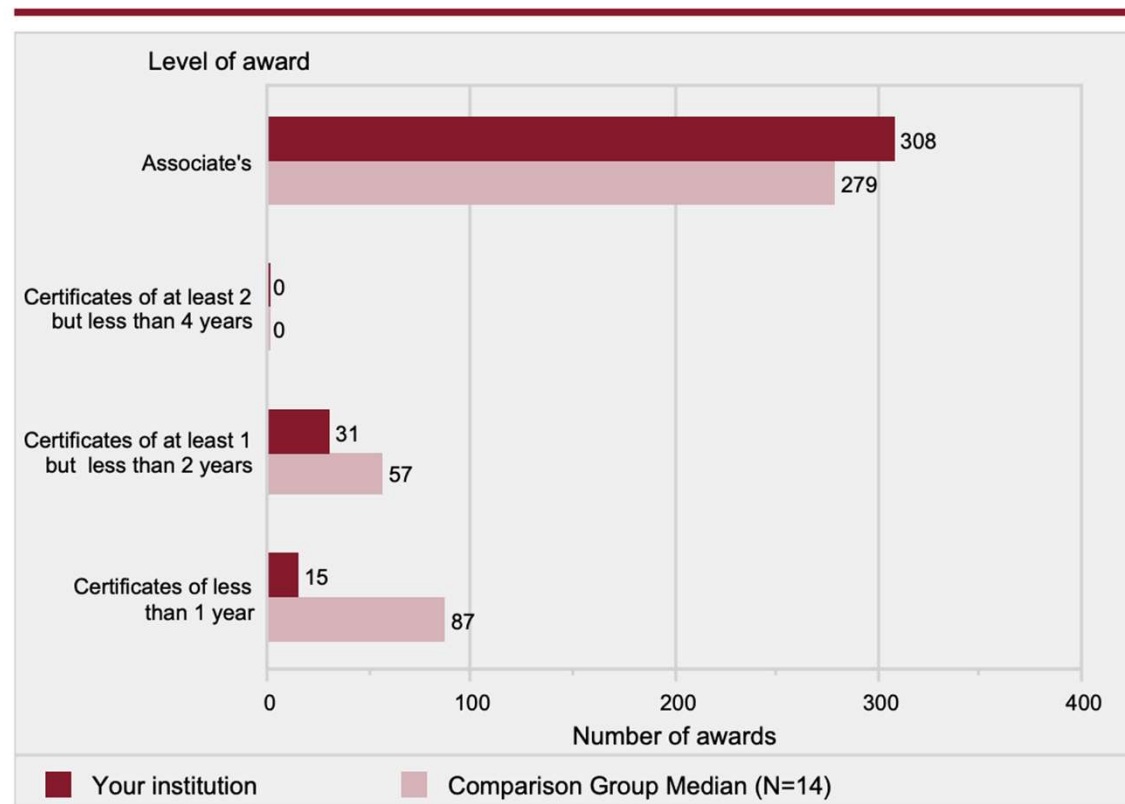


**Table H.2.B and Figure H.4: Transfer Rate (Percent of Students who Transferred to a 4-year Institution in Three Years) Fall 2015 Cohort (NCCBP)**

College	First-time Full-time	First-time Part-time
CC**		
CWC	10.71%	4.55%
EWC	22.89%	23.53%
LCCC	11.35%	11.00%
NWC	12.35%	5.26%
NWCCD	12.55%	6.67%
WWCC	34.38	16.49%

\*\* Casper College did not collect NCCBP information in 2017-2018 or 2018-2019

**Figure 3. Number of subbaccalaureate degrees and certificates awarded, by level: 2016-17**





# Core Idea Workshop



# Workshop Objectives

- Review the Core Idea Statement process
- Develop Core Idea Statement Option Drafts

A red balloon is floating in the air, positioned above a row of seven white balloons. The red balloon is the only one of its color and is the only one that is inflated and floating. The white balloons are all deflated and sitting on the ground. The background is a light blue gradient.

## Core Idea

The **unique** and **inherent truth** about an institution that differentiates it in ways that are meaningful and persuasive to your target audience.

# Core Idea

## Mission

Why do we exist?

## Vision

Where do we want to be?

## Core Idea

What can we leverage that is special and unique?

# The Core Idea

- The core idea describes the institution in a way that makes it very clear how the institution differs from its competitors.
- There are three parts:
  - The target user—who you're serving and where they are. You may have different segments as well as part of your options.
  - The pressing need—which of their needs do you meet? What are the problems that this group might be facing?
  - A solution or offering—a high-level experience that helps that population meet their specific needs.
  - Unique resources and assets--things that you can build off to create the right experience or solution.



# Core Idea Statement Example

Rio Salado College, as America's Online Community College, provides individuals, who do not have on-ground access to a college education, with readily-available online learning opportunities using the College's flexible academic calendar and customized online learning platform.

**Target User:** Individuals who live in educational deserts (radius of 60 miles)

**Problem/Need:** Cannot afford residential education; prohibitive to travel to on-campus programs

**Solution/Offering:** Provide online and distance education with personalized student success coaching

**Unique Assets:** Flexible calendar (40 start dates) and home-grown online learning platform that allowed them to be innovative with courses and content

# Core Idea Statement Example

**Target User:** Traditional-aged students who live out-of-state and have a strong interest in outdoor adventure activities

**Problem/Need:** Cannot afford a traditional, four-year education; does not have access to outdoor/adventure experiences in their home state/locale

**Solution/Offering:** Provide a curriculum and co-curriculum rooted in outdoor experiential learning opportunities paired with partnerships at 4-year institutions who emphasize experiential learning and field research in the Yellowstone ecosystem for potential transfer

**Unique Assets:** Yellowstone ecosystem, liberal arts emphasis, historic strength as a transfer institution, cost as a two-year institution

## Core Idea Statement Example

Northwest College provides who will you serve, who need or problem identified, with solution/offering using your unique assets.

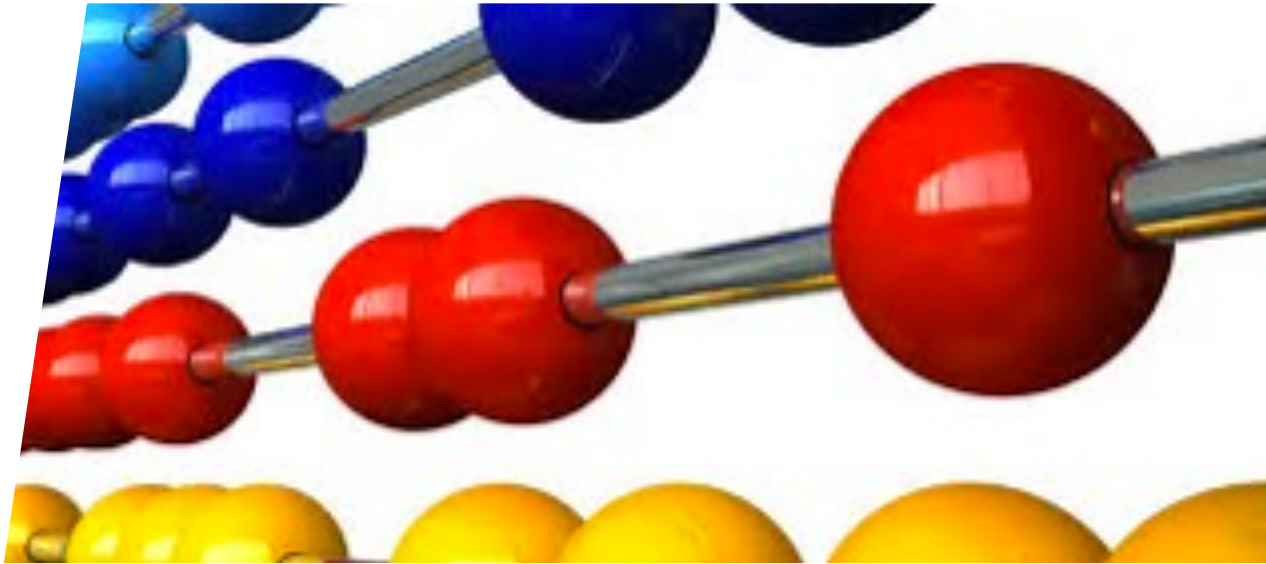
## Consider This...

- In your groups, focus only on the components today; we are concerned with the options today and not the whole core statement
- We will set aside the renaming of the College as a core idea for now
  - This will be part of the feasibility process
- Consider future-state possibilities for your core idea statement
- Consider feedback from the focus groups and from the future summit
  - These are the solutions/offerings as part of the core idea statement

## In your work groups...

- **Brainstorm and develop 3-4 core idea components (you can have more as well if you list your top 3-4)**
  - There may be some overlap between the four parts of each statement; that's okay
  - Use the formula as your starting place
- Ensure there is a recorder to write your statements to share with the group

You have 30  
minutes



## Report out (3 minutes each)

- Make note of the core idea statements that you find most compelling

# Next Steps

- Review statements together during next week's Advisory Committee meeting to discuss, synthesize, and review
- Share your synthesized statements with the President's Cabinet
- Engage in next phases of plan
  - Test feasibility of rebranding and renaming
  - Test feasibility of core idea statement options
  - Finalize core idea at the end of the next phase
  - Develop and implement a roadmap and plan for achieving core idea

## Northwest College

### Prospective Core Idea Options

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#### Elements of a Prospective Core Idea

- **Target Students** - Who is the target audience?
- **Problem/Need** - What is the problem or need that the target audience is experiencing?
- **Assets to be Leveraged** – What unique asset(s) do you think the College can leverage to help meet a problem or need?
- **Solution/Offering** - Given the institution's unique assets you identified, what solutions or offering do you think can help the target audience fulfill its need(s) or solve its problem(s)?

#### Overview of Prospect Core Idea Options

##### 1) Target Audience

---

- Demographic & Geographic
  - Individuals who do not live in the GYE (out of state, in-state)
  - Out-of-state students
  - Working adults
  - Individuals in lower-wage positions such as retail, manufacturing, or other service industries
- Motivational
  - Inquisitive students
  - Older, retired individuals who live out of state (looking to travel & interested in education)
  - Learners of GYE and people who want to use GYE to enhance their education
- Niche
  - Small business owners and associated employees

##### 2) Problem/Need of Prospect Students/Customers

---

- Financial & Logistical
  - Interested in remaining close to home to manage costs, but values travel, adventure, and outdoor experiences
- Interest-based / Experiential
  - Want a small-school experience



- Interested in outdoor adventure
- Involved in outdoor adventure in states without comparable natural features as Yellowstone
- Seeking personal fulfillment experiences while traveling (cross-country & national parks)
- Personal Values Driven
  - Who are socially and ecologically conscious and have an interest in STEM
- Career-Centric
  - In need of career-ready credentials
  - Increase earning potential and upgrade skills
  - Who are looking to upgrade their skills, but are saddled with family/life commitments
  - Who are interested in enhancing their skills and increasing earning potential
  - Who do not have the skills needed to continue to support successful operation of their businesses, especially after COVID-19 and employees who do not know they may need upskilling

### 3) Unique Assets

---

- Contextual Assets
  - Greater Yellowstone landscape
  - Wyoming's Wild West culture/landscape
  - Industries and occupations around Greater Yellowstone Ecosystem
- Human Resources (Internal and External)
  - Approach to individualized instruction
  - Strong core of faculty interested in interdisciplinary teaching
  - Student-centered faculty and staff
  - Historically strong alumni base placed in competitive jobs
  - Recent experiences with COVID and remote learning
- Operational Assets
  - Strong career advising structure
  - Online and remote learning infrastructure
  - Existing vocational and career training programs
- Strategic Assets
  - Commitment to academic innovation
  - Student success metrics and measures
- Material Assets
  - Available residential facilities during off-peak times

#### 4) Solutions/Offerings

---

- Learning and Teaching Methodologies
  - Personalized attention and experiential learning
  - Combined residential, applied, and experiential learning opportunities
  - Experiencing recreational, scenic, and scientific learning opportunities
  - Hands-on experiences and real-world-on-the-job training
  - Hybrid instruction that combines active online learning experiences with on-site experiential learning opportunities (low-residency, field research, hands-on vocational)
- Structural Solutions
  - On-ramps/pathways to working opportunities
  - Targeted and seamless enrollment pathways
  - Block scheduling
- New Academic Programs
  - Interdisciplinary learning programs that address and solve environmental (or social-problem specific) issues (renewable energy, sustainability, conservation)
  - Develop online vocational programs with modular pathways to degrees and flexible payment options
  - Micro-credentials/digital badges
- Student Services
  - Cradle-to-grave career development model that is fully integrated in admissions, advising, and the curriculum. (Supporting students from early exploration in high school to post-transfer/degree career advising and services)
- Partnership-Based Solutions
  - Establish a tiered subscription-based HR collaborative with small businesses in NWC service area to provide training and skills development in key small business areas (marketing, finance, IT, operations, sales) and create pathways for adult learners to enroll
  - Create educational travel experiences in history, writing, and the sciences at Yellowstone National Park

#### Summary Table of Disaggregated Statements

Statement No.	Target Audience	Problem/Need	Solution/ Offering	Unique Assets
1	Inquisitive students	Want a small-school experience	Experiential learning	NWC's approach to individualized instruction

2	Students seeking to expand their skills in all stages of life		Personalized attention and experiential learning	Greater Yellowstone landscape and Wyoming's western heritage
3	Learners of GYE and people who want to use GYE to enhance their education	Interest in outdoor adventure	Experiencing recreational, scenic, and scientific learning opportunities	Yellowstone landscape
4	Students of all ages	In need of career-ready credentials	Hands-on experiences and real-world-on-the-job training	Student-centered faculty and staff; Wild West culture/landscape
5	Students of all ages	In need of career-ready credentials	On-ramps/pathways to working opportunities	Industries and occupations around Greater Yellowstone Ecosystem
6	Out-of-state students	Involved in outdoor adventure in states without comparable natural features as Yellowstone	Combined residential, applied, and experiential learning opportunities	Greater Yellowstone Ecosystem, Faculty interest & commitment to experiential learning
7	Traditional aged students who live in and outside of Wyoming	Who are socially and ecologically conscious and have an interest in STEM	Interdisciplinary learning opportunities that address and solve environmental (or social-problem specific) issues	Strong core of faculty interested in interdisciplinary teaching; Access to Yellowstone Ecosystem; Commitment to academic innovation
8	Working individuals	Who are looking to upgrade their skills, but are saddled with family/life commitments	Block scheduling, targeted and seamless enrollment pathways, and micro-credentials/digital badges	Institution's commitment to academic innovation, student success, and enrollment.

9	Individuals of all ages	Who are interested in enhancing their skills and increasing earning potential	Cradle-to-grave career development model that is fully integrated in admissions, advising, and the curriculum. (Supporting students from early exploration in high school to post-transfer/degree career advising and services)	Historically strong alumni base placed in competitive jobs; strong career advising structure; and academic innovation.
10	Individuals who do not live in the GYE (out of state, in-state)	Interested in remaining close to home to manage costs, but values travel, adventure, and outdoor experiences	Hybrid instruction that combines active online learning experiences with on-site experiential learning opportunities	Faculty interest in individualized approach to education; Yellowstone GYE; Residential facilities during off-peak times; Online learning infrastructure already built
11	Individuals in lower-wage positions such as retail, manufacturing, or service industries	Increase earning potential and upgrade skills	Develop online vocational programs with modular pathways to degrees and flexible payment options	Online learning infrastructure; existing vocational programs; recent experiences with COVID and remote learning
12	Small business owners and associate employees	Who do not have the skills needed to continue to support successful operation of their businesses, especially after	Establish a tiered subscription-based HR collaborative with small businesses in NWC service area to provide training and skills development in key small business areas	Supportive community engagement; large number of small businesses throughout the region

		COVID-19 and employees who do not know they may need upskilling	(marketing, finance, IT, operations, sales) and create pathways for adult learners to enroll	
13	Older, retired individuals who live out of state	Seeking personal fulfillment experiences while traveling	Create educational travel experiences in history, writing, and the sciences at Yellowstone National Park	Connection to Yellowstone; faculty with expertise in subject areas relevant to Yellowstone Ecosystem; residential housing

**Submitted Statements by Advisory Team**

- 1) Northwest College provides inquisitive students who want a small-school experience with experiential learning using individualized instruction.
- 2) NWC provides degree programs, career training and life-long education for students of all ages with personal attention and experiential learning enriched by the greater Yellowstone landscape and Wyoming’s western heritage.
- 3) Learners of the GYE (Greater Yellowstone Ecosystem) and people who want to use the GYE to enhance their education through experiencing the recreational, scenic and scientific characteristics of the GYE.
- 4) Northwest College provides its students and community, who are in search of career ready credentials, with student-centered faculty and staff, hands-on experiences, and real-world on-the-job training all while partaking in a wild west experience.
- 5) Students who are in search of career ready credentials, will obtain experiences through work in the GYE.
- 6) NWC provides students who don’t have the bounty of natural resources available in their home area with a residential experience that provides applied and experiential learning opportunities.
- 7) Northwest College provides traditional aged students who live across the country and are socially and ecologically minded with inter-disciplinary learning opportunities using the region’s rich natural history, cultural history, and the College’s liberal arts core.
- 8) Northwest College provides students who experience the heavy demands of work and family responsibilities with block scheduling, targeted and seamless enrollment pathways, and micro-credentials that makes a degree achievable by leveraging our

institution's strategic commitment to academic innovation, student success, and enrollment.

# Institutional Transformation Positioning & Planning

Presented to



# The Path to Transformation

Engagement

Internal &  
External Scans

Business Case  
& Roadmap

**Phase 1**  
Nov. 2020

**Phase 2**  
Apr. 2021

**Phase 3**  
Jun. 2021



# The Next Year Ahead. . .

**What are the top 3 things you think you (or the College) must achieve in the next year?**

# Managing Transitions



“There can be any number of changes, but unless there are transitions, nothing will be different when the dust clears.”

*Managing Transitions*  
William Bridges

# Phase 1

## Engagement and Listening



# Phase 1 Deliverables

- Gather feedback from the college and external community and engage in listening sessions to hear where there is shared vision
- Gather a pulse on the College's readiness for change
- Development of strategic options from the focus groups and Future Summit impact statements to inform phases 2 and 3

# Phase 2 & 3 Features

- **Continued Engagement with Faculty and Staff**

- Outcomes:

- Continued buy-in and engagement; ensure collaboration throughout process
- Shared learning and understanding about market trends and landscape in the Big Horn Basin, regionally, and nationally that impact NWC
- Increased clarity about who NWC's students are today and who they could be in the future (needs, motivations, concerns, goals)

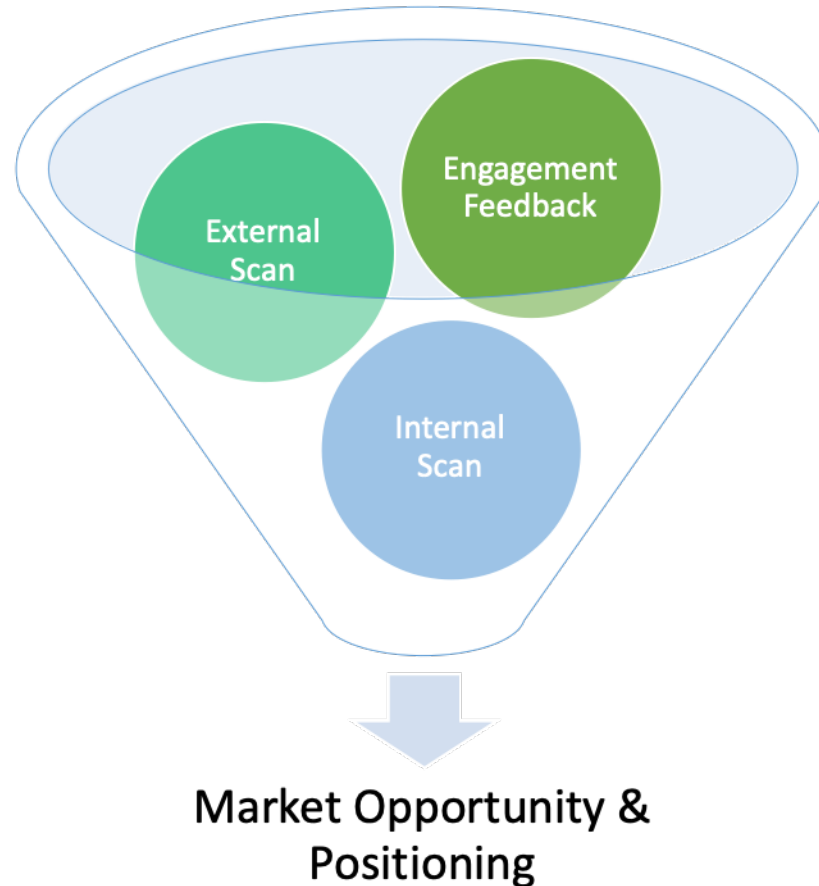
- **Community Engagement**

- Outcomes:

- Increased understanding about the strategic tensions underlying Northwest College's current and future position as an institution
- Ensure continued buy-in and engagement throughout the process
- Gather data, feedback, and information that will help clarify Northwest's strategic options

# Market Positioning

Market Opportunity  
Phase 2



# Approach to Market Positioning & Opportunities

## Outside-In

- What value do we provide with what capabilities?
- Is our value proposition perceived as superior?
- How are the needs of students and other customers changing?
- What (new) competitors are anticipating and meeting these needs?

## Inside-Out

- What are we good at?
- What are our capabilities and offerings?
- What can we leverage that is valuable and rare?

# Audience-Centric Research Strategy

- Assumption is that the market is creating shifts that structure an audience's decision making and available options (income, occupations, industry changes, migration patterns, workforce trends)
- Key inputs:
  - Student motivations and goals, career pathways, and market sizing
- Regional labor market data (Big Horn, Tri-state, Wyoming)
- Program portfolio performance
- Representative Questions
  - *Does this segment realize more education is necessary for advancement?*
  - *What does the composite of the audience segment and labor market needs tell us about our current and future programming strategies?*



# Market Opportunity Assessment (Audience)

External Scan  
Phase 2

- NWC current state
- College transformation benchmarking
- Competitive programs and success potential
- Pros/cons of niche vs. broad positioning
  - Student segments and analysis of potential return from segments

# Program Assessment (Product)

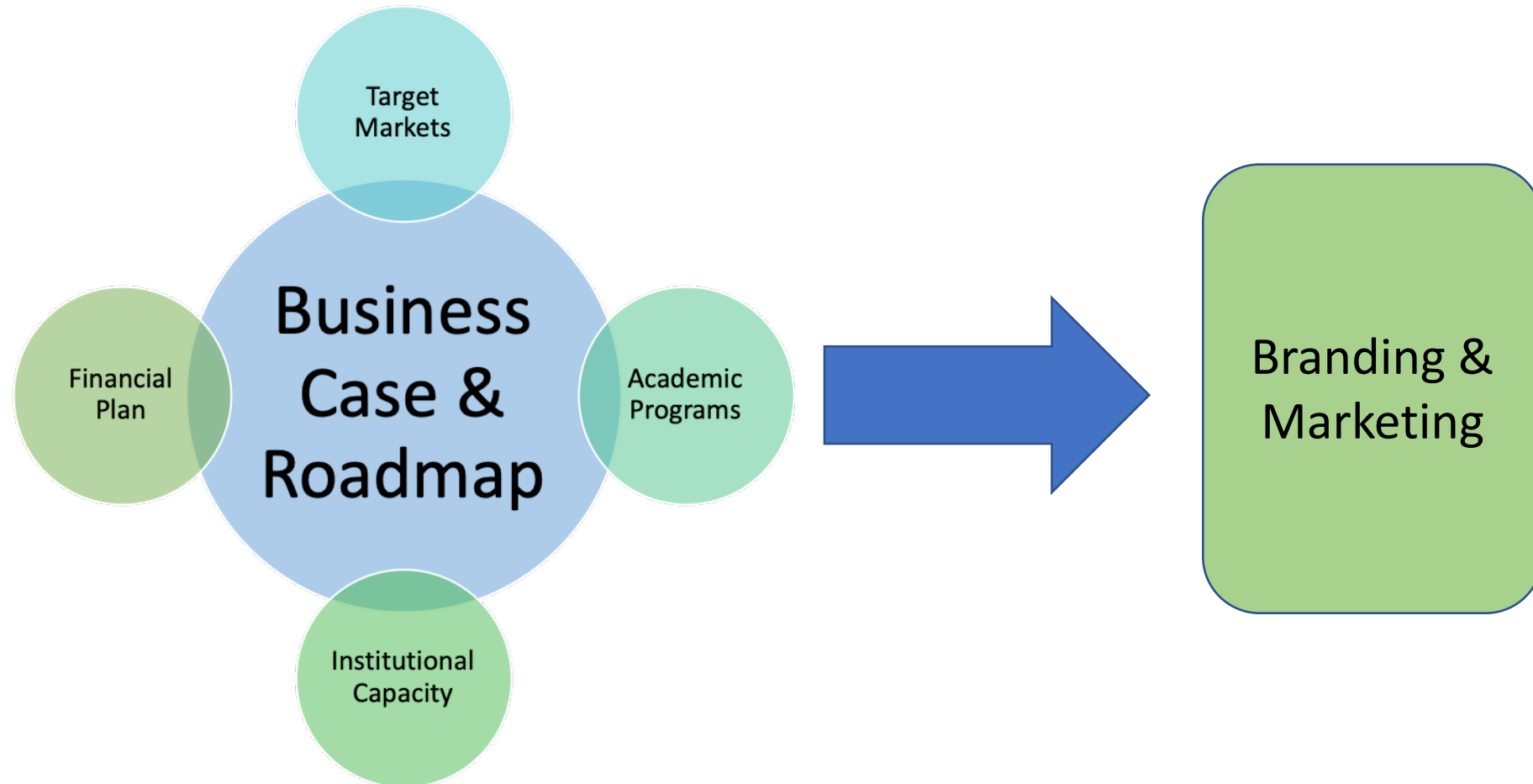
Internal Scan  
Phase 2

- Review of current program portfolio against market opportunities
  - Traditional
  - Proposed
- Review of current marketing and recruiting capabilities
  - Marketing
  - Admissions
- Financial capacity assessment
  - Fit-gap between finances in post-budget environment and investment required to pursue strategic options

# Phase 2 Deliverables

- External and internal scan report that highlights the fit between strategic options and the ability to:
  - Increase net tuition revenue and auxiliary revenue while decreasing dependence on state appropriation dollars
    - Create an academic programming portfolio mix that optimizes enrollment
    - Ensure student segments are poised to succeed within the Northwest College environment
    - Gain “quick wins” and immediate implementation

# Transformational Plan



# Transformational Plan Deliverables

- A roadmap of recommendations that include:
  - Business Case for the proposed changes
  - Schedule and timeline for recommendations
  - Risk assessment
  - Investment and resource allocation strategy
  - Marketing approach
  - Defining the ideal student experience
  - Cost/benefit analysis
  - Action plan
  - Academic programs to target to align with market needs

# Feedback from Phase 1

Prospective Core Idea Options  
Working Session with Executive Team

# Elements of a Core Idea Options

- **Target Students**
  - Who is the target audience?
- **Problem/Need**
  - What is the problem or need that the target audience is experiencing?
- **Assets to be Leveraged**
  - What unique asset(s) do you think the College can leverage to help meet a problem or need?
- **Solution/Offering**
  - Given the institution's unique assets you identified, what solutions or offering do you think can help the target audience fulfill its need(s) or solve its problem(s)?

# Working Sessions

- What intrigues you or gets you excited?
- What do you feel is missing or incompletely represented?
- What are the top 3 things in each category that you would like to know more about through this process?



# Target Audience

## Demographic & Geographic

- Traditional-aged students
- Individuals who do not live in the GYE (out of state, in-state)
- Out-of-state students
- Working adults
- Individuals in lower-wage positions such as retail, manufacturing, or other service industries

## Motivational

- Inquisitive students
- Older, retired individuals who live out of state (looking to travel & interested in education)
- Learners of GYE and people who want to use GYE to enhance their education

## Niche

- Small business owners and associated employees

# Problem/Needs of Target Audience

## Financial & Logistical

- Interested in remaining close to home to manage costs, but values travel, adventure, and outdoor experiences
- Cost and debt sensitive; believe they cannot afford a 4-year experience

## Interest-based

- Want a small-school experience
- Interested in outdoor adventure
- Involved in outdoor adventure in states without comparable natural features as Yellowstone
- Seeking personal fulfillment experiences while traveling (cross-country & national parks)

## Personal Values Driven

- Who are socially and ecologically conscious (possibly an interest in STEM)

## Career-Centric

- Need career-ready credentials
- Increase earning potential
- Upgrade skills, but have family/life commitments
- Need skills to support business success (after COVID-19)

# Unique Assets of Northwest College

## Contextual Assets

- Greater Yellowstone landscape
- Wyoming's Wild West culture/landscape
- Industries and occupations around Greater Yellowstone Ecosystem

## Human Resources (Internal & External)

- Individualized instruction approach
- Strong core of faculty interested in interdisciplinary teaching
- Student-centered faculty and staff
- Historically strong alumni base placed in competitive jobs
- Recent experiences with COVID and remote learning

## Strategic & Operational Assets

- Commitment to academic innovation
- Student success metrics and measures
- Strong career advising structure
- Online and remote learning infrastructure
- Existing vocational and career training programs

## Material Assets

- Available residential facilities during off-peak times

# Solutions/Offerings

## Structured Pathways and Supports

- On-ramps/pathways to working opportunities
- Targeted and seamless enrollment pathways
- Block scheduling
- Cradle-to-grave career development model that is fully integrated in admissions, advising, and the curriculum. (Supporting students from early exploration in high school and beyond transfer/degree completion)

## Learning and Teaching Methodologies

- Combined residential, applied, and experiential learning opportunities
- Experiencing recreational, scenic, and scientific learning opportunities
- Hands-on experiences and real-world-on-the-job training
- Hybrid instruction that combines active online learning experiences with on-site experiential learning opportunities (low-residency, field research, hands-on vocational)
- Project based courses and programming (solving a real-world problem applying in-class learning) supporting community and business partners

## New Academic Programs

- Interdisciplinary learning programs that address and solve environmental (or social-problem specific) issues (renewable energy, sustainability, conservation)
- Develop online vocational programs with modular pathways to degrees and flexible payment options
- Micro-credentials/digital badges

## Partnership-Based

- Pooled collaborative with small businesses in NWC service area to provide training and skills development in key small business areas (marketing, finance, IT, operations, sales) and create pathways for adult learners to enroll
- Create educational travel experiences in history, writing, and the sciences at Yellowstone National Park

# Next Steps

- Kickoff for Phase 2 & 3
- Integration of Feedback from Phase 1 into Phase 2 & 3 Products/Deliverables
- Data and Documentation Requests
- Interviews with Staff Members
- Focus Groups & Surveys for Current and Prospective Audiences