

# COLORADO NORTHWESTERN COMMUNITY COLLEGE

Dr. Lisa Jones, President  
December 2021

Based on 2015-25 Board/CCCS Strategic Goals

## I Transform the Student Experience

**a. Behavioral Health Support for students/the community-** Partnering with the dual County Director for Moffat and Rio Blanco Counties, the Hospitals and Sheriff Department in both counties as well Craig's United Way to submit a \$1,000,000 grant application to create an integrated behavioral health program that will benefit CNCC students and members of the community. The outcome is to provide behavioral health support to students and residents and to train, through the college individuals to serve as behavioral health/peer support specialists

**b. Events that expose students to CNCC curricular and co-curricular offerings.** Early exposure to these opportunities and engagement with faculty and advisors improve students' on-boarding and overall college experience.

**1) Rockin' Bulls-** This annual Fall event brought 28 riders from Utah, Idaho and Colorado to Rangely. Participants are exposed to CNCC, and its Rodeo, Equine and Ag Business Programs. Young children learn what it takes to be an outstanding bull-riding competitor. It also provided the College to support, by event alignment, the town of Rangely's Septemberfest.



**2) CNCC hosted their first ever Region 18 Volleyball Tournament on November 5<sup>th</sup> and 6<sup>th</sup>.** By hosting the region tournament this brought five college teams, coaching staff, administration and fans with them to Rangely, CO. These teams included the College of Southern Idaho, Salt Lake Community College, Snow College, Utah State University Eastern and the College of Southern Nevada. Within the five teams traveling to compete in the si- team tournament, three of those five were ranked within the top teams across the nation. The teams and their fans stayed and dined locally helping the small local economy.

Town families came out to support CNCC and to welcome those from other locations to Rangely. Youngsters wore CNCC gear and took pride in the major event in their town. It was a proud moment for CNCC and the CNCC athletic

department to host such a tournament. Many within the conference praised CNCC's athletic staff for the organization of the tournament and the warm reception from the community. Region 18 Champion's, Snow College from Ephraim, UT took a 3-0 victory from the #1 seeded team and 8<sup>th</sup> in the nation, Utah State University Eastern. Snow will compete at the National Tournament held in Hutchinson, KS on November 18<sup>th</sup> against the Plainsmen of Northeastern Junior College.





### c. Admissions/ Recruiting

- Reviewing admissions process to close communication gaps with perspective student
- Executive Cabinet has approved a part-time Admissions Coordinator to help close admissions gaps.
- Purchased 2400 names of high school juniors and seniors from college board/SAT
- Spring registration/ November calling campaign for Spring 2022
- Developing a new view book and smart/guided pathway sheets for each academic program.

### d. Complaint Process/ HLC

- Executive Cabinet has approved updated language for CNCC complaint/appeal process
- Executive Cabinet has approved the purchase of Maxient (conduct/complaint/compliance software)

### e. Housing

- With CNCC moving remote after Thanksgiving break only W/M basketball, NPS, Aviation, and Dental Hygiene students will be staying on campus. All students will be tested for COVID upon returning from Thanksgiving break.
- Executive Cabinet has approved a full-time Coordinator of Campus Life. This position will be housed on the Rangely Campus but will serve both campuses.

## II Transform Our Own Workforce Experience

- a. CNCC was provided a featured speaker “spot” at the **Beyond Fossil Fuel Colorado and Germany** Convention in November 2021. Workforce development Director, Sasha Nelson represented CNCC and Northwest Colorado.
- b. **Rodeo and AG Business Move to Craig-** The President, on November 4, 2021 held final meetings with Moffat County Commissioners to, for Fall 2022, move Rodeo to Moffat County (Craig) as well as add AG Business to the CTE and Transfer roster of programs. AG Business is a program that, through individual courses, certificates or the full program will help ranchers in this county to run more profitable business and encourage their children to pursue this post-secondary education by bringing the program closer to them.
- c. **Apprenticeship**

- Pioneers Medical Center and CNCC signed an Agreement to work on C.N.A. apprenticeships pathways. Dean David and Associate Dean Johnson are in process of hiring coordinator and instructor, I have standards revision in process to move to hire 6-10 apprentices within the next two months.
  - Memorial Regional Health is looking to leverage our existing Medical Administrative Assistant pathway. We hope to have hiring underway for 1-2 MAA apprentices before the end of the year.
  - To celebrate National Apprenticeship Week Town of Rangely, City of Craig and Moffat County all issued proclamations recognizing our program. We also have efforted a week long Apprenticeship Week trivia social media campaign highlighting current and historic celebrities who were also apprentices.
- d. Workforce Training**
- Graduated our first adult learning from our HVAC 12 month, online training program.
  - Provided Mine Safety Training to adult learners
  - Provided In-person & Hybrid Basic Life Saving Training to health care providers
- e. Economic Development**
- Program Director underwent Rural Jump Start orientation and connected two interested businesses to Rural Jump Start information.
  - Through a collaboration with Colorado Mountain College, and the Craig Chamber of Commerce we supported entrepreneur training in Craig.
  - Through a partnership with the Small Business Development Council, Town of Hayden, Steamboat Springs, and others we supported with marketing, the CU LEED School of Business Rural Entrepreneurship workshops held in Hayden.
  - Program Director represented the college in USDA Rural Road mapping processes with stakeholder meetings.
- f. Capital Projects:** As we seek to overcome a shortage of devices as well as 25+% increase in cost resulting from COVID pandemic constraints we have developed the following:
- IT Infrastructure – IT Engineer/Consultant site visit took place on October 14. Met with Engineer on November 8<sup>th</sup> to clarify and set direction. We are now waiting for engineer’s report and recommendations. Following that, we will build the RFP which will include implementation dates. You will recall that this project is supportive of CNCC’s implementation of the RISE Grant especially for high schools located in Moffat and Rout Counties.
  - Safety Security – Engineer site visit took place in October. Engineer Report expected at end of November. We will build and post RFP in December. After we have this information, we will be able to speak to actual implementation dates.
  - Allesbrook/Blakeslee Roofs/Windows - Engineer site visit at Rangely Campus took place in October. Engineer Report expected at end of November. We will build and post RFP in December. After we have this information, we will be able to speak to planned implementation dates.
  - State Vaccine Mandate for Contractors – We are concerned that this mandate limits organizations interested in completing these projects and certainly complicates the process.
- g. HLC – Composite Financial Indicator Report:** In October 2021, CNCC received positive news from an HLC – Panel Recommendation regarding the College’s financial performance for accreditation. For the last three (3) years CNCC was prepare lengthy reports explaining our financial situation.

With this CFI panel recommendation, HLC recognizes our unique financial model combining funds from local taxing boards, the State of Colorado and from student tuition/fees. The local tax boards hold significant unrestricted reserves for/on behalf of the College which are not calculated in the traditional HLC formula for CFI. More importantly, this occurs right before CNCC’s Comprehensive Visit in October 2022.

CNCC’s report was fully accepted with the following rationale:

- *“The College provided a clear picture of the unique financial structure for the institution. The CFI(comprehensive financial indicator ratio), as calculated by HLC rules, is demonstrated as “below the*

*zone.” With the significant reserve held by the supporting counties and earmarked for the College, a recalculated CFI demonstrates a composite score of 1.39. While this modified score is not part of the metrics for determining the need for financial monitoring, it demonstrates the significant fiscal resources for the institution.”*

#### **h. Open Positions**

- Facilities Director – Selection committee has made recommendation. We expect to offer this position before Friday, November 19, 2021.
- Project/Grant Manager – Revised job description for position providing more emphasis on projects. The revised position posted on November 8, 2021. We expect to interview and hire before the end of the year.

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

- a. **Chancellor’s Annual Adult Learner’s Summit-** October 20, 2021- 26 CNCC and Community Leaders came together to develop strategies to attract, retain and complete adult learners in our communities. The Strategic Focus was a “Community approach to engaging and educating adult learners in CNCC’s service area”. The accomplishment title is to “Increase the number of adult learners with industry ready skills”. The intent is to “Mitigate the effects of the industry shifts caused by COVID and emphasis away from coal as an energy source on family supporting job opportunities”. Though not intended to substitute for a Strategic Enrollment Management Plan initiative, the actions below were identified as important initiatives to pursue and complete over the next 6 months:

- 1) **Tri-State Power Plant-Craig, CO-** The President, and additional CNCC leadership visited the Tri-State power plant on October 21, 2021. We toured the plant and spoke to the leadership team about how the college might help ease the stress of employees who might be out of work in 2028-30. A plan was developed in conjunction with Tri-State. The plan is to engage in employee skills mapping for the purpose of identifying opportunities to award prior learning credit, test out opportunities or others to expedite the earning of a credential; expediting preparation to sit for certification or licensure or ; Obtaining information to guide the development of workforce/training opportunities for plant employees who will not retire by the time the plant closes in 2030. This effort will be replicated at all plants and mines to which we are invited after outreach. As many opportunities to offer planning and education activities on site will be pursued.

TriState/CNCC event on December 9<sup>th</sup> (Thurs) and December 10<sup>th</sup> (Fri).

Thursday-10:00am-12:00noon-Focus Group/Listening Session. Followed by lunch

Friday- 8am-4:00pm- Skills mapping with individual employees and career pathway identification. CNCC will follow up with each employee after the holidays to craft a personalized career plan with timelines.



2. **Intentional Increase of business, industry, K12 and community agency meetings and events to bring people onto the Craig campus.**

- a) Boys and Girls Club – weekly crafts activity
- b) Paleo Museum- Open each Saturday and Sunday 10am-2pm. Began Advertising on the Moffat County Tourism website
- c) Building a Better Colorado Advocacy Group- September 2021
- d) AGNC Board Meeting
- e) First Congregational Church-Community Meetings (Latinx serving)
- f) New for 2022- “Ranching For Profit” hosted by Dallas Mount Conference, January 2022
- g) New for 2022- CNCC President’s Authors and Artist’s Series- Rangely and Craig Libraries- February 2022
- h) New for 2022- CTE Signing Day- March 2022
- i) New for 2022- CNCC hosts the first annual Craig Flea Market and Craft Expo-June 2022

3. Resurrect the POST Certification Program

4. Engage Alumni via chats and focus groups – The first event was held November 3, 2021

5. Engage parents through the First Congregational Church, Moffat County Schools and the Boys and Girls club in Craig.

**b. Dual County Relationships** started by CNCC President to increase the focus on regional economic development, community resource development, and education and training, instead of limiting to a town or city focus. The following groups have been brought together to discuss a regional approach to the above. The following plans are underway:

1. **Build Back Better Grant Application**-CNCC; Rio Blanco, Routt and Moffat County leadership; Tri-State Power Plant; Just Transitions; AGNC; among others to write for a multi-million dollar Build Back Better grant proposal as part of Region 10. CNCC is requesting \$8million for an Innovation Center. This proposal was the only one submitted from a coal impacted community. The application, first round was submitted in October 2021.

2. **Behavioral Health Grant** to benefit CNCC, the Hospitals, the Sheriff Departments, The Department of Health and Human Services and United Way in Rio Blanco and Moffat Counties. The application will be submitted November 30, 2021
  3. **Women's Economic Development** consortium founded and led by CNCC President and including the Chamber Presidents in Rangely, Meeker and Craig. The first meeting was hosted by the CNCC President and attended by the Interim Director of the Colorado Women's Chamber. Issues impacting the economic state of women in rural communities with the focus with recommendations on how the State Chamber might assist.
  4. **Moffat and Rio Blanco County Commissioners-** Collaborative Work to Help CNCC move Soccer Athletics to Rangely and Rodeo to Craig. The decisions are in the best interest of student success, health and wellness, program viability and cost.
- c. **Coal to Product** and other Public Outreach projects in coal transition communities funded by a **sub-grant from the University of Wyoming**. Word was received on August 26, 2021, that this grant funded initiative has final approval and will start on September 1, 2021.
1. Meeting with grant leadership in late October/early November to discuss rollout of deliverables
  2. Meeting with grant leadership took place, CNCC is one of two regional colleges participating in the project.

#### IV **Redefine our Value Proposition Through Accessibility, Affordability, Quality, Accountability, Resource Development and Operational Excellence**

- a. **Academic demand analysis and brand identity** consultant sought and RFP distributed- The outcome of this analysis, is report and marketing collateral to guide the college toward creation of a mission driven strategic plan that incorporates academic, resource development, budget, enrollment management and facilities master planning. The goal is to focus efforts and resources on programs, operations and plans that are best positioned to improve the overall positioning of the College. Branding and identity guides will increase the effectiveness of the College's messaging and strategic marketing.
- b. **A new Operational Leadership group was established entitled "Extended Cabinet"**. This team, co-lead by Operational Leadership with Executive Cabinet serving on the committee as resource members. The goal of the group is to ensure bottom up and top-down communication effectiveness, identify operational issues impacting employee efficiency and satisfaction, develop short term task teams and to resolve an operational problem impacting student and employee service. The first of these monthly meetings occurred on November 18, 2021
- c. **Aviation Program Re-Org**
  1. We are currently undergoing a re-organization of our Aviation Flight program. A concerted effort is being made to obtain appropriate staffing levels and reach competitive staffing salaries
  2. Interviews have been conducted for the Program Director position
    - i. New hire is imminent
    - ii. So far flight continuity has been maintained
    - iii. We will be working with a strategic planning group in the Spring
- d. **Concurrent Enrollment Success**
  1. Concurrent Enrollment FTE up 24.5% over last year
  2. Concurrent Enrollment Headcount is up 37% over last year
  3. The executive team is currently discussing internal solutions to bolster staffing in the Concurrent Enrollment department to help meet the growing demand
  4. Executive Cabinet has approved a part-time position to help facilitate further growth
- e. **Grant Opportunities**
  1. Applied for FAA grant to bolster AMT program (will hear about possible award in January)
  2. Applied for and received \$600K in state workforce funds to buy new equipment for nursing simulation lab (will hear about possible award any time...high degree of confidence)

3. Applied for and received \$100K in CCCS funds for a Teaching Excellence Grant designed to promote classroom equity and inclusion

f. **Thanksgiving “non”-return**

1. CNCC will move to remote instruction after Thanksgiving break for face to face classes to avoid a potential post-holiday COVID outbreak
2. CTE and lab programs will have exceptions
3. This policy will be very similar to what we did last year
4. CNCC Deans and Cabinet feel this is the best strategy to avoid potential vaccination mandates for spring semester

g. **Programming**

1. Marketing has begun for new Business Management certificate (Craig Campus)
2. Preliminary planning has begun for a new Sports Medicine degree (Rangely Campus)

h. **CNCC Strategic Plan Progress**

1. Twice each year CNCC employees document what actions they are or have taken to help us reach our Strategic Plan Key Performance Indicators (KPI's).
2. Across the college, groups are gathering to submit these progress reports by November 15<sup>th</sup>.

i. **CNCC Fact Book**

1. The 2020-2021 CNCC Fact Book has been published at <https://www.cncc.edu/home/institutional-effectiveness>.
2. The Fact Book includes information about CNCC student enrollment and success broken out by a number of demographics including student type, academic program, campus, athletics, gender, age, ethnicity, etc. If you have any questions, please do not hesitate to contact Kelly Scott, at [Kelly.scott@cncc.edu](mailto:Kelly.scott@cncc.edu) or 970-675-3211.

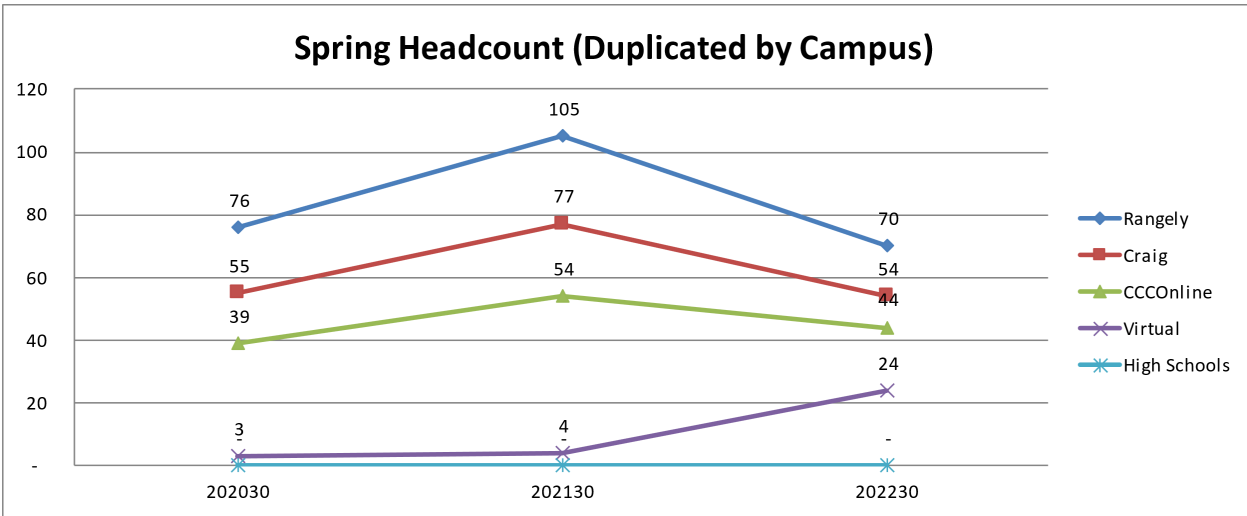
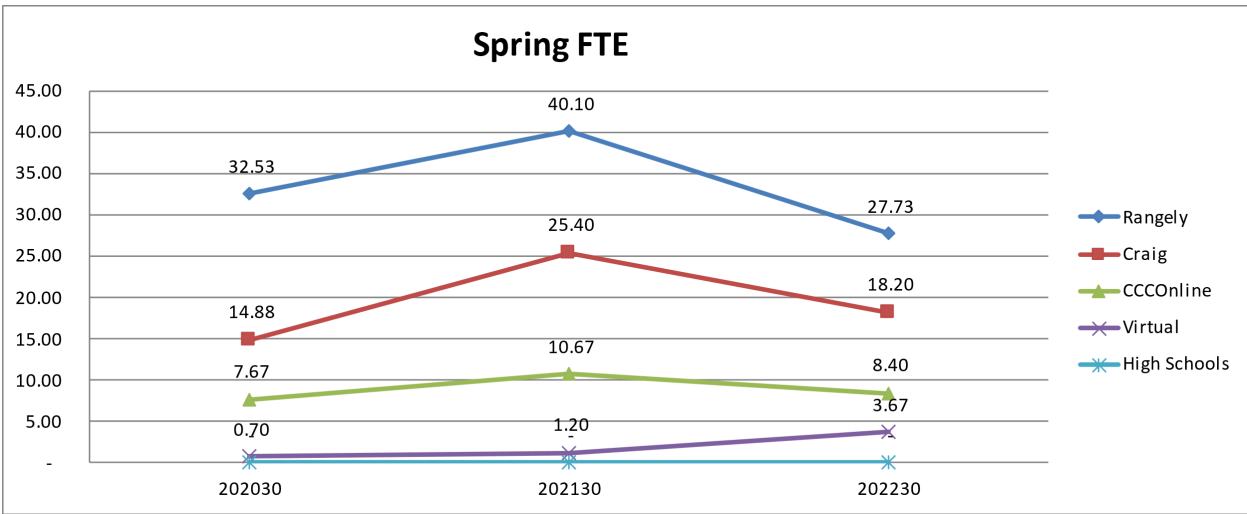
j. **Institutional Effectiveness**

Enrollment for the spring semester opened on October 12<sup>th</sup> so is changing rapidly while fall is stagnant. Enrollment data is as of November 16<sup>th</sup>.

**Spring:** 191 students have registered for 73.3 FTE.

- **Spring FTE is down 20.5% and headcount is down 24.2% from last year. From 2 years ago, FTE is even and headcount up 2%.**
  - From last year Rangely FTE is down 31% and headcount is down 37%.
    - From 2 years ago FTE is down 14% and headcount is down 7%.
  - Craig FTE is down 18% and headcount is down 21%.
    - From 2 years ago FTE is up 11% and headcount is down 4%.
  - CCCOnline FTE is down 12% and headcount is down 9%.
  - Virtual Campus FTE is up 269% and headcount is up 650%.
- **Fall:** 1138 students have registered for 345.56 FTE.
  - **Fall FTE is up 7.5% and headcount is up 14.9% from last year. From 2 years ago, FTE is up 6% and headcount up 11%.**
    - Rangely FTE is down 2% and headcount is down 8%.
      - From 2 years ago FTE is down 10% and headcount is down 14%.
    - Craig FTE is down 11% and headcount is down 11%.
      - From 2 years ago FTE is down 19% and headcount is down 15%.
    - CCCOnline FTE is down 15% and headcount is down 23% from last year.
    - Virtual Campus FTE is up 143% and headcount is up 404% from last year.
  - Non-Concurrent Enrollment FTE is up 1.5% and headcount is up 2.3% from last year.
  - Concurrent Enrollment FTE (at all locations including Rangely and Craig) is up 25.5% and headcount is up 38.9% from last year.





**k. Foundation/Advancement**

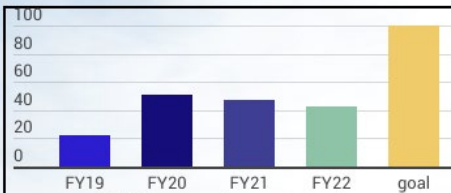
- **Alumni:** Live-chat with President and EDA held on November 3. Great session focused on learning about alumni experiences at CNCC, what made it special and life-changing, what should never change, and how they would like to continue to be involved with CNCC in the future (reunions, mentoring, speaking to students, etc.)
- **Foundation:**
  - Gift agreement signed for Cybersecurity. Will be our first endowed chair. This donor values privacy and anonymity and will not allow the gift to be publicly celebrated or announced. Thunderhead Endowment for Cybersecurity. Received first installment of \$116,000+ in October. Will be \$400,000.
  - Employee giving drive in October. Ended up with 41% of employees giving. (47% over full FY21)

# CNCC Foundation

## FY22 Employee Giving Drive

# 41%

Percent of employees who gave during the employee giving drive or are currently enrolled in the payroll deduction giving program.



Percent of full time employees who give over the past 3 years and current year. \*Current year giving is not finalized until July, so there is still time to give!

## \$5,430 total giving

Average gift: \$135.75

(Payroll gifts were annualized to get these numbers. e.g. \$10/month = \$120 for the year.)

48%  
monthly  
payroll  
donors

52%  
one-time  
cash donors

## Thank you!

- Over \$85,000 in scholarships awarded for fall 2021 semester.
- Spartans Give Day Oct. 13. Received \$1,150.
- Working with Craig PEO to expand their scholarship program to include a CNCC scholarship for a woman of non-traditional student age from Craig wishing to return to school.
- **Grants:**
  - COSI Finish What You Started awarded to college for \$246,845 over next 3 years. Matches with final 3 years of COSI CPP grant for a full time COSI Student Success Coach position. Beth Wiley has filled that position.
  - COSI Matching Student Scholarships: Starting application cycle for next year. WF-Aviation (\$10,000) submission complete. Rio Blanco County/Moffat County submission due in January (\$19,070).