




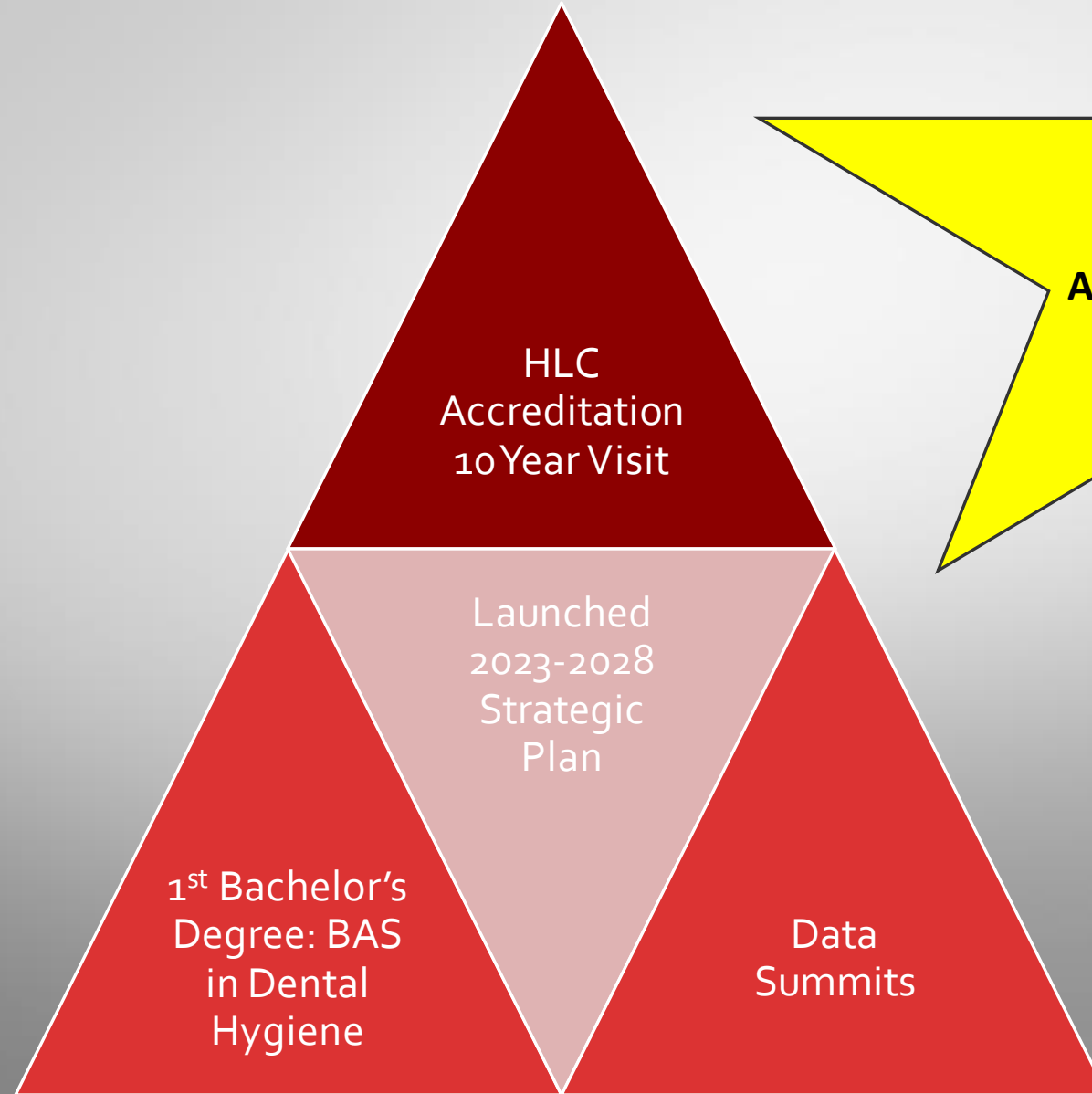
Fall 2023  
Colorado Northwestern  
State of the College Report



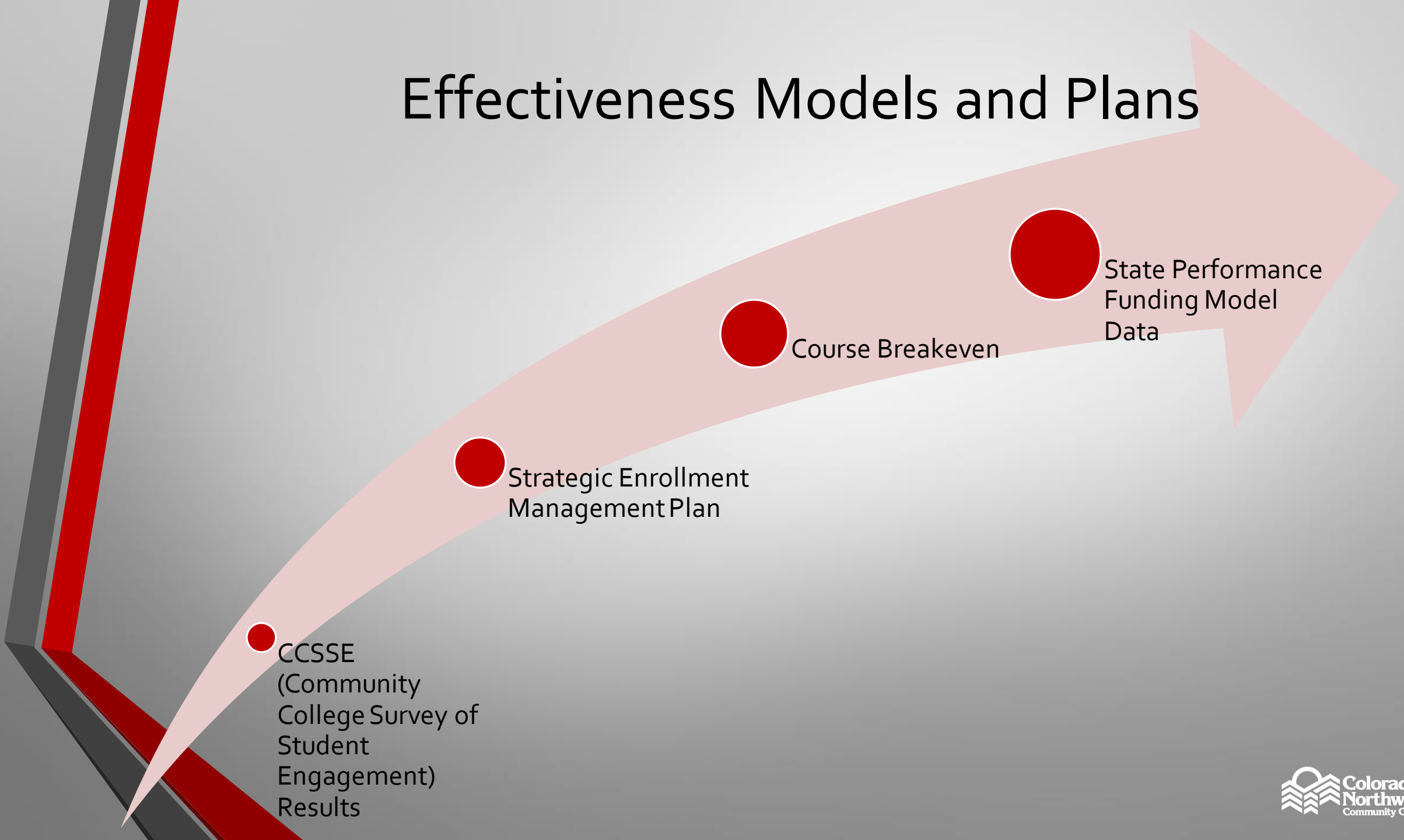


# 2023 CNCC State of the College and SWOT Review

# Institutional Effectiveness



# Effectiveness Models and Plans



CCSSE  
(Community  
College Survey of  
Student  
Engagement)  
Results

Strategic Enrollment  
Management Plan

Course Breakeven

State Performance  
Funding Model  
Data

# Strengths

- College ten-year reaccreditation along with updated Strategic , Facilities Master, Strategic Enrollment, and Academic Program Review Plans. Plans provide solid 5-year guidance in decision making and resource allocation.
- State Board, Foundation, RJCD and Advisory Council support
- CNCC graduate earnings are well above the national average. 100% of our CTE educational programs are in demand and provide a living wage for a family of 2 (20%) or 4 or more (80%) (Clarus Report 2022 analysis)
- Employees and students at CNCC value diversity and inclusion. CNCC receives an A- ranking in Diversity (Niche)
- CNCC faculty receive good rankings in terms of qualifications, care and course delivery (Niche)
- CNCC is considered safe and is given an A ranking (Niche)
- Craig facilities are a source of pride



# Strengths Cont'd

- Concurrent enrollment steadily increasing
- Completion rates have increased over the past couple years
- Fall to Spring retention rates among athletes and FT/FT students has increased since last year
- Composite Financial Index has increased over the past few years
- Staffing levels are increasing to align with functions needed to attract and serve students and employees
- Success in capturing state and federal capital dollars and grants have helped improve infrastructure and academic programming
- New Bachelor of Applied Science program-Dental Hygiene



# Weaknesses

- High school capture is decreasing
- Matriculated student population continues to decrease
- FTE is decreasing
- Career and Transfer student preparation is weak
- Fall to Fall retention rates are far too low
- Campus Life ranking is far too low ("C" ranking in Niche)
- Rangely infrastructure-facility upgrades are immediately needed with costs that are prohibitive within exiting operating dollars



# Weaknesses Cont'd

- Tax base is shrinking in communities of both locations with greater impact facing Moffat county-will impact funding
- First generation and low-income equity gaps continue to increase
- Employees perception of the College's commitment to them and their sense of safety in expressing dissatisfaction is improving but not quickly enough
- Failure to tell our story regarding our value proposition, contributing to misinformation and destructive messaging.
- Heavily dependent on tuition and state appropriations
- Employee turnover continues to be a problem





# Opportunities

- More industries are focused on skill development, certifications and continuing education than degrees. Greater opportunity for accelerated learning paths.
- Focus on our website as a first point of connection to the College and communication strategies as a way to reach diverse markets
- Investment in current personnel to upskill, secure additional credentials and retrain will benefit students
- Focus on State funding steps 1 and 2 have potential for increasing institutional revenue
- Institutional efficiencies will allow for realigned revenue to improve the student and employee experience
- Focus on the colleges brand and value proposition will send a clear message as to why CNCC is the best place for certain students and employees
- The Paleontology Program and Walter can influence greater focus on CNCC
- Increasing the College's Campus Life score will improve CNCC's overall NICHE ranking



# Opportunities Cont'd

- Increase partnerships to meet mutual needs while reducing costs
- Locate similar communities in and outside the state to recruit students
- Increase athletic, arts and science enrollments and CTE program enrollments that have potential for net profits
- Rural College Consortium and Colorado Online
- Craig Latinx population increase-Develop a targeted pipeline initiative
- New state and grant funding sources are targeting Rural communities
- Public schools are under increased pressure to supply students with industry specific or university transfer skills before graduation

More industries are focused on skill development, certifications and continuing education than degrees.



# Threats

- Low unemployment rate deters college attendance
- Increased competition in aviation/pilot education
- Funding into the college is not keeping pace with cost of living and doing business
- Not seeing predicted growth in immediate service areas
- Not seeing support for Meeker millage
- Not seeing growth among high school graduates
- Plant and mine closings



# Strategic Priorities

## PRIORITY 1 FOCUS ON THE STUDENT

### Goal

Enhance the Colorado Northwestern student experience.

### Strategy 1

Increase student retention by making CNCC a place students want to stay and are successful.

### Strategy 2

Increase enrollment by developing and implementing a strategic enrollment management plan.

### Strategy 3

Improve the student life experience by putting customer service first and building on traditions that foster pride in CNCC

## PRIORITY 2 COMMUNICATION

### Goal

Increase targeted internal and external communication about CNCC's vision, priorities, and progress

### Strategy 1

Strengthen and promote CNCC's value proposition

### Strategy 2

Build an internal culture of accountability for sharing and receiving information

## PRIORITY 3 PARTNERSHIPS

### Goal

Strategically approach partnerships with targeted, tangible outcomes.

### Strategy 1

Build and support partnerships that facilitate learning, community advancement, financial solvency, and advancement of institutional priorities.

## PRIORITY 4 SUSTAINABILITY

### Goal

Expand institutional human and financial resources.

### Strategy 1

Build unrestricted reserves to comply with stakeholder requirements and be better prepared for the future.

### Strategy 2

Grow grant and capital revenue to support the CNCC Mission and improve campus infrastructure.

### Strategy 3

Improve efficiency and data driven decision making.

## PRIORITY 5 FOCUS ON THE TEAM

### Goal

Foster and maintain internal partnerships through increased employee engagement.

### Strategy 1

Lead by example to mentor and engage all employees to strengthen a foundation based on shared governance and mutual respect.

### Strategy 2

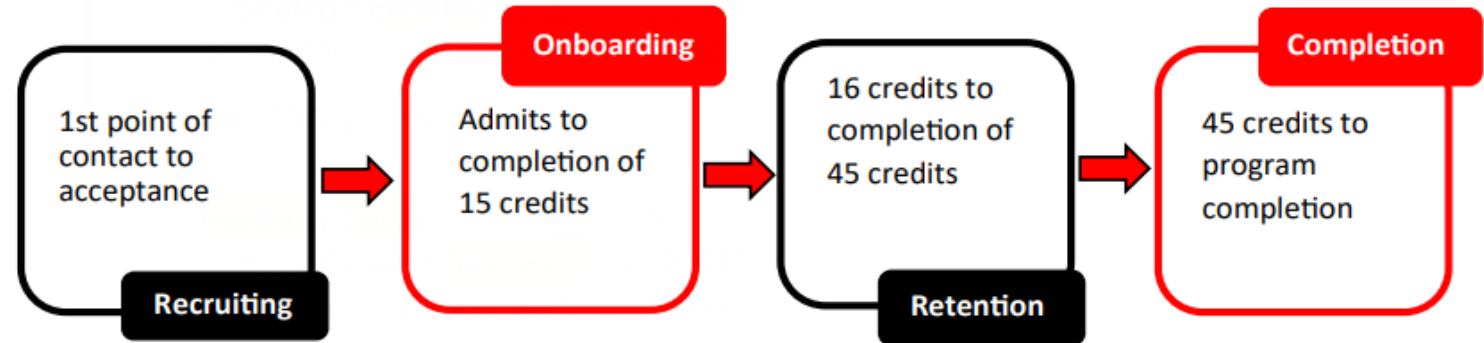
Invest and develop staff and faculty through professional development and "reward for work" implementation.

## OUR MISSION

The mission of Colorado Northwestern Community College is to enhance people's lives by providing an accessible, affordable, quality education.



The Strategic Enrollment Management Plan focuses on the four major phases of the student enrollment lifecycle:



# Strategic Enrollment Management Planning

# *Focus on the Team:*

*We have come a long way in just a few short years...*

## **Newly created positions- Team in Place**

- Campus Life Coordinator, Craig
- Director, Student Well Being-Rangely & Craig
- Radiologic Tech Program Director, Craig
- Communications Coordinator, Rangely (serves both locations)
- Outdoor Recreation Coordinator

## *Looking ahead -*

Recruit – Continue to bring-in high talent, dedicated employees who focus on CNCC's Mission and Value Statements

- Train – Focus on training and development
- Retain – Equity/Pay Scale Adjustments-Faculty/Staff compensation review and adjustments near complete
- Professional Development Opportunities

# FOCUS ON THE STUDENT



Spartan Chatbot



Student Touch Points



Coffee Shop



Student Life Staffing



# Communications

## Communications Coordinator

- Manage Social Media Accounts
- Manage and Update Website Content
- Produce Press releases and Blog Content



# Website Update/Redesign

## Web Committee

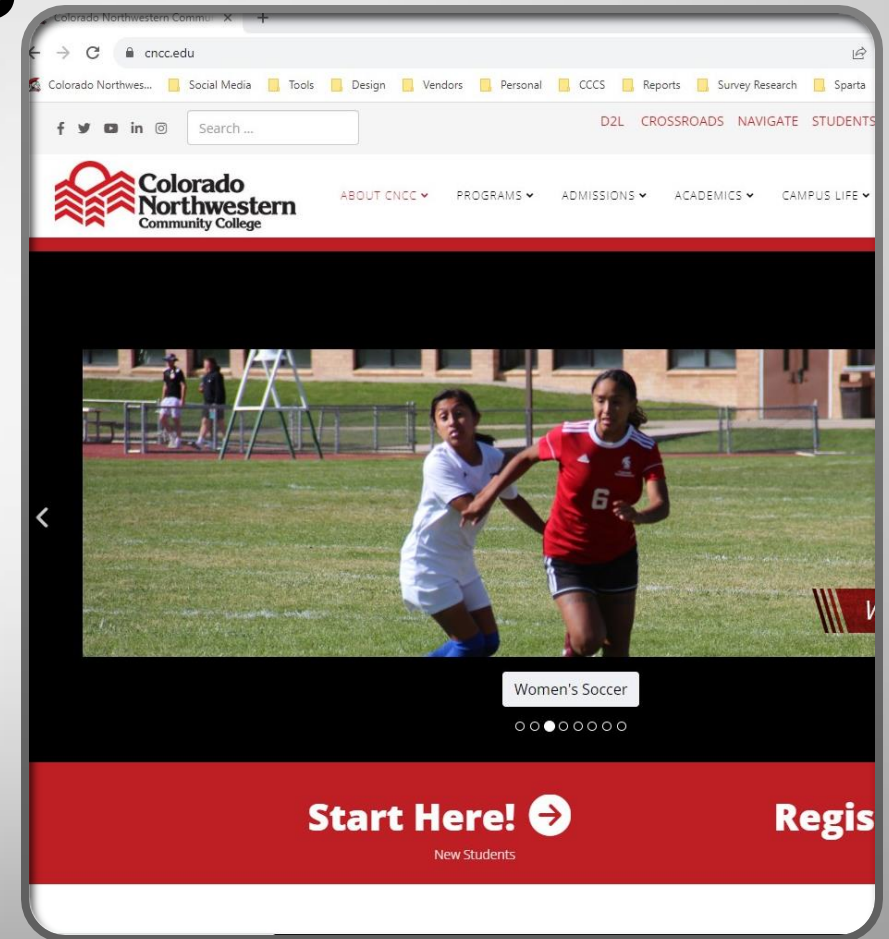
Representing Instruction, Student Life, Community Ed., and Marketing

## Website Clean-Up

- Mapping Current Website
- Assigning Content Experts
- Eliminate Old Pages
- Identify Needs
- Update Content

## New Website Build

Timeline is 19-27 weeks (Expected completion in spring 2024)



### **Brief Description of Key Initiatives for FY 2023-24**

#### **I. Transform the Student Experience**

- A. Complete phase I of soccer field build out.
- B. Begin implementation of Advisory committee recommendations regarding Rangely and Craig campus life improvement.
- C. Implement revitalized Craig based Student Life Program-Onboard new Student Life Coordinator.
- D. Implement New Behavioral Health program-both campuses. Hire staff, design program, begin implementation.

#### **II. Transform Our Own Workforce**

- A. Continue equity analysis -staff functions and compensation; department staffing and resources.
- B. Complete IT upgrades.
- C. Increase professional development in areas of safety and response; student behavioral health, DEI, student success and content expertise in functional areas.

#### **III. Create Education Without Barriers Through Transformational Partnerships**

- A. Complete curriculum design in collaboration with local hospitals for the Craig based Radiological Tech program-Program opens in 2024.
- B. Complete program development for the BAAS in Dental Hygiene in collaboration with industry partners.
- C. Continue work with Xcel Energy, Valley view hospital and local officials on Opportunity Now grants- with focus on new accelerated programs and community collaborations re: housing and child care- second round funding.

#### **IV. Redefine Our Value Proposition**

- A. Design next steps after facilities masterplan work is completed-Goal: Improve Rangely facilities. Identify target date for implementation of Craig based facilities masterplan.
- B. Implement the 2023-28 strategic enrollment management plan using targeted messaging that communicates CNCC's unique value overall and by location. Identified targets for each campus. Leverage Outdoor Recreation Position

# **Sustainability**

## **2023-24 State Board Approved Budget Goals And Key Initiatives**

## CNCC - FY24 Key Budget Initiatives

# Sustainability

10-Aug-23

TRANSFORM THE STUDENT EXPERIENCE/FOCUS ON THE STUDENT		STATUS	COMMENTS
	1 Complete Phase 1 of CNCC Soccer Field Buildout	In Process	Survey completed. Design/Build Requests are in process.
	2 Implement Advisory Board recommendation for Campus Life (CR & RA)	In Process	Outdoor Life Coor funded by Local Boards
	3 Revitalize Craig location Student Life Program	In Process	Campus Life Coor hired in Craig.
	4 Implement Behavioral Health Program (CR & RA)	In Process	\$875K - 5 yr Grant awarded. Dir. of Student Well-Being posted
TRANSFORM OUR WORKFORCE/FOCUS ON THE TEAM		STATUS	COMMENTS
	1 Continue equity analysis (functional & compensation)	In Process	Classified, Arts & Sciences FT Inst in FY24
	2 Complete IT Upgrades	In Process	\$2.8M in IT Capital. Fully implemented by end of Sept 2023
	3 Increase Professional Development (Safety, student behavioral health, DEI, Student Success)	In Process	Need to complete Wellness Inventory. Hire new VPSS
CREATE EDUCATION WITHOUT BARRIERS THROUGH TRANSFORMATIONAL Partnerships		STATUS	COMMENTS
	1 Radiological Tech Program in collaboration with hospitals	In Process	Program opening in AY24. Funded by MCAJCD. Director position posted. Added funding provided by MCAJCD board to attract cand.
	2 Completed program development for BAS in Dental Hygiene	In Process	BAS Lead Instructor hired.
	3 Opportunity NOW Grants	In Process	Continuing work with Excel Energy, Valley View Hospital and local officials
REDEFINE OUR VALUE PROPOSITION/SUSTAINABILITY		STATUS	COMMENTS
	1 Facilities Masterplan (Rangely) implement strategies	In Process	CDS Request for Ross Improvements \$2.6M - Not Approved. FY25 Capital Renewal Request \$3.6M - CDHE Ranked 6 of 29
	2 Implement 2023-28 Strategic Enrollment Plan	In Process	Fall 2023 Targeted Marketing for NPS, AVT, AUTO and AMT. 5-Year Strategic Enrollment Plans submitted in June 2023
	Project Complete		
	On Pace with Plan		
	Concern - Behind Pace		
	Cancelled or Delayed		

# SUSTAINABILITY

## CNCC Institutional Reserves - 7-Year Perspective



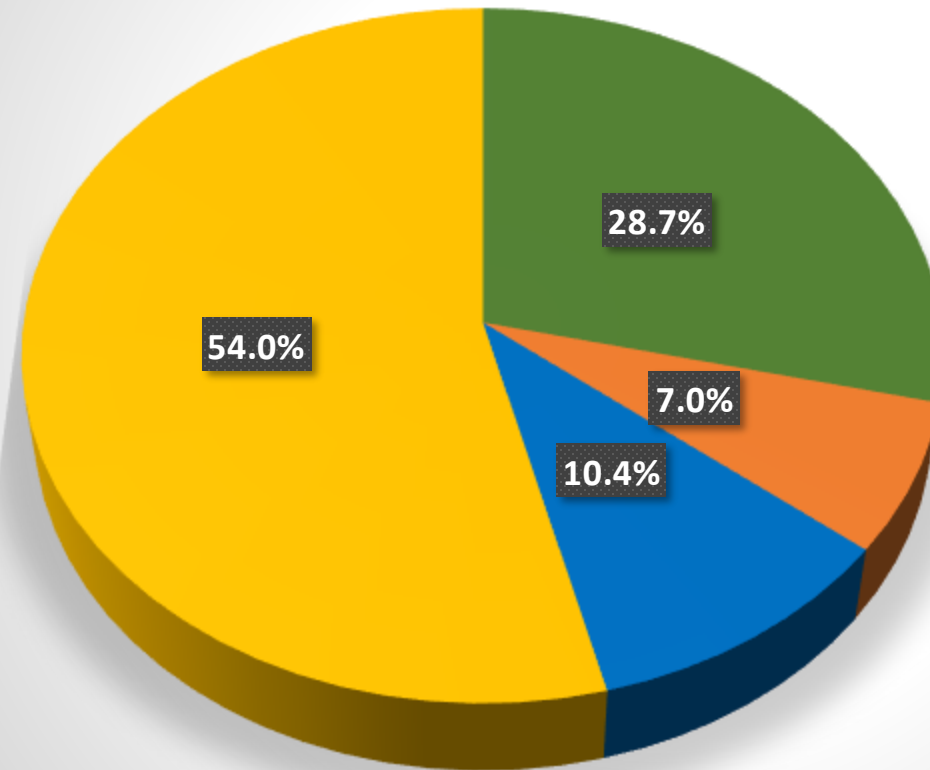


## CNCC - HLC CONSOLIDATE FINANCIAL INDICATOR (CFI) SCORE 7-Year Perspective



# CNCC SUSTAINABILITY

3-Year Impact - Grants & Capital



- Grants
- Cares - Student
- Cares - Institution
- Capital

# Sustainability – Facility Master Plan Outcomes

- FMP - Cooperatively funded with assistance from RJCD.
- Need to submit State of Colorado Capital Renewal/Building Requests.
- FY24 – CNCC submitted 1<sup>st</sup> 5-YR Capital Renewal Budget.
- FY24 – Grant/Capital Projects Submitted Using FMP Outcomes.
  1. Ross Dorm Renovation (\$2.6M) – Congressionally Directed Spending.
  2. Rangely Capital Renewal Project (\$2.6M) – Replace Siding/Windows on 6 CNCC Rangely Buildings.
- CO Legislature Capital Development Cmte Visit on Aug 9-10/23.
- Per State Architect, CNCC Craig Buildings eligible in 2.5 years.
- Grant submitted to Gates Foundation for \$70,000 for athletic field and playground (Sept 1<sup>st</sup>)

# Programming

- AY 23-24 Goals
  - Reinvest in the Bachelor's of Science in Nursing process
  - Stand up Rad Tech program of study
  - Pursue articulation in Sports Medicine
  - Add certifications to Cyber Security
  - Pursue credit/non-credit mental wellness certifications
  - Continue to partner with energy sector to provide economic stability programming in our region
  - Create a course breakeven committee for faculty



HAVE AN  
AMAZING FALL  
SEMESTER!

