

**NORTHWEST COLLEGE
BOARD OF TRUSTEES MEETING**

Monday, September 12, 2022
3 p.m. - Employee welcome back reception
4 p.m. – Business meeting
Yellowstone Building, Room 105

Zoom: <https://nwc.zoom.us/j/99532784906?pwd=UXZybFdUNVBHK0p3UmhJdm81L2dEdz09>
By Phone: (669) 900-6833 or (346) 248-7799; Meeting ID: 995 3278 4906; Password: 729270

AGENDA

- I. Call meeting to order**
- A II. Approve the agenda**
- III. Mission Moment: New Employee Introductions**
- A IV. Consent agenda**
 - Minutes**
 - A. [Approve minutes of regular meeting of August 8, 2022](#)
 - Reports**
 - A. Board President
 - B. [Board Committees](#)
 - C. [College President](#)
 - [Administrative Services and Finance](#)
 - [Academic Affairs](#)
 - [Student Services](#)
 - [Communications and Marketing](#)
 - [Constituent Group Reports](#)
 - [NWC Foundation](#)
 - [Student Center](#)
 - Financial reports**
 - A. [Check register](#)
 - B. Other financial reports
 - a. [Budget to Actual](#)
 - b. [Quarterly budget adjustments](#)
 - c. [Reserve overview](#)
- V. Discussion/informational items**
 - A. [Accreditation – Year 4 Assurance Review](#)
 - B. [PACE Survey results](#)
 - C. [Draft Strategic Plan 2030 outline](#)
 - D. [Big Horn Basin High School Report](#)
 - E. [Presidents Operational Plan 2023](#)

VI. Citizens' Open Forum (5 p.m.)

Anyone wishing to address the Board must sign in with the recording secretary. Each speaker may speak no longer than six minutes. The Board will listen to comments but will not respond to individual citizens nor ask questions.

A VII. Unfinished business

A VIII. New business

A. Course/lab fee proposal

IX. Future agenda items and follow-up on open forum topics

- A. October 10, 2022, Upcoming
 - 1. Longitudinal Enrollment report
 - 2. Marketing report
 - 3. Academic program development update
 - 4. Facilities Master Plan update
 - 5. Distribute Board self-assessment
 - 6. Schedule Winter Board Retreat
 - 7. Other TBD
- B. Future and follow-up topics

X. Announcements

- A. Paint the Town Red September 16, 2022, 4:00 p.m., Downtown Powell
- B. Vocal Jazz Academy, October 1, 2022 NPA
- C. WCCC Commission meeting October 5-6, 2022, 8:30 a.m., Gillette College
- D. Next meeting, October 10, 2022, 4:00 p.m., Yellowstone Building
- E. ACCT Leadership Congress, October 26-29, 2022, New York, NY

A XI. Adjournment

A=Action item

MISSION:



Board Priorities FY 2023

- Develop a 2030 Strategic Vision for transformational change
- Support the construction of the new Student Center
- Advocate for Northwest College and the Community Colleges
- Support the President and Campus through Campus Engagement

President's Priorities FY 2023

- Develop a 2030 Strategic Vision for transformational change
- Lead the construction of the new Student Center
- Develop and implement a comprehensive marketing plan in support of the transformational effort
- Develop a Strategic Enrollment and Retention Plan in support of the transformational effort

**NORTHWEST COLLEGE BOARD OF TRUSTEES
MINUTES OF REGULAR MEETING**

August 8, 2022

MEMBERS PRESENT: President DR. MARK WURZEL; Treasurer MS. CAROLYN DANKO; and Trustees MR. JOHN HOUSEL, MS. TARA KUIPERS, MR. BOB NEWSOME, and MR. DUSTY SPOMER

MEMBERS ABSENT: Vice President/Secretary DR. LARRY TODD

OTHERS PRESENT: MS. LISA WATSON, President; DR. GERRY GIRAUD, Vice President for Academic Affairs; MR. DEE HAVIG, Interim Vice President for Student Services; MS. JILL ANDERSON; MS. DIEDRE ASAY; MR. DUSTIN DICKS; DR. TIM GLATZER; MS. MICHAELA JONES; MS. CAREY MILLER; MS. NANCY MILLER; MR. CORY OSTERMILLER; MR. DENNIS QUILLEN; MS. LINDA SPOMER; MR. OSCAR TREVIÑO; MR. DAVE BONNER, *Powell Tribune*; and MS. KELI BORDERS, Executive Secretary to the President and Board of Trustees.

CALL TO ORDER: The regular meeting of the Northwest College Board of Trustees was called to order on Monday, August 8, 2022, at 4:01 p.m. in Yellowstone Building Conference Center.

A APPROVE THE AGENDA: **A motion was made by Trustee Kuipers and seconded by Trustee Danko to approve the agenda. Motion carried.**

A CONSENT AGENDA: **A motion was made by Trustee Newsome and seconded by Trustee Kuipers to approve the consent agenda.**

In response to a question, President Watson stated the payment to Alliant Insurance listed in the check register is for the employer's employee liability coverage and the employer's practices liability insurance. She stated there were a number of insurance policy premiums in the check register this month as it is the annual renewal period.

President Watson explained the payment to Rainmakers Irrigation reflected in the check register is for the contract work on the sprinkler system setbacks for all of the buildings. This work has taken place over the past few years.

President Watson stated that a payment for asphalt preservation was in relation to the parking lot work that as described in the Administrative Services report. This summer's work has focused primarily on slurry seal and striping of the lots that were in good condition, with the exception of the complete replacement of the FAB Annex east lot and the Trapper Main lot. Additional parking lot work will take place next summer.

Trustee Housel stated he is pleased to see the asphalt preservation work, as the parking lots often provide the first impression of the campus to individuals visiting for the first time.

Trustee Housel expressed his appreciation to the NWC Foundation for donating the 2.2 acres of land to the College for the temporary dining building site and for their continued support.

In response to a question from Trustee Housel regarding the diminishing size of candidates in job searches, President Watson stated the College is working to conduct quicker turnaround times in the hiring process to hire qualified individuals before they are hired elsewhere. She also agrees more work needs to be done in relation to compensation to become more competitive in the market. HR Director Jill Anderson attended a conference in Colorado in which she gained ideas regarding employee recruitment.

Trustee Kuipers stated she would like to acknowledge the diligent work of HR Director Jill Anderson for her efforts to recruit job candidates amidst the challenging job market that employers are currently facing.

In response to a question from Trustee Housel, President Watson stated there have been COVID cases reported on campus during the summer months. The number of cases fluctuated from week-to-week, with an entire department working from home at one point. Thankfully, most have experienced mild symptoms and there were no serious illnesses reported. She stated the College has been working on updated protocols and intends to move forward with wellness guidelines which will promote staying home when sick and working with healthcare providers, etc. The CDC continues to recommend masking and vaccination as the best prevention.

In response to a question from President Wurzel, President Watson stated the change orders for the temporary dining facility were finalized and the guaranteed maximum price is \$1.482 million. Planning and Zoning has approved the project and a formal meeting with the County Commissioners will take place later in August.

In response to a question from President Wurzel, President Watson stated the recapture/redistribution calculations have yet to be received from the state but are expected at any time.

Motion carried, and the consent agenda, including the minutes of the June 29, 2022, regular meeting and the minutes of the June 29, 2022, budget hearing, was approved.

DISCUSSION/ INFORMATIONAL ITEMS:

Policy updates review 2021-2022

President Watson shared a report outlining the various policy changes that took place in the past year and explained that limited policy work took place because of the Presidential search, the work surrounding transformational change, etc. With the start of the new academic year and the new membership on the Policy Review Committee, she expects the work to pick up as there are a number of small items that can be addressed very quickly. There could also be changes to federal regulations that will affect existing Title IX policies that will also need to be addressed.

Vendor Contract Review

President Watson explained the Vendor Contract Review that is provided to Trustees annually provides an opportunity to see who the College is contracted with. Many of the operational contracts listed on the report are ongoing in nature. The report represents vendor contracts as well as contracts in which the College is the recipient of funds.

President Watson stated Northwest College recently signed a lease with the Wyoming Department of Education for them to occupy space in the Frisby Building. There are additional state agencies who were in the Fitch Building will be displaced and are considering leasing space from the College as well.

In response to a question from President Wurzel, President Watson stated future Contract reports submitted to the Board will indicate whether the contract provides revenue to the College or if it is an expenditure.

In response to a question from Trustee Housel, President Watson stated the BOCES contract is treated like a grant, in that they provide \$100,000 to the College and the College then provides classes, equipment, administrative services, etc., equal to that amount.

Citizens' Open Forum procedure review

President Watson provided the Citizens' Open Forum Guidelines and sign-up sheet to Trustees for review.

President Wurzel inquired if Trustees would like to add the six-minute limitation as well as the requirement of refraining from using employees' names in comments to the sign-up sheet. Trustees decided it is not necessary to list the guidelines twice.

Review Residence Life Master Plan

President Watson stated that when the Residence Life Master Plan was completed in 2019, Trustees asked that it be presented every even year so the Board would not lose sight of its efforts related to housing.

In response to a question from Trustee Danko, President Watson stated repairs were made to all livable units at Trapper Village West and they are currently being rented. Originally, there were twelve units in poor enough condition the College was unable to offer them for rent. Of those, the College was able to take fixtures, cabinet doors, etc. from four in the worst condition in order to make repairs to the remaining eight and get them ready for use. Currently, Trapper Village West is only available to students and employees to rent.

President Wurzel stated he would like to clarify that while the plan recommends the demolition of Cody Hall and the sale of Trapper Village West, the College has not taken action on either proposed project.

President Watson updated Trustees on the status of the short-term items of the plan:

- Completed renovation of Trapper Village Main apartments.
- In lieu of divesting of Trapper Village West, repairs have been made to rent as many units as possible in response to a tight housing market.
- Physical Plant personnel have performed walkthroughs of Ashley Hall to determine prioritization and what phases of the renovation could be completed in-house. The project has been on hold during the pandemic as Ashley Hall has been a site for students in isolation and quarantine during the pandemic. She hopes planning for the project can be completed within the year.
- Cody Hall remains decommissioned. Heating has been shut down and limited electrical services remain that would be needed in the event of an emergency. The facility is currently being used for storage and there have been no immediate plans made for demolition.

In response to a question from Trustee Housel, President Watson stated that capital renewal projects are defined as those state buildings needing to replace or repair existing infrastructure without going through a complete renovation or going beyond the walls of the building. It is specifically designated for heating, plumbing, electrical, ADA accommodations and safety projects associated with existing buildings. The state agrees it is their responsibility to fully fund these projects. President Watson submitted a \$4 million request for the Orendorff Building to be considered for capital renewal funds. It was approved by the State Building Commission and will move forward to be considered for inclusion in the Governor's budget. If included in the budget and approved by the legislature, the project will then move to Level II and Level III design work.

Trustee Kuipers stated her appreciation of the forward thinking and

conservative approach of the Residence Life Master Plan. She inquired if the overarching strategy has changed in light of recent events, such as the pandemic.

President Watson stated that each project needs to be reviewed to determine if it continues to make sense for the College. She noted that many of the projects listed were determined to be necessary due to occupancy levels. She noted those numbers have not changed drastically since the Master Plan was created. The biggest driver of each project should be the current and long-term needs of the College. The challenge with residential life buildings is that the state does not support those buildings and all costs associated with renovations must be funded by the College.

CITIZENS' OPEN FORUM

The Citizens' Open Forum convened at 5:02 p.m. No citizens requested to address the Board; therefore, the Citizen's Open Forum adjourned.

A UNFINISHED BUSINESS:

There were no unfinished business items on the agenda.

A NEW BUSINESS:

There were no new business items on the agenda.

**FUTURE AGENDA ITEMS
FEEDBACK TO CITIZENS'
OPEN FORUM TOPICS:**

September 12, 2022, upcoming:

- Year-end budget adjustments
- Quarterly budget adjustments
- Draft Strategic Plan 2030
- Big Horn Basin High School report
- New employee introductions (past year)
- Course/lab fee proposals (for spring)
- President's Operational Plan FY2023
- Reserve Overview
- Other TBD

ANNOUNCEMENTS:

New Faculty Orientation, August 25-26, 2022, Main Campus
WCCC Commission (special) August 26, 2022, 8:30 a.m., CWC or Zoom
State of the College Address, August 29, 2022, 8:30 a.m., NPA
NWC Employee Luncheon, August 29, 2022, 11:30 a.m. Yellowstone Building
1st day of fall classes begin August 31, 2022
Next meeting, September 12, 2022, 4:00 p.m., Yellowstone Building
Paint the Town Red Event, September 16, 2022, 4:00 p.m., Powell
Vocal Jazz Academy, October 1, 2022, NPA
WCCC Commission meeting October 5-6, 2022, 8:30 a.m., Gillette College
ACCT Leadership Congress, October 26-29, 2022, New York, NY

President Watson stated the funeral service for Coach Jay Collins was held on campus on August 6th.

Trustees held a moment of silence in remembrance of Jay Collins.

A ADJOURNMENT:

The meeting adjourned at 5:03 p.m.

LARRY TODD, Vice President/Secretary

Date

Board of Trustees Committee Reports

Board Finance Committee – Chairman Carolyn Danko

No committee meeting was held in August.

Policy/ Student Success Committee – Chairman Tara Kuipers

No committee meeting was held in August.

Facilities Committee – Chairman Dusty Spomer

No committee meeting was held in August.

President's Report

September 2, 2022

State

Legislature

No meetings were held in August for the Interim Joint Education Committee or the Interim Joint Appropriations Committee. The next meetings are scheduled for September 6th, 7th and September 12th and 13th respectively.

State Building Commission

The State Building Commission (SBC) held a special meeting August 19th to discuss a proposal for additional capital construction contingency funds. The Commission approved a motion to provide \$50 million for capital construction cost overruns. The proposal moves to the Governor's office for consideration in the supplemental budget requests. The proposal did not clarify how and if the funds would be subject to match. If included in the budget and approved by the legislature, the funds could be available after the session.

Wyoming Association of Community College Trustees

WAACT continues to discuss a revised WACCT award program focused on the student. The annual 990 has been completed.

Campus

Student athletes started arriving in August for men and women's soccer and the volleyball season. Kick of Weekend was held August 27-29 and was a big success. There were 237 register participants with an average attendance of 93 in attendance at each activity. On Saturday, I attended the KOW BBQ and took in a Trapper Volleyball game along with many students. The State of the College address and strategic planning workshop was held Monday, August 29th with over 109 employees in attendance. Tuesday academic affairs hosted several in-service sessions. I was able to attend a session on counseling, ADA services and the new NWC portal. Classes began August 31 with many faculty and staff commenting on the energy and enthusiasm from the students.

On August 8th I attended the Candidates forum and Annual meeting of the Powell Economic Partnership. On August 30th I attended the Forward Cody board meeting and will be serving as an advisor going forward.

On August 14th I attended the Park County Commissioners Congressional Tour Welcome Reception and dinner. Northwest College assisted the commissioners with the tour by providing a bus during their visit from the 14th- 18th. The congressional group traveled across the Big Horn basin learning about the economy, its people, and our unique environment. On August 18th, I attended the Daniel's Fund reception along with two students who are current Daniel's Scholars. On August 18th, I met with Superintendent Jay Curtis before the school year kicked off in Powell.

Accreditation

On Thursday September 1, the Higher Learning Commission notified Northwest College that we had successfully completed the Year 4 Assurance review with no recommended monitoring. The next step in the accreditation process will be to begin a Quality Initiative project and eventually work on the institutions comprehensive evaluation in Year 10. Congratulations and commendations should be expressed to all faculty and staff for their ongoing efforts relating to accreditation and best instructional and student success practices.

Covid -19

Timed with the start of the school year, Covid Protocols have been replaced with endemic based guidelines based on self-care, support, and consideration. The college will continue to monitor health conditions and respond with changes if warranted.

Student Center

Engineering Associates, Interim Director Quillen and I attended the Park County Commissioners meeting August 23rd. The Commissioners voted to approve the building permit for the temporary dining facility.

Respectfully submitted,



Lisa M. Watson
President

Administrative Services & Finance

Northwest College

Board of Trustees Report

September 12, 2022

Respectfully Submitted: Lisa M. Watson VP of Administrative Services & Finance

Finance & Budget

- The Business Office has started the semester working with students to understand their student accounts, establish payment plans and assisting students with open items on their student accounts. In addition, first round of student refunds has been calculated and released to students.
- The payroll office along with human resources have been assisting campus with hiring students and insuring student employment paperwork is completed prior to student employees starting work.
- The Business Office and Payroll Office have been completing and submitting requests to the Wyoming Community College Commission in response to requests from various state departments.
- The Business Office completed year-end procedures. This includes final cutoff of FY 2022 expenditures, cutoff of FY 2022 revenue, capitalizing assets, and preparing schedules and pulling requests for the auditors. The annual audit started September 6th with the MHP's team working from Cheyenne.

Facilities Projects

- Physical Plant employees are repairing the last two repairable TVW apartments.
- Parking lot Maintenance is complete for the summer.
- Rodeo insulation/lighting/heating upgrades are still in work with supply issues holding back our contractors.
- Irrigation setbacks and supply well line replacement is complete.
- Custodial Team has been extremely busy with deep cleaning to be ready for the students to return.
- Touchless drinking fountains and sink faucets upgrades complete.
- Grounds Team has been busy with prepping lawns and weed control as well as working on multiple setups for all groups on campus as school begins.

Transportation Bus Miles

- 5,225 miles for the busiest August ever with trips for Soccer to Billings MT twice, Great Falls MT, Reno NV, and Ephraim/Price UT. Park County Commissioners Congressional Staffers trip through the Big Horn Basin. With stops in Powell, Lovell, Greybull, Ten Sleep, Worland, Meeteetse, Sleeping Giant and Cody over 4 days and 3 nights. International Student trips to Cody and Thermopolis twice and Sibley Lake in the Big Horns. Nineteen days with a bus on the road. Six of those days with two buses on the road. Sixteen of those nineteen days were consecutive days. One day of bus/team rescue in Great Falls MT. One week later, return to Great Falls bring the repaired bus home.
- 3,802 miles for cars and vans. 35 vehicles turned around for the month (cleaned/refueled)

Mickelson Field Station

- Closed

Completed Work Orders

- 433 completed

Information Technology

- Computing services staff finished the Audit with the state security contractor and received the draft report for review. All of the colleges in the state are doing this audit for the standard NIST 880-171 REV2. The Security Consultant stated that *“This is one of the higher scoring initial NIST assessments that I have done, which reflects the effort that the staff at NWC puts into security.”*
- Computing Services Staff have contracted with KnowBe4 for compliance software to be utilized with Ongoing Risk Assessment and Risk Management for Cybersecurity.
- Computing Services Staff finished getting upgrades and new equipment in place for Fall Semester.

Johnson Fitness Center

- The Johnson Fitness Center was open with limited hours during the month of August. Starting on August 31st the hours will be as follows:

Monday – Friday
6-8AM
11AM – 9 PM

Human Resources

- Recruiting: Please see the September Personnel Report. Student employment is busy with many student athletes arriving early on campus and looking for jobs. HR/Payroll is processing a great deal of new hire student employment documents before classes start.
- Staffing: While the College has had success in hiring quality candidates for several positions recently, the applicant pools are limited for the Finance Director and VP for Administrative Services and Finance positions. The HR Director has been working with select niche recruitment agencies for potential recruiting support for both the Finance Director and Vice President for Administrative Services and Finance roles. Extensive advertising has taken place nationally as well.
- New Faculty Orientation: The HR Director presented information regarding employment policies and employee benefits during the New Faculty Orientation on 8/25/2022 and attended the morning “meet and greet” session.
- Performance Evaluations: Supervisors and employees continue to complete their FY2022 annual performance evals for staff returning to campus.
- Compensation: The student employment rates were increased for FY2022. HR has contacted student supervisors to identify any updated job duties for the postings and to provide the recent wage increases.
- Campus Health & Safety, Covid-19 Activities: On 8/11/2022, the CDC announced that it has loosened Covid-19 guidelines and ending quarantines. In a New York Times article released on 8/11/2022, the CDC explained that it was “making changes now because vaccination and prior infections have granted many individuals some degree of protection against the virus, and treatments, vaccines and boosters are available to reduce the risk of severe illness”. <https://www.nytimes.com/2022/08/11/health/virus-cdc-guidelines.html> The HR Director

attended a Campus Health and Safety Planning meeting on 8/24/2022 to work on updating campus protocols, including employee and volunteer communications and expectations. Based on the new CDC guidance, only COVID-19 positive tested employees will now need to report their COVID-19 related test results to HR/Payroll for tracking isolation periods and leave management. Exposed employees are no longer required to report to HR/Payroll for quarantine guidance, and HR/Payroll will cease contact tracing activities. New protocols will share that exposed employees are expected to follow Wyoming Department of Health guidelines – such as wearing a high-quality mask for 10 days, and monitoring for symptoms. HR/Payroll will continue to provide employee communications, support, and tracking for employees who are isolated.

- Strategic Planning: The HR Director met with the President on 8/26/2022 to discuss assisting in the facilitation of the strategic planning sessions on 8/29/2022.

Personnel Status Report

September 2022 Trustees' Report

Search Activity to Date 8/26/2022

Position Being Searched	Hire Date	New Employee Name	Comments/Status
Fixed Term Instructor/Assistant Professor of Anatomy & Physiology			Candidate declined offer; search failed
Admissions Representative - Outreach	9/7/2022	Brooke Merkel	Brooke has a Bachelor's in Multidisciplinary Studies from Boise State University
Vice President for Administrative Services and Finance			Position has been re-opened until filled
Facilities Assistant – Utility, no CDL Required	8/1/2022	Eyob Robirds	Eyob has recently served as Interim Facilities Assistant - Grounds
Foundation Accountant			Candidates are being reviewed
Finance Director			Position has been re-opened until filled

NORTHWEST COLLEGE
FACILITIES PROJECT REPORT
Report Date : As of September 1 , 2022 - Capital Planning

	Priority	Master Plan project	Funding Source	Project	Subproject	Phase/Note	Status	BOT Project Approval Date	State Construction Management Approved Date	Completion Date	Estimated Project Cost	BOT Project Cost approval
Projects Awaiting BOT Approval												
Projects In Process												
PENDING FUNDING AND CONSTRUCTION MANAGEMENT APPROVAL												
PLANNING/START UP PHASE												
Campus	1	X	PLANT	Updated Master Plan				5/14/2018	NA	unkown	\$ 25,000	
PENDING												
Powell/ORB	TBD		Cap Renew	Orendorf Building Infrastructure Improvements			Pending Capital Renewal Approval Governor's Office	4/8/2019	Pending		\$ 4,000,000	
FY2022 See Masterplan Update												
Powell Library	1		MM	Heat Pump Replacement (3)			ongoing inhouse				\$ 29,732	
Powell/Sci & Math	1		MM	Chemistry Lab Hood Controls			Awaiting parts	12/13/2021			\$ 100,000	
Powell/Campus	1		MM	Various Parking Lot Repaires			Complete	12/13/2021			\$ 100,000	
Powell/Campus	1		MM	Campus Lighting			Bid Awarded	12/13/2021			\$ 171,000	
Trapper Arena	1		MM	Insulation/Mechanical Improvements			Inwork	12/13/2021			\$ 378,556	
FY2023 See Masterplan Update												
Powell/Campus	2		Fund 10	Ashley Hall Boiler Replacement			Boilers received pending Contract				\$45,000	
Powell/Campus	2			FAB Gas Line Replacement			Pending Start of new Student Union				\$30,000	
Powell/Sci & Math	2		MM	Chemistry Lab Hood Controls			Project on hold until May 23	12/13/2021			\$ 165,000	
Powell/AG	2		MM	Elect/HVAC/Refresh Design			pending engineering & bidding	12/13/2021			\$ 20,000	
Powell Campus	2		MM	Card Reader Access/Cameras			pending engineering & bidding	12/13/2021			\$ 700,000	
	2		MM	Asbestos Abatement for Demo			Pending Advertisement and Bidding					
Powell/DSU											\$ 200,000	
Powell/Campus	2		MM	Yellowstome MAU Replacement			On Order				\$ 120,000	
FY2024 See Masterplan Update												
Powell/S&M	3		MM	Chiller/MAU/Greenhouse Cooler Replacement			Design/Awaiting Funding				\$ 475,000	
Powell/Campus	3		MM	Various Parking Lot Replacement			Lewis & Clark/North Cabre/JFC				\$ 1,000,000	
Powell/Ag	3		MM	AG HVAC/Electrical/ADA Access			pending engineering & bidding				\$ 300,000	
PowellCampus	3		MM	Natural Gas Infrastructure			JFC/FAB Annex/Oliver/Day Care				\$ 100,000	
Powell/AG	3		MM	Elect/HVAC/Refresh Design			Pending bidding	12/13/2021			\$ 20,000	
FY2025 and beyond See Masterplan Update												

NORTHWEST COLLEGE
FACILITIES PROJECT REPORT
Report Date : As of September 1 , 2022 - Capital Planning

		Master Plan project	Funding Source	Project	Subproject	Phase/Note	Status	BOT Project Approval Date	State Construction Management Approved Date	Completion Date	Estimated Project Cost	BOT Project Cost approval
FY2026 and beyond												
See Masterplan Update												
TBD												
Budgetary Notes												
Cash Reserves												
Fund Balances			Estimated		2022							
Operating Fund (10)			@6/30/2022		\$ 4,234,625							
One Mill (11)			@6/30/2022		\$ 2,645,587							
Auxiliary(12)			@6/30/2022		\$ 494,228							
Plant Fund(70)Aux Depr			@6/30/2022		\$ 1,378,799							
Total Auxillary					\$ 1,873,027							
Plant Fund(70)Main			@6/30/2022		\$ 2,680,854							
Plant Fund(70)Major Maint			@6/30/2022		\$ 795,979							
Plant Fund(70)Emergency			@6/30/2022		\$ 953,301							
Completed												
SEE MM Report												
Powell/Library	1		MM	Elevator Upgrade			Complete	5/1/2020		8/31/2022	\$ 110,500	
Powell/Sci & Math	1		MM	Elevator Upgrade			Complete	5/1/2020		8/31/2022	\$ 110,500	
Powell/Campus	1		MM	Irrigation Change Order #8			Complete			8/31/2022	\$ 93,360	
Powell/Campus	2		MM	Various Parking Lot Repaires			Complete	12/13/2021		8/31/2022	\$ 385,313	

ACADEMIC AFFAIRS

August 2022



ACADEMIC AFFAIRS

The four-year accreditation assurance review was completed by the Higher Learning Commission Peer Review team. The team determined that all criteria for continued accreditation are met with no need for follow-up or reporting before the next scheduled comprehensive review in 2027-2028 academic year. NWC submitted approximately 500 evidence documents during the review.

ACADEMIC DIVISIONS/DEPARTMENTS

Business:

- Business Faculty worked to develop new courses for the BAS program.

Photography:

- Anthony Polvere, Associate Professor of Photography was awarded an International Studies and Foreign Language research grant from a joint project between NWC and Montana State University-Billings to bring an international perspective to our classes from the travel opportunity afforded me. In June 2023, Anthony will be doing research in Bath, England at the University of Bath and traveling to Lacock Abbey and the surrounding area. He will research, photograph and learn the calotype techniques and salt prints pioneered by William Henry Fox-Talbot in the mid 1800's during the infancy of photography.
- Christine Garceau, Associate Professor of Photography, attended the Spring Advanced Wildlife Photography Workshop May 27 – June 1, with Meg Sommers at the Yellowstone Institute in the Lamar Valley. This was an intensive hands-on workshop exploring the technical requirements of capturing high quality wildlife photography directly related to the Outdoor Photography seminar for the Photographic Communications program. Christine also Served as photography judge for the Big Horn County Fair in Basin, Wyoming August 5th. She judges the Youth, Amateur, and Professional categories.
- Jen Litterer-Trevino, Assistant Professor of photography judged the Washakie County Fair Photo contest July 27.

Nursing & Paramedic:

- Orientation and start of the semester for 70 nursing students is successful. There are 23 incoming freshmen in Powell, 23 ongoing sophomores in Powell, 16 finishing sophomores in Cody, and 8 ongoing sophomores in Cody.
- 5 Sophomore students in the Powell program took the NCLEX exam during the summer. NWC continues to have a 100% pass rate for the LPN licensure exam!
- 6 Paramedic students started the Paramedic program this week. In the first cohort of graduates from the Paramedic program in May this year, we've achieved a 100% pass rate on their Paramedic National Registry exam. The Paramedic program will submit their self-study for the accreditation agency this November and expect an accreditation visit in the spring.

STEM

- UW, together with 4-6 WY Community Colleges, including NWC, have been earmarked for a grant by the Howard Hughes Medical Institute (HHMI) to enhance scientific education in WY. The funds are from their third grant cycle - hence the IE3 acronym for Inclusive Excellence 3. The foundational aim of the grant is to facilitate

more effective transfer and completion rates of students going into Science, Technology, Engineering and Math (STEM). A special effort is being made to reach out to categories of students who are under-represented in these STEM fields. As students in our TRIO program tend to fall into these groups, several TRIO staff members have become involved with the grant activities. The endeavor is seen within a broader cross-disciplinary context of STEAM - incorporating art and design, communication, writing, etc. Plans are afoot to paint murals depicting scientific themes e.g., geological layers. If you have any questions, please reach out to Deepthi Amarasuriya or Eric Atkinson. Rachel Watson, of the University of Wyoming, is the lead for this grant.

CENTER FOR TRAINING AND DEVELOPMENT - Powell

- Wyoming Health Conference
- Conferences/Meetings- Healthy Park County, PEP, Albertsons, Homeland Security
- Construction Camp

Cody CTD

- Test proctoring
- CPR/First Aid
- 3 new Ed2Go Students

CDL Program

- 39 students enrolled program
- 3 PCSD #1 Students
- 1 Red Lodge Student
- 7 Working on their Theory
- 14 Skills and Behind the Wheel Driving
- 9 have finished the online requirements and moved to the classroom/simulator.
- 5 students attended orientation
- 5 Students passed and received their CDL's

Testing

- NWC CTD, the Cody Center and PVCE continue as a testing center for various proctoring needs in the community. We have partnered with different colleges and universities as well as local high schools.

DELTA- Dedicated to Experiential Learning Through Adventure

- DELTA –offered 11 activities that served 243 students and community members. These events included DELTA activities for Meeteetse Rec, Family Reunion Activities, AmeriCorps, Lovell BOCES, NWC International Students, NWC RA Training, Trinity, Boat Tours, Overnight Camping and Kickoff Weekend. Log on to our Facebook page - <https://www.facebook.com/nwcctd> to see all the fun pictures

Powell Valley Community Education/Rec Co-Op

- We offered classes such as fitness, Agriculture, craft, and excursions.
- Working with different NWC Departments and local organizations to offer a wide variety of classes for the fall
- 9 students completed Driver Education this month with 13 enrolled for the fall driving.
- Co-Op had 24 check outs this month

INTERCULTURAL PROGRAM

- Held our second full international student orientation for the fall semester from Aug. 22-26. For this orientation, we had 28 new international students in attendance from 12 different countries.
- Welcomed one of our Japanese agents, Mr. Samio Watanabe from the Institute for Future Leaders, to NWC for a full week from Aug. 19-22.
- Welcomed 2 Fulbright Language Teaching Assistants for the 2022-2023 academic year:
 - Karla De La Rocha Cardoza from Mexico
 - Will teach SPAN 1010 and SPAN 2030 this fall

- Naoko Ohno from Japan
 - Will teach JAPN 1010 and JAPN 1020 this fall
- With 59 new students, NWC welcomed the largest incoming class of international students
- This semester, NWC has a total of 75 students from 27 different countries
 - 59 incoming students, 16 returners
 - 2 Fulbright Language Teaching Assistants
 - 39 athletes
 - 20 for men's soccer
 - 1 for women's soccer
 - 10 for men's basketball
 - 4 for women's basketball
 - 2 for rodeo
 - 2 for wrestling
 - 4 special program students
 - 1 Congress-Bundestag Youth Exchange (CBYX) participant
 - 2 Year of Exchange in America for Russians (YEAR) program participants
 - 1 United States-Timor Lester (USTL) Scholarship Program participant
 - This is our first student enrolled at NWC through this program.
 - Top 3 countries are: Japan, Turkmenistan and the UK

HINCKLEY LIBRARY

- Conducted orientation and instruction sessions with the new nursing cohort and new faculty.
- Even though not in session, library instruction guides were accessed 271 times.
- Library website usage (1.9 sessions per user) is up 29.9% from one year ago.
- Librarians have expanded our “family-friendly” study areas.

ACADEMIC AND CAREER ADVISING CENTER (ACAC)

- New student registration was held August 8 and August 15. Virtual new student orientation was held on the evening of August 29.
- Gave a presentation to new faculty at orientation. Also did an Advising presentation at Kick Off Weekend.

PEER TUTORING SERVICE

Peer Tutoring will begin offering its services to students on Friday, September 2, and will provide over 70 hours of assistance per week for the fall semester. The center currently has eight tutors on board and assists students in Business, History, Math, Music Theory, Science, and Writing.

MONTHLY REPORT TO PRESIDENT WATSON

Student Services

August 2022



ATHLETICS:

- Volleyball is currently 6-2 on the season and hosted a great tournament during Kick-Off Weekend.
- Women's and Men's Soccer teams have traveled on two long road trips and will host their first home game on September 3rd. There are a total of 50 soccer student-athletes.
- Rodeo started practice and will compete in Cody, WY on September 9-10.
- All other teams are reporting to campus to start school. Pre-season practices will start right away and official practice will start on October 1st.

ENROLLMENT SERVICES

- August consisted of assisting students through the registration and enrollment processes for the Fall semester via face-to-face and distance methods.
- Completed Summer semester graduation processes.
- Continued to monitor course waitlist processes to assist students with their enrollment.
- Continued work on Element 451 CRM system for recruitment purposes and web content.
- Completed the hiring of a new Admissions Representative who will provide additional recruitment outreach.
- Completed the final two summer New Student Orientation sessions. These events were provided both virtually (Zoom) and in-person throughout the months of June, July, and August.
- Hosted and informed the new Resident Assistants about Enrollment Services as a part of their training processes.
- Ongoing Campus tours for prospective and newly enrolled students.
- Administered Accuplacer and Aleks Placement tests to new and returning students in preparation for the Fall semester.
- Preparation and registration for Wyoming, Montana, and Idaho college fairs. College Fairs have returned to in-person for the 2022 academic year versus online during the 2021 year.
- Ongoing work to update and complete the 2022 recruitment and enrollment publications.

FINANCIAL AID

- The Financial Aid office continues to counsel and package students for the 2022-23 award year.
- Began preparations to file the annual federal *FISAP (Fiscal Operations Report and Application to Participate)* report, due September 30th.
- Continuing to monitor the US Dept of Ed as it releases information regarding its *Student Debt Relief* and *Fresh Start* initiatives.

GEAR UP

- NWC GEAR UP successfully finished the Year 5 Service year on August 15, 2022.
- School supply distribution/financial aid information parent meetings have been occurring at all of the communities served by NWC GEAR UP. Approximately 200 backpacks loaded with school supplies have been distributed.
- NWC College Freshmen Orientation was held August 30th. This event included information on GEAR UP programming and expectations for the 2022-23 school year, introduction to campus services, TRiO registration and supply distribution. In addition to school supplies, freshmen living on campus received laundry detergent, sanitizing supplies, and towels.

- There are thirteen GEAR UP freshmen and fourteen returning sophomores attending Northwest College this year.

RESIDENCE LIFE

Housing

- Room placements
- RA training
- Residence Hall and apartment preparation for student move in
- Checking in Soccer, Volleyball, Rodeo and International students

Security

- Prepping for upcoming year
- Assisted with RA training and Kick-Off Weekend

Activities

- Preparation for Kick-Off Weekend
- Planning for the upcoming semester's activities and intramurals
- Assisted with Paint the Town Red planning

STUDENT SUCCESS CENTER

Student Success Center Usage- In Office

- 30 visits in August
- 466 cumulative visits for calendar year 2022
- Proctored 84 placement tests
- New Student Registration events
- Group Placement Testing for International students
- Childcare Assistance Grant Facilitator

Counseling Services

- 1 Counseling session (includes face-to-face, Zoom and phone).
- 5 after hours contacts
- Tracking and follow up of COVID Connection Cases
- Attended Residential Directors Meetings
- Behavioral Intervention Team Meetings
- Continuing Education Webinars
- Created and started to implement Childcare Emergency Assistance Grant
- RA Training for FA2022
- Presented to Academic Affairs

Disability Services

- 30 Disabilities sessions (includes face-to-face, Zoom and phone).
- 113 Students registered with Disability Services for FA 22
- 176 Accommodation letters processed for FA 22
- Process Coordinator for 2 service and emotional support assistance animal requests
- Meeting with future students
- Presented to Academic Affairs

TITLE IX

- Trained 18 new RA's on Title IX policy and procedures.
- Trained 48 freshman for Kick-Off Orientation about Title IX policy & procedures at NWC.
- Trained 17 RA's on Bystander Intervention techniques.
- Trained 56 Volleyball and Soccer student-athletes about Title IX policy and procedures.
- Trained 5 new faculty members on Mandated Reporting responsibilities.
- Presented a 30-minute in-service update to academic faculty and staff on Title IX statistics, latest changes and mandated reporting.

- Total students trained this month is 144.
- Performed nine individual Title IX prevention and awareness functions with students, Title IX team and administration.
- Update training requirement on Title IX webpage for Title IX Team.
- Confirm annual training for two Title IX team members.
- Complete new Power Point training module on cross examination and relevance for all process advisors.
- Send email out to basketball, rodeo and wrestling coaches to schedule training date and time.
- Create new training module platform for Kick-off orientation.
- Prepare outline for training new faculty and Power Point slides for in-service faculty training.
- Attend one day training seminar in Lander by Wyoming Coalition on Sexual Violence and Sexual Misconduct.
- Send email to all FYS faculty requesting time to train in classrooms. Scheduled time with 12 out of 18 classes.
- Participate with Student Service group to serve dinner to men and women's soccer team members.
- Begin review of ASR report
- Place 24 new Title IX posters around campus. Distribute over 350 Title IX brochures around campus and in each resident mailbox in three halls.

TRIO STUDENT SUPPORT SERVICES

- Received Grant Award Notification (GAN) for TRIO SSS Grant for 2022-2023 for \$293,952 which is the same as last year. NWC TRiO is in year three of the five-year grant period.
- Conducting search for the Professional Staff Position of Academic Success Associate.
- 25 of 28 summer school students and 3 out of 10 students working on incompletes successfully completed their classes with a C or higher.
- Serving 24 Jump Start Students who applied to participate in TRiO during the summer. Some are taking summer classes, and some will start Fall 2022.
- Continuing to help graduates who are transferring.
- Distributed food to at least 12 families/26 people.
- Participated in Advocating for Chronic Illness Workshop, Kick-Off Weekend and GEAR UP Freshmen Orientation.
- Preparing for next year—updating website, digitizing TRiO application, marketing and information materials, cleaning and updating TRIO Center, finalizing records for 21-22.

Monthly Report to President Watson

August 2022

HIGHLIGHTS

- Members of CMO recently participated in the opening day "Strategic Plan 2030 Tactics" workshop
- Contributed to the FA22 Paint the Town Red planning committee efforts

STRATEGIES SERVED

Promotional activities for:

Recruiting and Registration

- Completed a full re-design of 25 academic program brochures (by academic area), printed in time to send on the road with recruiters this fall
- Promotional campaign for the FA22 Childcare Grant (funding provided by Wyoming DFS)
- Assisted Trapper Bookstore with disseminating FA22 marketing collaterals
- Standing FY19-FY23 Enrollment Campaign initiatives

Retention & Completion

- Kick-off Weekend promotional activities
- Updated Title IX informational collaterals
- Signage designed, produced, and installed for Cody High School's "Northwest College Study Room"

Foundation & Alumni

- Foundation Annual Report

Community

- Disc Golf Tournament (Kick-off Weekend)
- News releases for: the CCSmart partnership, the return of Coach Andy Ward, President Watson's attendance at Presidents Academy Summer Institute, our 2022-23 UISFL Grant awards, and for our 2022-23 Fulbright teaching assistants

Other

- Completed the Orendorff office signage project (began in 2019 but interrupted by higher priority pandemic response operational work)

PRINTING SERVICES

- 25 offices/programs/areas served
- 66 projects completed
- 25,917 pieces printed

CMO & PRINTING SERVICES STAFF

Carey Miller

Communications & Marketing Director

Tim Carpenter

Communication / Web & Social Media Specialist

Jeremiah Howe

Marketing / Graphic Design Specialist

George Laughlin

Printing Services Supervisor

Kim Lawson

Printing Services Specialist

The Mission of **Northwest College** is to ...

Cultivate
community

Prepare
students
for transfer,
career and life

be **Student
centered**

Retain
and graduate
students

be Forward
thinking

ANALYTICS REPORT SUMMARY

AUGUST 2022



COMMUNICATIONS & MARKETING

Report Summary and Highlights

Includes components for digital advertising (including paid social, search and display campaigns), for our social media efforts on the main college social accounts (Facebook, Instagram and Twitter), as well as a traffic report for the college's central website at nwc.edu.

Comparisons to the previous month are colored **up**, **down** or **flat or n/a**, with the exception of the website report (which is compared to previous year).

- Our various **Facebook/Instagram network campaigns** (paid posts) reached **33K** people, for a total of **103K** impressions, for a click-through rate of **2.54%** overall and **1.94%** for our enrollment campaign ads. *Note: the 2021 average click-through rate for educational institutions is 0.73% — our ads are still out performing the average.*
- Our **organic Facebook efforts** (non-paid posts) saw a total of **194K** impressions with **10K** engagements and **1,150** post link clicks. Engagement rate per impression is **5.3%**.
→ Women ages 25-34 have a higher potential to see our content and visit our Facebook page (67/32/1 % split by female, male, or not specified)
- Our **organic Instagram** account (non-paid posts) saw a total of **40K** impressions (up 89%) with **1254** (up 64%) engagements and **28** profile actions (clicks). Engagement rate per impression is **3.2%**.
→ Women ages of 18-24 currently appear to be the most active with our Instagram (30/53/17 % split by female, male, or not specified)
- Our **organic Twitter** account (non-paid posts) saw a total of **1,697** impressions with **115** engagements, **13** post link clicks. Engagement rate per impression is **6.8%**.
→ *NOTE: Twitter no longer reports our visitor demographics (gender, age etc.)*
- Our website at **nwc.edu** had **19.4K*** users for a total of **104K*** pageviews this month, with **40K*** user sessions broken out like this:
 - **21K** sessions coming from search engines (like Google and Bing—*this is why Search Engine Optimization is important*)
 - **16K** sessions coming direct (from bookmarks, email links or typed-in web addresses)
 - **.5K** sessions coming from paid marketing
 - **1K** sessions coming from organic (unpaid) social posts
 - **1K** other (from other sites that link to nwc.edu)

**color key for nwc.edu analytics compares to previous year (not previous month).*

ADVERTISING REPORT

AUGUST 2022



COMMUNICATIONS
& MARKETING

Facebook and Instagram | Paid advertising and post/event boosts

Campaign name	Reach	Impressions ↓	Link clicks	CTR (all)
Q1-FY23-EC - Trads	16,672	39,658	718	1.95%
Event: 5th Annual Paint the Town Red	5,570	22,156	140	4.41%
Q1-FY23-EC - NonTrads	3,252	14,644	290	2.78%
Post: "Through funding provided by the John P. Ellbogen..."	3,733	9,006	4	0.10%
Event: New Student Registration	2,946	8,257	38	1.95%
Post: "If childcare costs are an obstacle that may..."	3,009	7,296	5	3.30%
Total results 8 / 8 rows displayed	32,696 People	102,756 Total	1,238 Total	2.54% Per Impressions

August breakdown of FY23-Q1 Enrollment Campaign ads

Campaign name	Ad Set Name	Ad name	Reach	Impressions	Link clicks	CTR (all)
Q1-FY23-EC - NonTrads	All	All	3,061	12,983	257	2.81%
	Q1-FY23-EC - NonTrads	All	3,061	12,983	257	2.81%
		Q1-FY23-EC - Location - NT	1,500	3,126	47	1.89%
		Q1-FY23-EC - Quality - NT	2,119	7,206	152	3.14%
		Q1-FY23-EC - Experience - NT	—	—	—	—
		Q1-FY23-EC - Value/Affordability - NT	1,020	2,651	58	3.02%
Q1-FY23-EC - Trads	All	All	17,096	39,246	592	1.65%
	Q1-FY23-EC - Trads	All	17,096	39,246	592	1.65%
		Q1-FY23-EC - Location - Trad	9,123	16,958	201	1.37%
		Q1-FY23-EC - Quality - Trad	8,879	16,729	273	1.74%
		Q1-FY23-EC - Value/Affordability - Trad	3,380	5,559	118	2.25%
		Q1-FY23-EC - Experience - Trad	—	—	—	—
Total results 12 / 12 rows displayed			20,178 People	52,229 Total	849 Total	1.94% Per Impressions

SOCIAL MEDIA REPORT

AUGUST 2022



COMMUNICATIONS
& MARKETING



Facebook | facebook.com/NorthwestCollegeWyo

Performance Summary

View your key profile performance metrics from the reporting period.

8/1/2022 – 8/31/2022 vs 7/1/2022 – 7/31/2022

Impressions

193,765 ↗ 6.2%

Engagements

10,255 ↗ 3.1%

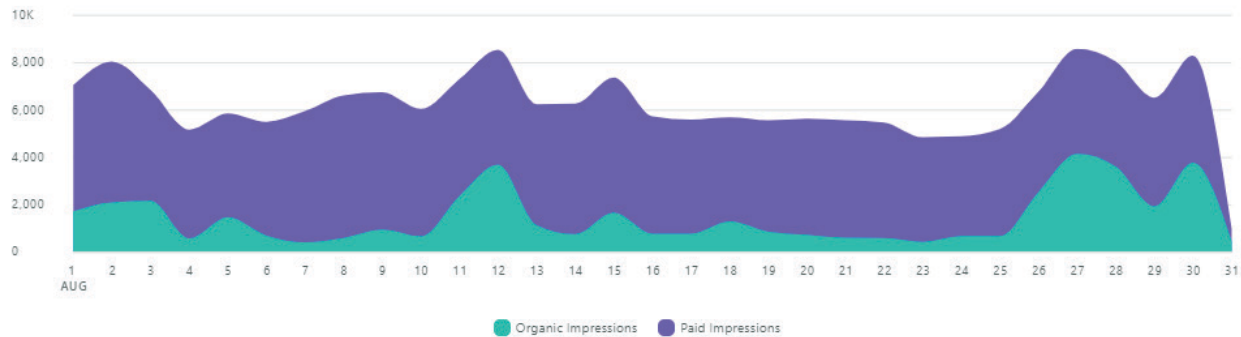
Post Link Clicks

1,150 ↘ 16.7%

Impressions

Review how your content was seen by the Facebook community during the reporting period.

Impressions Breakdown, by Day



Impression Metrics

Totals % Change

Total Impressions

193,765 ↗ 6.2%

Organic Impressions

44,065 ↘ 44%

Paid Impressions

148,105 ↗ 44.1%

Average Daily Impressions per Page

6,250.48 ↗ 6.2%

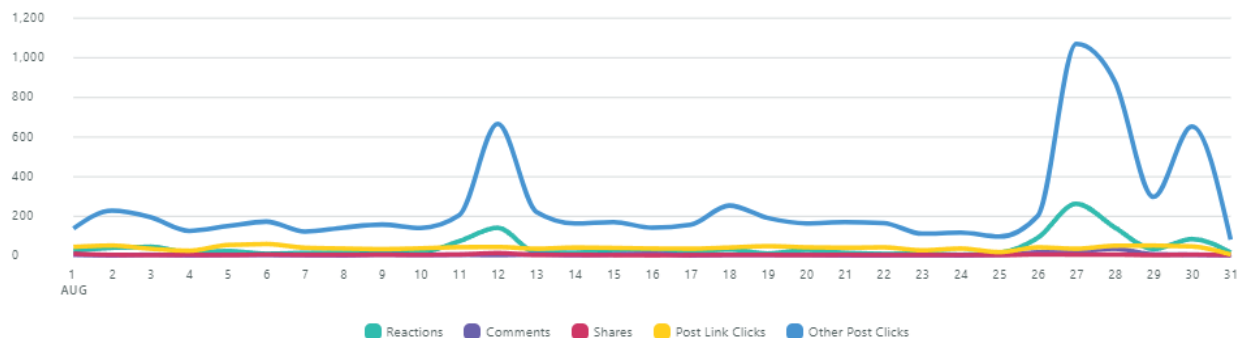
Average Daily Reach per Page

4,916.74 ↗ 16.8%

Engagement

See how people are engaging with your posts during the reporting period.

Engagements Comparison, by Day



SOCIAL MEDIA REPORT

AUGUST 2022



**COMMUNICATIONS
& MARKETING**

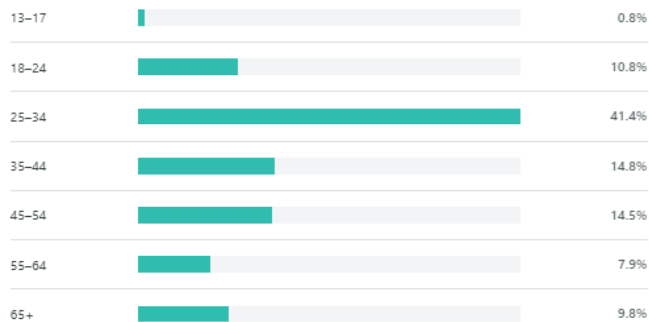


Facebook | facebook.com/NorthwestCollegeWyo

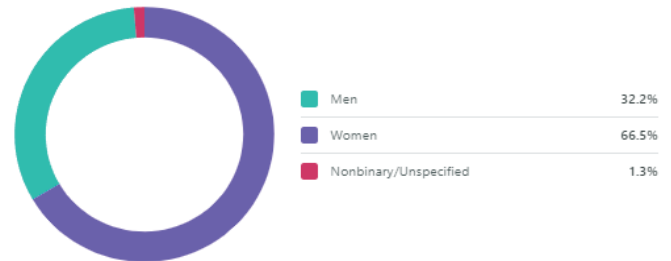
People Engaged Demographics

Review the average daily user demographics of the people who took action on your page during the reporting period.

People Engaged by Age 1



People Engaged by Gender 1



Women between the ages of **25-34** have a higher potential to see your content and visit your Page.

Top Posts

Review your top posts published during the selected time period, based on the post's lifetime performance.

Descending ▼ by Lifetime Engagements

Northwest College
Sat 8/27/2022 4:19 pm PDT

Another year is underway at Northwest College. Our students have been arriving throughout the day and more will be moving in on Sunday. They've got a few days of fun kickoff activities before class...

Total Engagements	1,145
Reactions	142
Comments	5
Shares	6
Post Link Clicks	—
Other Post Clicks	992

Northwest College
Sat 8/27/2022 4:19 pm PDT

Total Engagements	1,064
Reactions	128
Comments	5
Shares	6
Post Link Clicks	—
Other Post Clicks	925

Northwest College
Sat 8/27/2022 4:19 pm PDT

Total Engagements	1,064
Reactions	128
Comments	5
Shares	6
Post Link Clicks	—
Other Post Clicks	925

SOCIAL MEDIA REPORT

AUGUST 2022



COMMUNICATIONS
& MARKETING



Instagram | [instagram.com/northwestcollege](https://www.instagram.com/northwestcollege)

Performance Summary

View your key profile performance metrics from the reporting period.

8/1/2022 – 8/31/2022 vs 7/1/2022 – 7/31/2022

Impressions

39,055 ↗89.3%

Engagements

1,254 ↗64.4%

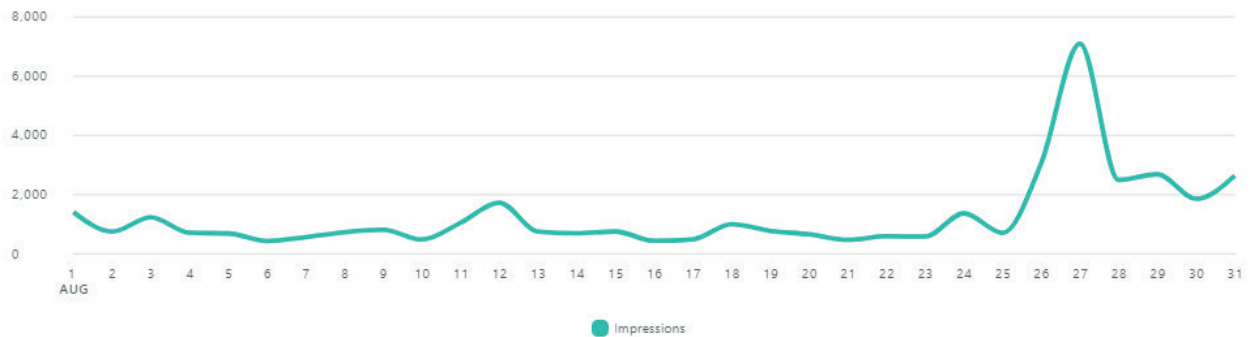
Profile Actions

28 ↗180%

Impressions

Review how your content was seen by the Instagram community during the reporting period.

Impressions, by Day



Impression Metrics

Impressions

Average Daily Impressions per Profile

Average Daily Reach per Profile

Totals

% Change

39,055 ↗89.3%

1,259.84 ↗89.3%

644.65 ↗77.9%

Engagement

See how people are engaging with your posts, stories, and reels during the reporting period.

Engagements Comparison, by Day



SOCIAL MEDIA REPORT

AUGUST 2022



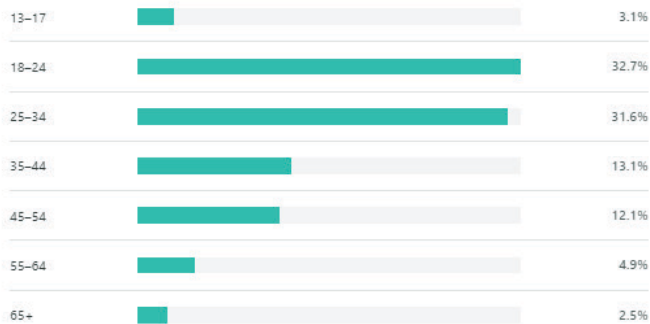
COMMUNICATIONS
& MARKETING



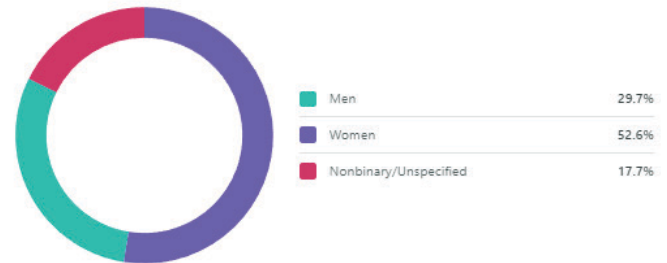
Audience Demographics

Review your audience demographics as of the last day of the reporting period.

Audience by Age 1



Audience by Gender 1



Women between the ages of 18-24 have a higher potential to see your content and visit your Page.

Top Posts

Review your top posts, stories, and reels published during the selected time period, based on the post, story, or reel's lifetime performance.

Descending ▾ by Lifetime Engagements

northwestcollege
Tue 8/30/2022 5:35 pm PDT

It's good to see our students back on campus, having fun, and enjoying each other's company. Kickoff Weekend is behind us and it starts for real Wednesday. #NWCwyoming #TrapperPride

Total Engagements	229
Likes	225
Comments	3
Saves	1

northwestcollege
Wed 8/31/2022 11:25 am PDT

Well, well, well, look who showed up for the first day of classes. Pus Pus is back from his own summer break and making the rounds. He certainly knows where the action is. #NWCwyoming

Total Engagements	219
Likes	213
Comments	4
Saves	2

northwestcollege
Sat 8/27/2022 11:59 am PDT

Res life coordinator Chris Dugger gave us a lift from Colter Hall across campus during Saturday's move-in. #NWCwyoming

Total Engagements	157
Likes	150
Comments	4
Saves	3

SOCIAL MEDIA REPORT

AUGUST 2022



**COMMUNICATIONS
& MARKETING**



Twitter | twitter.com/NWCWyo

Performance Summary

View your key profile performance metrics from the reporting period.

8/1/2022 – 8/31/2022 vs 7/1/2022 – 7/31/2022

Impressions

1,697 ↗166%

Engagements

115 ↗505.3%

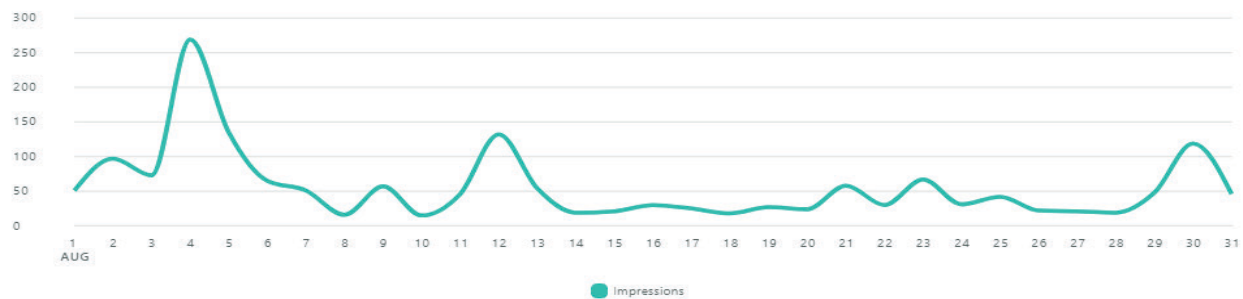
Post Link Clicks

13 ↗1,200%

Impressions

Review how your content was seen by the Twitter community during the reporting period.

Impressions, by Day



Impression Metrics

Impressions

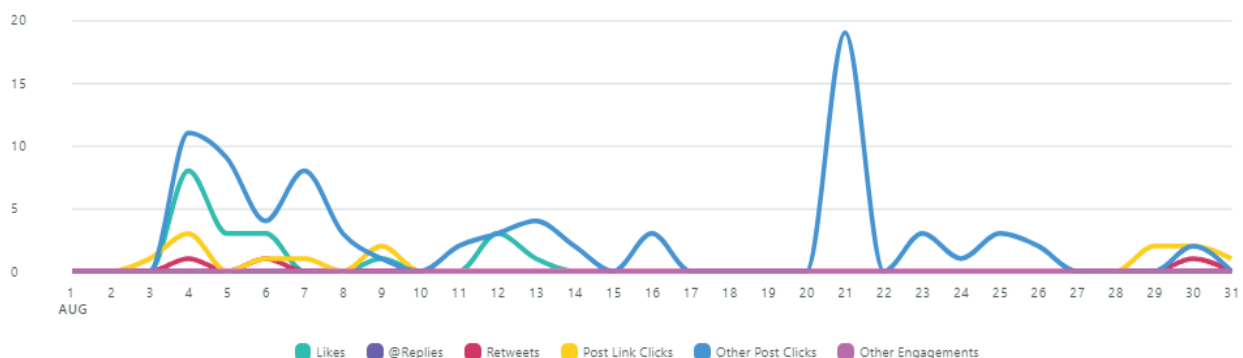
Totals % Change

1,697 ↗166%

Engagement

See how people are engaging with your posts during the reporting period.

Engagements, by Day



SOCIAL MEDIA REPORT

AUGUST 2022



COMMUNICATIONS
& MARKETING



Twitter | twitter.com/NWCWyo

Top Posts

Review your top posts published during the selected time period, based on the post's lifetime performance.

Descending ▾ by Lifetime Engagements

@NWCWyo
Wed 8/3/2022 11:09 pm UTC

Funeral services for NWC men's basketball coach Jay Collins will be Saturday, August 6, at 10 a.m. in the Yellowstone Building on the Northwest College campus. The family has set up a Jay Collins Men...

Total Engagements	82
Likes	16
Comments	0
Shares	2
Post Link Clicks	8
Other Post Clicks	56
Other Engagements	0

@NWCWyo
Fri 8/12/2022 4:08 pm UTC

NWC announces Andy Ward as interim men's basketball coach for 2022-23. Ward is returning to NWC after previously serving as head coach for five seasons from 2007-12 #NWCwyoming

Total Engagements	20
Likes	3
Comments	0
Shares	0
Post Link Clicks	—
Other Post Clicks	17
Other Engagements	0

@NWCWyo
Mon 8/29/2022 11:19 pm UTC

Get geared up in the best way possible, with deep discounts at <https://t.co/G8EAgXlq97>. A representative will also be on campus this week from 9 a.m.-6 p.m., Monday and Tuesday, and from 9...

Total Engagements	7
Likes	0
Comments	0
Shares	1
Post Link Clicks	3
Other Post Clicks	3
Other Engagements	0

WEBSITE TRAFFIC REPORT

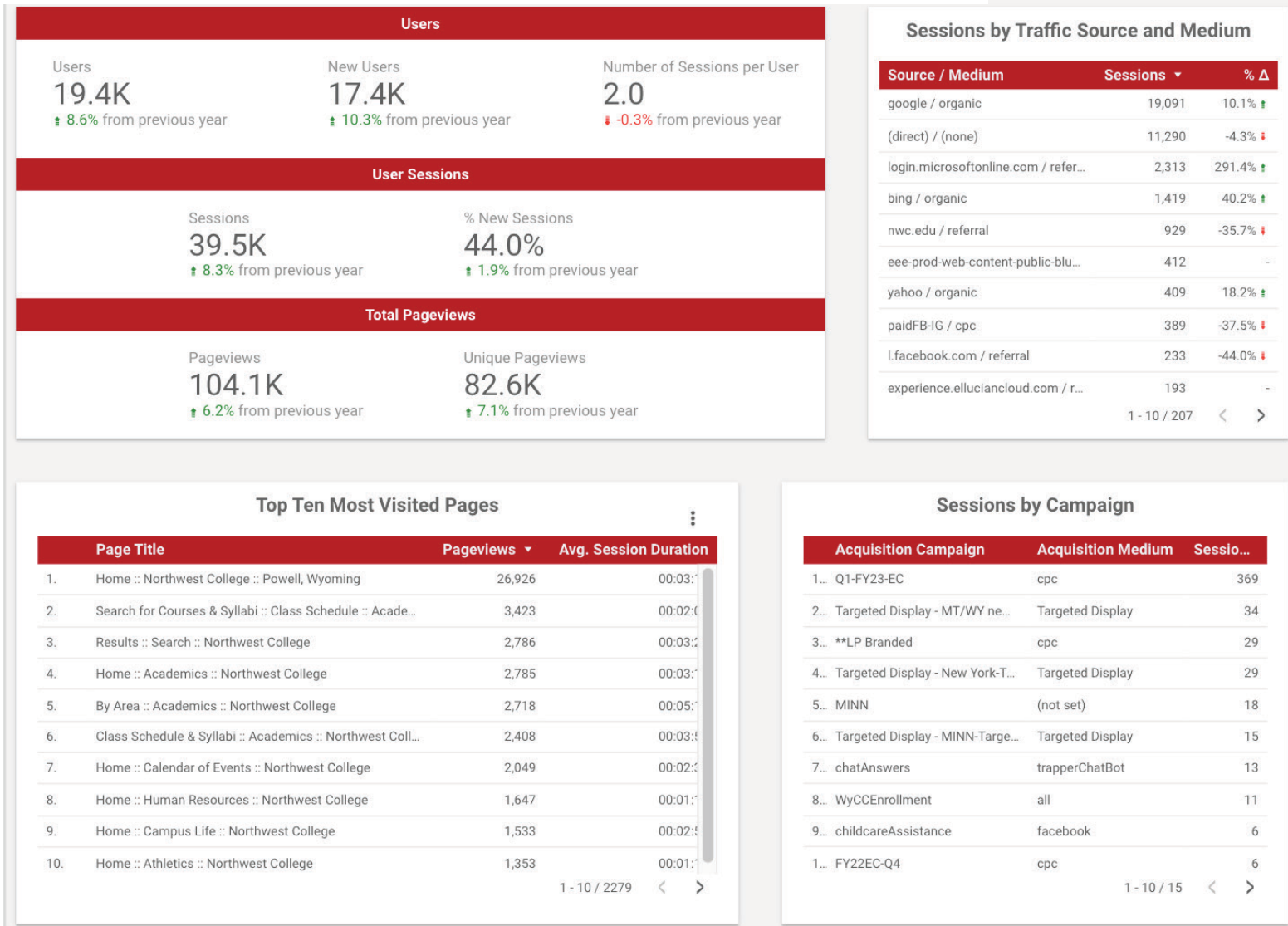
AUGUST 2022



COMMUNICATIONS & MARKETING

 Google Analytics: nwc.edu

Aug 1, 2022 - Aug 31, 2022



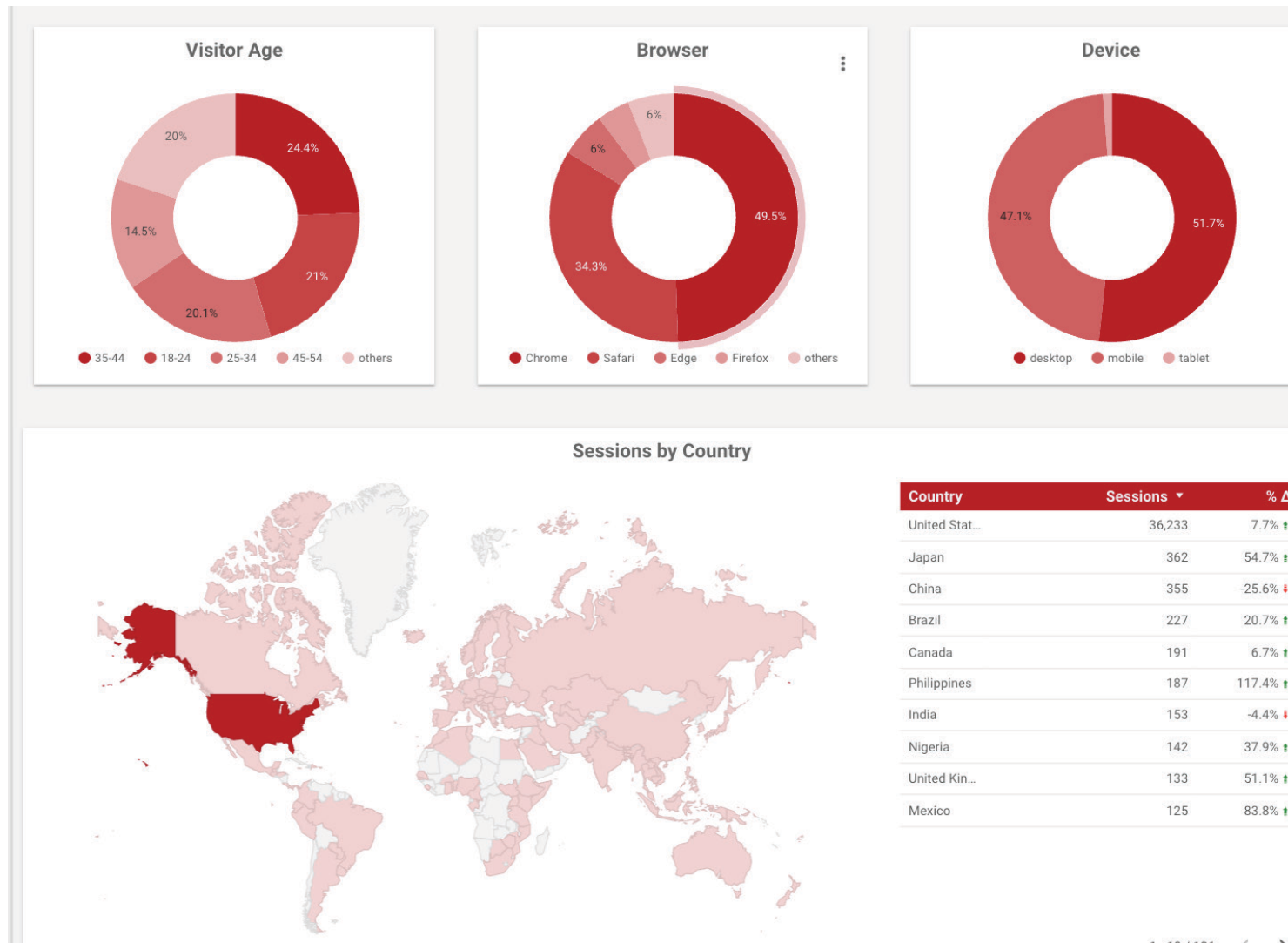
WEBSITE TRAFFIC REPORT

AUGUST 2022



COMMUNICATIONS
& MARKETING

G Google Analytics: nwc.edu | Visitor Age | Browser | Device | Sessions by Country



WEBSITE TRAFFIC REPORT

AUGUST 2022



COMMUNICATIONS
& MARKETING

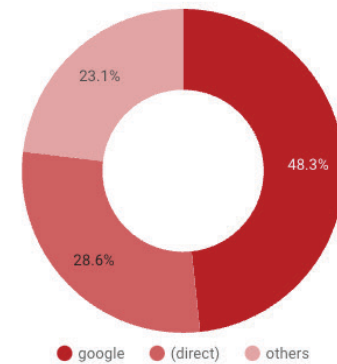
G Google Analytics: nwc.edu | Search Terms and Social Traffic

Organic (Not Paid) Search Terms

	Search Term	Use...	Sessions
1.	bookstore	60	5
2.	Calendar	47	20
3.	transcripts	23	0
4.	calendar	23	3
5.	transcript	22	1
6.	Bookstore	21	5
7.	academic calendar	18	1
8.	Academic calendar	17	5
9.	Financial aid	17	2
10.	nursing	17	0
11.	book store	16	1
12.	housing	13	3
13.	tuition	12	1
14.	trio	10	0
15.	financial aid	10	1
16.	Map	9	8
17.	moodle	9	0
18.	library	9	0
19.	Tuition	9	2
20.	campus map	8	0
21.	map	8	0

1 - 100 / 1461 < >

Social Traffic



Social Network	Sessions	% Δ
Facebook	471	-19.9% ↓
Twitter	171	106.0% ↑
Instagram	15	400.0% ↑
LinkedIn	8	166.7% ↑
Snapchat	2	100.0% ↑
Instagram Stories	1	-83.3% ↓
reddit	1	-
Vimeo	1	-

1 - 8 / 8 < >



Classified Staff

September 2022

Classified Staff Summer Activities

June – The Executive Committee, in collaboration with the Professional Staff Executive Committee, adopted a flower bed between the Orendorff Building and the Hinckley Library to assist in campus beautification. With the help of Physical Plant work-study student, Zach Heny, we removed old growth and shrubs and replaced them with perennial plants to create a butterfly garden. The bed is doing very well.

July – To show our appreciation for the hard work of our custodial staff the Executive Committee served them a potluck breakfast.

We did the same in collaboration with the Professional Staff Executive Committee, for the staff of our Building and Grounds crew. This time we served them breakfast tacos from Pepe's.

August – With the return of athletes to our campus, the Executive Committee signed up to provide a meal for the 53 soccer players and one for 14 volleyball players. This was followed by a Welcome Back breakfast for the Classified Staff that occurred just before classes began.

We are looking forward to a busy fall semester.

2022 – 2023 Classified Staff Executive Committee:

Nancy Gilmore – President

Holly Berryman – President Elect

Dezarae Sipe – Recording Secretary

Kara Warren, Denise Kobbe, Jennifer Cannizzaro, Joe Atkinson - members

Board Report from Faculty Senate

September 2022

The new school year is beginning and the faculty have reconvened following summer break. We began our new school year continuing our discussion of institutional transformation through a series of breakout discussions after the State of the College Address. These talks were well attended and ideas in many directions were advanced, showing the diversity, resilience, and creativity our institution. The faculty intends to continue to shape these discussions as they continue to unfold.

This semester, we are delighted to acknowledge the new faculty members joining our ranks, including two Fulbright Scholars who will be working in our foreign language department. This semester, we extend our warmest welcome to

- Joshua Chavarria, Fixed Term Instructor of Emergency Medical Services
- Cammy Rowley, Fixed Term Assistant Professor of Education
- Naoko Ohno, Fulbright Language Teaching Assistant, Japanese
- Karla de la Rocha Cardoza, Fulbright Language Teaching Assistant, Spanish
- Nikki Hoellwarth, Adjunct Faculty

The faculty looks forward to this new school year, with new students, new colleagues, and new opportunities in store.

Respectfully submitted,

Timothy J. Glatzer

Associate Professor of Mathematics

September 2022

Summer Events

Professional Staff had a busy summer with many of its members helping with new student registrations, community outreach events including summer parades and Park County Fair, and welcoming students back on campus during Kick-Off Weekend and orientation. We are all so excited to have our students back on campus.

Campus Service

Professional Staff had the opportunity to join forces with Classified Staff to offer some much-needed show of support and care for two groups on campus this summer.

- *Facilities Worker Appreciation Breakfast*- together with Classified Staff we provided a thank you breakfast for our incredible Facilities Team whose hard work keeps our buildings and grounds working seamlessly.
- *Soccer Team Dinner*-we partnered again with Classified Staff to provide our women's and men's soccer team with a delicious dinner of pizza, side salads and dishes, and desserts. These dinners are so important to the student athletes not only because the dining hall hasn't opened yet, but also because it gives us a change to start a personal relationship with our students and grow connections.

Comings and Goings

In the past several months, we have welcomed these people to Professional Staff:

- **Andy Ward**, *Interim Men's Basketball Coach*
- **Brooke Merkel**, *Admissions Representative – Outreach*
- **Jacob Price**, *Admissions Representative – Data Analysis*
- **Jeremy Herrera**, *Computing Services Coordinator – Network Administrator*
- **Keli Borders**, *Executive Secretary to the Board of Trustees and College President*
- **Mandy Joy**, *Interim Facilities Supervisor – Custodial*
- **Susan Larsen**, *Financial Aid and Scholarships Technician*

In the past several months, we've said goodbye to these Professional Staff:

- **Dalton Banks**, *Interim Admissions Representative*
- **Kim Kost**, *Student Success Program Associate – TRIO*
- **Mary Ford**, *Custodial Supervisor*

We thank them for their work while at NWC and wish them the best in their future endeavors.



nwc.edu/mission



nwc.edu/vision



TO: Lisa Watson, NWC President
FROM: Shelby Wetzel, NWC Foundation Executive Director
RE: NWC Foundation Activities for August 2022

NWC Foundation Board/Operations:

- Initiated Foundation Strategic Plan development process.
- Working with vendor to execute conversion to a new accounting software.

Fundraising:

- Organizing volunteers for Vibrancy Campaign/Student Center solicitations.
- Facilitating named Athletic Scholarship gifts with individual donors. Also collaborating with Trapper Booster Club board and coaches regarding membership drive. Coordinating banners for Cabre gym and at the soccer field with area businesses. Helping organize an Athletics social event to promote the upcoming athletic seasons.
- Preparing solicitation materials for the Friends of Northwest Music.
- Strategizing for fall annual fund solicitation mailings to past alumni donors and community supporters.
- Continued cultivation and solicitation work with top-level donor prospects and performed follow-up regarding pledges and gift documents.

Marketing/Events:

- Developed content plans for upcoming TrapperLink email update as well as the fall Alumni and Friends publication.
- Distributed the Foundation's 2021 Foundation Annual Report.
- Planning for NWC Alumni Association Board meeting on September 17. Following the meeting, board members will welcome NWC Retirees for reception/reunion activity at the Nelson House.
- Helping coordinate mystery writer Anne Hillerman for the Wasden Reading on September 29.
- Collaborating in planning for Taste the Nation Dinner on October 13 featuring a French theme as we say Bon Voyage to Richard and Harriet Bloom-Wilson who are moving to be near family.

Miscellaneous:

- Conducted employee search for the Foundation Accountant position.
- Continued collaborations with Financial Aid to award 2022-2023 scholarships.
- Participating in planning for Paint the Town Red activities.

September 2, 2022

TO: Board of Trustees

FROM: Lisa M. Watson, President, VPASF

RE: Student Center Project Update

The Student Center project continues to move forward according to schedule.

Temporary Dining Facility

On August 23, 2022, Engineering Associates, the Director for Physical plant, and President Watson attended the Park County Commissioners' meeting. The Commissioners met and approved the building permit for the temporary dining facility. Fencing is up, and dirtwork, which includes utilities, has commenced. The contractor, architect, and College meet weekly to discuss progress. The guaranteed maximum price is \$1,482,155.

Student Center Building

Construction documents are now at 100% completion. The bid date is still slated for mid-September. The State Building Commission held a special meeting to discuss inflated costs for capital construction projects. An additional \$50 million was approved to move forward as a budget exception request for the Governor and next legislative session. State Building Construction continues to be worried about inflation, supply chain, cost overruns for all projects. The NWC project has been discussed as the best designed and value engineered project pending construction.

Temporary Kitchen Facilities

President Watson and Commissioner Overfield have spoken several times on the fairgrounds agreement. With the primaries complete, a draft is expected by mid-September

Cost and Funding Overview	Level 2 Design	Level 3 before Value Engineering	L3 Value Engineer Student Center	Alternative 1- Temporary Dining Facility	Alternative 2- Outdoor Recreation	Total Project with Alternatives
Total Project Cost	\$ 21,147,758	\$ 26,198,815	\$ 20,614,560	\$ 1,482,155	\$ 1,865,001	\$ 23,961,716
Less: State of Wyoming Funding	\$ (10,573,879)	\$ (13,099,408)	\$ (10,307,280)	\$ (741,078)	\$ (932,500)	\$ (11,980,858)
Northwest College Portion	\$ 10,573,879	\$ 13,099,408	\$ 10,307,280	\$ 741,078	\$ 932,500	\$ 11,980,858
Northwest College Financing Costs	\$ 55,000	\$ 75,000		\$ -	\$ -	\$ -
Northwest College Estimated Project Total	\$ 10,628,879	\$ 13,174,408	\$ 10,307,280	\$ 741,078	\$ 932,500	\$ 11,980,858
NWC Foundation Capital Campaign	\$ (3,500,000)	\$ (3,500,000)	\$ (3,500,000)		\$ -	\$ (3,500,000)
Foundation Support - Other Endowments	\$ (850,000)	\$ (850,000)	\$ (850,000)	\$ (500,000)		\$ (1,350,000)
Other					\$ (150,000)	\$ (150,000)
NWC Reserves/ Fees/ Other	\$ (4,699,774)	\$ (4,699,774)	\$ (5,957,280)	\$ (241,078)	\$ (782,500)	\$ (6,980,858)
NWC Financing Needed	\$ 1,579,105	\$ 4,124,634	\$ -	\$ -	\$ 0	\$ 0
Final NWC Foundation Support	\$ 4,350,000	\$ 4,350,000	\$ 4,350,000	\$ 500,000	\$ -	\$ 4,850,000
Other Funds					\$ 150,000	\$ 150,000
Final NWC Contribution	\$ 6,278,879	\$ 8,824,408	\$ 5,957,280	\$ 241,078	\$ 782,500	\$ 6,980,858

September 1, 2022

TO: Lisa M. Watson, President

FROM: Brad Bowen, Finance Director

RE: Check Register

The following is a summary of the checks processed during the month

	Supplies	Servs/Fees/ Repr/ Maint	Assoc/Travel / Misc	Utilites/Ins/ Support	Other Operating Exp	Capital/ Equip	New Constr/ Cap Impr	Total
Fund 10	\$ 25,711.49	\$ 98,609.00	\$ 16,703.65	\$ 27,481.17	\$ 3,008.42	\$ -	\$ -	\$ 171,513.73
Fund 11	\$ 636.55	\$ 1,660.73	\$ 15,123.47	\$ 51.00	\$ 33,467.83	\$ -	\$ -	\$ 50,939.58
Fund 12	\$ 4,923.14	\$ 14,310.10	\$ 7,177.89	\$ 6,247.34	\$ 37,699.87	\$ -	\$ 7,529.83	\$ 77,888.17
Fund 14	\$ -	\$ -	\$ 66.91	\$ -	\$ 146.08	\$ -	\$ -	\$ 212.99
Fund 15	\$ 4,233.86	\$ 600.00	\$ 1,809.50	\$ 42.92	\$ 888.20	\$ -	\$ -	\$ 7,574.48
Fund 22	\$ 748.25	\$ 10,000.00	\$ 10,735.29	\$ -	\$ 897.80	\$ 14,275.00	\$ -	\$ 36,656.34
Fund 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund 71	\$ -	\$ 12,998.98	\$ -	\$ -	\$ -	\$ -	\$ 435,783.52	\$ 448,782.50
Fund 74	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 36,253.29	\$138,178.81	\$ 51,616.71	\$ 33,822.43	\$ 76,108.20	\$ 14,275.00	\$ 443,313.35	\$ 793,567.79

Please find the attached September check register for your review.

FUNDS

10 CURRENT FUND - UNRESTRICTED

- 10 OPERATING FUND
- 11 ONE MILL FUND
- 12 AUXILIARY FUND
- 13 BOCES
- 14 COMMUNITY EDUC/NON-CREDIT
- 15 CONTINUING EDUCATION/CONTRACT TRAINING

20 CURRENT FUND - RESTRICTED

- 22 GENERAL RESTRICTED - (new 1997)
- 24 FEDERAL PELL/SEOG/WORKSTUDY
- 25 FEDERAL FUNDS
- 26 RESTRICTED SCHOLARSHIPS - (new 2000)
- 27 WORKFORCE RESTRICTED – (new 2009)

30 LOAN FUNDS

- 30 WILMA LATIMER LOAN FUND

40 ENDOWMENT AND SIMILAR FUNDS

- 41 NWC QUASI ENDOWMENT FUNDS

60 AGENCY FUNDS

- 60 AGENCY FUND
- 61 AGENCY-FOUNDATION PASS THRU - (new 2006)

70 PLANT FUNDS

- 70 PLANT RENEWAL & REPLACEMENT FUND
- 71 PLANT CONSTRUCTION
- 72 FIXED ASSETS
- 74 RETIREMENT OF INDEBTEDNESS

91 Current Funds Fee Revenue Distribution Clearing

Boces removed from funds January 1999 – re-opened July 2017

NORTHWEST COLLEGE CHECK REGISTER - September 2022

10 Operating Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/29/2022	V0273644	Acad Affairs VP	91 Supplies	Sodexo Operations LLC	New faculty orientation	\$288.00
10	8/9/2022	V0273441	Admin Serv	91 Supplies	Synchrony Bank/Amazon	Thermal paper receipt	\$71.99
10	8/1/2022	V0273401	Art	91 Supplies	Powell Ace Hardware LLC	Shop towels, blades,	\$72.67
10	8/30/2022	V0273648	Athletic Dir	91 Supplies	Brian K. Erickson	Meals	\$38.15
10	8/10/2022	V0273459	Athletic Trainer	91 Supplies	Performance Health - Medco	Athletic Supplies	\$1,021.59
10	8/18/2022	V0273581	Biology	91 Supplies	Synchrony Bank/Amazon	Classroom Supplies	\$183.48
10	8/18/2022	V0273581	Biology	91 Supplies	Synchrony Bank/Amazon	Classroom Supplies	\$158.75
10	8/30/2022	V0273733	Biology	91 Supplies	Carolina Biological Sup	Classroom Supplies	\$114.45
10	8/4/2022	V0273420	Bldg Maint	91 Supplies	American Welding & Gas Inc	shop: acetylene oxygen	\$59.32
10	8/4/2022	V0273433	Bldg Maint	91 Supplies	Powell Ace Hardware LLC	Shop supplies	\$110.57
10	8/10/2022	V0273457	Bldg Maint	91 Supplies	Aldrich's Lumber	Shop supplies	\$61.00
10	8/11/2022	V0273477	Bldg Maint	91 Supplies	John Deere Financial	shop	\$124.92
10	8/11/2022	V0273482	Bldg Maint	91 Supplies	Carquest Auto Parts	shop	\$44.99
10	8/11/2022	V0273507	Bldg Maint	91 Supplies	McIntosh Oil Inc	July 2022 fuel	\$2,290.80
10	8/18/2022	V0273581	Bldg Maint	91 Supplies	Synchrony Bank/Amazon	Fluke AC/DC handheld meter	\$98.71
10	8/26/2022	V0273641	Bldg Maint	91 Supplies	Transfer Visa	Shop supplies	\$101.90
10	8/11/2022	V0273507	Campus Security	91 Supplies	McIntosh Oil Inc	July 2022 fuel	\$55.40
10	8/17/2022	V0273530	Comm & Mktg	91 Supplies	Transfer Visa	Balloons, stadium cups,	\$1,069.12
10	8/17/2022	V0273530	Comm & Mktg	91 Supplies	Transfer Visa	Water, pop, gatorade,	\$38.31
10	8/18/2022	V0273581	Comm & Mktg	91 Supplies	Synchrony Bank/Amazon	Balloon holding cups,	\$199.54
10	8/18/2022	V0273581	Comm & Mktg	91 Supplies	Synchrony Bank/Amazon	Phone tripod, power strip	\$177.94
10	8/9/2022	V0273441	Computer Srv	91 Supplies	Synchrony Bank/Amazon	Shredder oil	\$21.09
10	8/10/2022	V0273471	Computer Srv	91 Supplies	Office Shop	Copier supplies	\$903.24
10	8/17/2022	V0273532	Computer Srv	91 Supplies	ABS Inc	Toner	\$824.00
10	8/3/2022	V0273404	Cust/Grounds	91 Supplies	Sodexo Operations LLC	Toilet paper, paper	\$467.90

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/25/2022	V0273612	Cust/Grounds	91 Supplies	KB Commercial Products	custodial supplies	\$299.15
10	8/17/2022	V0273562	EMS Prog	91 Supplies	Billings Clinic	EMT fees	\$6.00
10	8/25/2022	V0273623	EMS Prog	91 Supplies	CoAEMSP	EMS program accreditation	\$450.00
10	8/26/2022	V0273639	English	91 Supplies	Transfer Visa	English textbooks	\$93.14
10	8/18/2022	V0273581	Enroll Serv	91 Supplies	Synchrony Bank/Amazon	Chaulk markers	\$50.88
10	8/26/2022	V0273640	Enroll Serv	91 Supplies	Transfer Visa	Visme-software	\$60.00
10	8/9/2022	V0273441	Extend Camp	91 Supplies	Synchrony Bank/Amazon	Markers, pens, pencil	\$82.57
10	8/18/2022	V0273581	Extend Camp	91 Supplies	Synchrony Bank/Amazon	Life jackets	\$500.00
10	8/26/2022	V0273639	Graphic Arts	91 Supplies	Transfer Visa	Inks	\$499.12
10	7/28/2022	V0273369	Grounds	91 Supplies	2M Company	ground supplies	\$1,370.58
10	7/28/2022	V0273373	Grounds	91 Supplies	Bradford Sup Co	grounds: sprinkler repair	\$89.18
10	8/4/2022	V0273418	Grounds	91 Supplies	Team Laboratory Chem	grounds: grandular fertil	\$2,135.00
10	8/4/2022	V0273421	Grounds	91 Supplies	Rimrock Tire	grounds	\$22.59
10	8/4/2022	V0273433	Grounds	91 Supplies	Powell Ace Hardware LLC	Grounds supplies	\$270.35
10	8/11/2022	V0273477	Grounds	91 Supplies	John Deere Financial	grounds	\$149.92
10	8/11/2022	V0273480	Grounds	91 Supplies	Park Cty Weed & Pest	herbicide for equine	\$394.65
10	8/11/2022	V0273483	Grounds	91 Supplies	O'Reilly Auto Parts	grounds	\$41.96
10	8/11/2022	V0273485	Grounds	91 Supplies	Bradford Sup Co	grounds	\$62.23
10	8/18/2022	V0273574	Grounds	91 Supplies	Bradford Sup Co	grounds	\$76.75
10	8/25/2022	V0273616	Grounds	91 Supplies	Bradford Sup Co	grounds	\$61.74
10	8/18/2022	V0273581	Instr Tech Sup	91 Supplies	Synchrony Bank/Amazon	(2) reolink 4K IP dome	\$329.98
10	8/17/2022	V0273539	Orientation	91 Supplies	Sodexo Operations LLC	New student registration	\$90.74
10	8/17/2022	V0273540	Orientation	91 Supplies	Sodexo Operations LLC	New student registration	\$101.44
10	8/18/2022	V0273581	Outdoor Ed	91 Supplies	Synchrony Bank/Amazon	Totes, blister care,	\$133.98
10	8/26/2022	V0273642	Plant Admin	91 Supplies	Transfer Visa	Bond board	\$121.68
10	8/9/2022	V0273441	Pres Office	91 Supplies	Synchrony Bank/Amazon	Batteries	\$15.98
10	8/9/2022	V0273441	Pres Office	91 Supplies	Synchrony Bank/Amazon	Calculator ribbons	\$13.46
10	8/9/2022	V0273446	Pres Office	91 Supplies	Keli Borders	Bottled water	\$7.98

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/11/2022	V0273507	Pres Office	91 Supplies	McIntosh Oil Inc	July 2022 fuel	\$105.92
10	8/18/2022	V0273581	Pres Office	91 Supplies	Synchrony Bank/Amazon	Pens	\$28.98
10	8/24/2022	V0273586	Pres Office	91 Supplies	Sodexo Operations LLC	Presidents staff retreat	\$21.00
10	8/25/2022	V0273629	Pres Office	91 Supplies	Transfer Visa	Book	\$25.00
10	8/11/2022	V0273507	Rodeo Men	91 Supplies	McIntosh Oil Inc	July 2022 fuel	\$140.41
10	8/17/2022	V0273538	Rodeo Men	91 Supplies	DB Farms	Hay	\$8,721.30
10	8/26/2022	V0273639	Visual/Perf Art Div	91 Supplies	Transfer Visa	Software subscription	\$540.00
			Sum:	91 Supplies			\$25,711.49
	10 Operating Fund						
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VLA VMW SNS VSHERE 7 ENT	\$5,217.60
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VMWARE RECOVERY MGR 8	\$3,083.75
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VMWARE SUP/SUB 25 VM PACK	\$3,083.75
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VMWARE SUP/SUB 25VM PACK	\$6,167.50
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VMW PROD SNS VSPHERE 7	\$3,478.40
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VMW SNS FOR VSPHERE 7	\$6,956.80
10	8/18/2022	V0273570	Aca Computing	92 Servs/Fees/Repr/Maint	Dell Marketing Lp	VMW SNS VCENTER SERVER 7	\$2,987.02
10	7/28/2022	V0273370	Bldg Maint	92 Servs/Fees/Repr/Maint	Coulter Car Care	cc396 oil change	\$48.95
10	7/28/2022	V0273372	Bldg Maint	92 Servs/Fees/Repr/Maint	Grainger	eq repair: sci/math	\$19.07
10	8/4/2022	V0273413	Bldg Maint	92 Servs/Fees/Repr/Maint	Heart Mtn Farm Sup Inc	equ repair: side by side	\$1,633.82
10	8/4/2022	V0273433	Bldg Maint	92 Servs/Fees/Repr/Maint	Powell Ace Hardware LLC	Bldg repairs	\$201.93
10	8/10/2022	V0273457	Bldg Maint	92 Servs/Fees/Repr/Maint	Aldrich's Lumber	Building repairs	\$49.39
10	8/10/2022	V0273458	Bldg Maint	92 Servs/Fees/Repr/Maint	Sanders Plumbing Inc	Drinking fountains & faucets	\$8,590.10
10	8/11/2022	V0273477	Bldg Maint	92 Servs/Fees/Repr/Maint	John Deere Financial	bldg repair	\$496.45
10	8/11/2022	V0273486	Bldg Maint	92 Servs/Fees/Repr/Maint	Crum Electric	electrical	\$472.92
10	8/18/2022	V0273572	Bldg Maint	92 Servs/Fees/Repr/Maint	Powell Garage Door	repair garage door	\$750.00
10	8/18/2022	V0273576	Bldg Maint	92 Servs/Fees/Repr/Maint	Fremont Motor Powell Inc	cc29 oil, tranmission	\$761.33
10	8/18/2022	V0273580	Bldg Maint	92 Servs/Fees/Repr/Maint	Transfer Visa	Equip repairs-Sci/Math	\$332.05

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/24/2022	V0273587	Bldg Maint	92 Servs/Fees/Repr/Maint	Sanders Plumbing Inc	Various bldg repairs	\$5,836.64
10	8/25/2022	V0273615	Bldg Maint	92 Servs/Fees/Repr/Maint	Crum Electric	electrical	\$343.41
10	8/25/2022	V0273628	Bldg Maint	92 Servs/Fees/Repr/Maint	CED	Bldg repairs:Fiber Bypass	\$144.66
10	8/26/2022	V0273642	Bldg Maint	92 Servs/Fees/Repr/Maint	Transfer Visa	SCi/Math bldg repairs	\$1,380.16
10	7/28/2022	V0273377	Computer Srv	92 Servs/Fees/Repr/Maint	Office Shop	Copier maintenance	\$155.93
10	8/24/2022	V0273590	Computer Srv	92 Servs/Fees/Repr/Maint	One Technology Corp	F5 BIG-IP Renewal	\$20,228.86
10	8/24/2022	V0273595	Computer Srv	92 Servs/Fees/Repr/Maint	KnowBe4 Inc	Software fees	\$7,175.86
10	8/25/2022	V0273623	EMS Prog	92 Servs/Fees/Repr/Maint	CoAEMSP	EMS program accreditation	\$3,000.00
10	8/18/2022	V0273581	Extend Camp	92 Servs/Fees/Repr/Maint	Synchrony Bank/Amazon	Floating shelves	\$105.84
10	8/4/2022	V0273413	Grounds	92 Servs/Fees/Repr/Maint	Heart Mtn Farm Sup Inc	grounds: equipment	\$35.48
10	8/1/2022	V0273398	Instr Tech Sup	92 Servs/Fees/Repr/Maint	Central Wyoming College	Software fees	\$250.00
10	8/23/2022	V0273582	Mens Soccer	92 Servs/Fees/Repr/Maint	USU Eastern Athletics	Mens Soccer referee	\$500.00
10	8/11/2022	V0273481	Plant Admin	92 Servs/Fees/Repr/Maint	Big Sky Fire Protection Serv LLC	contractual: fire sprinkl	\$5,805.00
10	8/18/2022	V0273571	Plant Admin	92 Servs/Fees/Repr/Maint	Johnson Controls Fire Protection	system monitoring	\$4,568.97
10	8/3/2022	V0273406	Rodeo Arena	92 Servs/Fees/Repr/Maint	Powell Garage Door	Overhead door repairs	\$184.00
10	8/10/2022	V0273468	Rodeo Arena	92 Servs/Fees/Repr/Maint	Heart Mtn Farm Sup Inc	Loader repairs	\$563.36
10	8/23/2022	V0273582	Womens Soccer	92 Servs/Fees/Repr/Maint	USU Eastern Athletics	Womens Soccer Referee	\$500.00
10	8/16/2022	V0273521	Womens VB	92 Servs/Fees/Repr/Maint	NWC Foundation	Recruit lodging 07/30-31/	\$150.00
10	8/30/2022	V0273738	Womens VB	92 Servs/Fees/Repr/Maint	Sherry Wardell	VB official trapper	\$575.00
10	8/30/2022	V0273739	Womens VB	92 Servs/Fees/Repr/Maint	Laury Sealey	VB official trapper	\$575.00
10	8/30/2022	V0273740	Womens VB	92 Servs/Fees/Repr/Maint	Carl J. Horrocks	VB official trapper	\$860.00
10	8/30/2022	V0273745	Womens VB	92 Servs/Fees/Repr/Maint	Callee A. Erickson	VB scorebook trapper	\$480.00
10	8/30/2022	V0273752	Womens VB	92 Servs/Fees/Repr/Maint	Kyle Crawford	VB official trapper	\$860.00
			Sum:	92 Servs/Fees/Repr/Maint			\$98,609.00
	10 Operating Fund						
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/17/2022	V0273550	Enroll Serv	93 Assoc/Travel/Misc	AACRAO	Membership dues	\$568.00
10	8/24/2022	V0273605	Extend Camp	93 Assoc/Travel/Misc	Washakie Development Assoc	Membership dues	\$500.00

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/18/2022	V0273578	Internt'l Recruit	93 Assoc/Travel/Misc	Transfer Motor Pool	July 2022 mileage	\$1,150.10
10	8/24/2022	V0273607	Library	93 Assoc/Travel/Misc	Park Cty Historical Soc	Membership dues	\$65.00
10	8/24/2022	V0273609	Library	93 Assoc/Travel/Misc	Kanopy	3 views electronic resource	\$6.00
10	8/24/2022	V0273611	Library	93 Assoc/Travel/Misc	Ebsco Information Services	EBooks: Clinical,	\$2,352.00
10	8/10/2022	V0273452	Mens BB	93 Assoc/Travel/Misc	NJCAA Coaches Association	Mens BBA NJCAA dues	\$88.00
10	8/10/2022	V0273453	Mens BB	93 Assoc/Travel/Misc	NJCAA Coaches Association	Mens Bball NJCAA dues	\$533.33
10	8/24/2022	V0273594	Mens BB	93 Assoc/Travel/Misc	Synergy Sports Tech	Video database	\$1,000.00
10	8/10/2022	V0273452	Mens Soccer	93 Assoc/Travel/Misc	NJCAA Coaches Association	Mens Soccer NJCAA dues	\$75.00
10	8/10/2022	V0273453	Mens Soccer	93 Assoc/Travel/Misc	NJCAA Coaches Association	Mens Soccer NJCAA dues	\$533.33
10	8/18/2022	V0273578	Mens Soccer	93 Assoc/Travel/Misc	Transfer Motor Pool	July 2022 mileage	\$397.59
10	8/25/2022	V0273620	Mens Soccer	93 Assoc/Travel/Misc	Robert A. Hill	Mens soccer meals	\$276.84
10	8/25/2022	V0273621	Mens Soccer	93 Assoc/Travel/Misc	Robert A. Hill	Mens soccer meals	\$57.80
10	8/25/2022	V0273622	Mens Soccer	93 Assoc/Travel/Misc	NWC Foundation	Early in lodging mens	\$300.00
10	8/24/2022	V0273600	Plant Admin	93 Assoc/Travel/Misc	Sodexo Operations LLC	DSC architects meals	\$162.38
10	8/24/2022	V0273583	Pres Office	93 Assoc/Travel/Misc	Lisa M. Watson	Reimburse memebership	\$315.00
10	8/25/2022	V0273629	Pres Office	93 Assoc/Travel/Misc	Transfer Visa	2022 ACCT annual congress	\$2,070.00
10	8/30/2022	V0273730	Pres Office	93 Assoc/Travel/Misc	Sodexo Operations LLC	Opening day meals	\$1,050.00
10	8/10/2022	V0273469	Rodeo Men	93 Assoc/Travel/Misc	Natl Intercol Rodeo Assoc	Membership dues	\$300.00
10	8/3/2022	V0273403	Stu Success Prog	93 Assoc/Travel/Misc	Ty Barrus	license renewal	\$178.00
10	8/18/2022	V0273578	Visual/Perf Art Div	93 Assoc/Travel/Misc	Transfer Motor Pool	July 2022 mileage	\$404.75
10	8/10/2022	V0273452	Womens BB	93 Assoc/Travel/Misc	NJCAA Coaches Association	Womens BBA NJCAA dues	\$100.00
10	8/10/2022	V0273453	Womens BB	93 Assoc/Travel/Misc	NJCAA Coaches Association	WBBall NJCAA dues	\$533.34
10	8/24/2022	V0273594	Womens BB	93 Assoc/Travel/Misc	Synergy Sports Tech	Video database	\$1,000.00
10	8/10/2022	V0273452	Womens Soccer	93 Assoc/Travel/Misc	NJCAA Coaches Association	Womens Soccer NJCAA dues	\$75.00
10	8/10/2022	V0273453	Womens Soccer	93 Assoc/Travel/Misc	NJCAA Coaches Association	Womens Soccer NJCAA dues	\$533.33
10	8/18/2022	V0273578	Womens Soccer	93 Assoc/Travel/Misc	Transfer Motor Pool	July 2022 mileage	\$397.56
10	8/25/2022	V0273620	Womens Soccer	93 Assoc/Travel/Misc	Robert A. Hill	Womens soccer meals	\$276.83
10	8/25/2022	V0273621	Womens Soccer	93 Assoc/Travel/Misc	Robert A. Hill	Womens soccer meals	\$57.80

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/10/2022	V0273452	Womens VB	93 Assoc/Travel/Misc	NJCAA Coaches Association	VBall NJCAA dues	\$115.00
10	8/10/2022	V0273453	Womens VB	93 Assoc/Travel/Misc	NJCAA Coaches Association	VBall NJCAA dues	\$533.33
10	8/10/2022	V0273452	Wrestling	93 Assoc/Travel/Misc	NJCAA Coaches Association	Wrestling NJCAA dues	\$165.00
10	8/10/2022	V0273453	Wrestling	93 Assoc/Travel/Misc	NJCAA Coaches Association	Wrestling NJCAA dues	\$533.34
			Sum:	93 Assoc/Travel/Misc			\$16,703.65
10 Operating Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/9/2022	V0273443	Athletic Dir	94 Utilities/Ins/Support	Relation Insurance Services	Student catastrophic Ins	\$9,110.00
10	8/10/2022	V0273472	Computer Srv	94 Utilities/Ins/Support	Verizon Wireless	Telephone service	\$3,740.43
10	8/10/2022	V0273473	Computer Srv	94 Utilities/Ins/Support	Century Link	Telephone service	\$89.74
10	8/10/2022	V0273474	Computer Srv	94 Utilities/Ins/Support	Century Link	Telephone service	\$299.32
10	8/10/2022	V0273475	Computer Srv	94 Utilities/Ins/Support	Century Link	Telephone service	\$430.31
10	8/17/2022	V0273543	Computer Srv	94 Utilities/Ins/Support	TCT WEST INC	Comp serv internet	\$124.00
10	8/17/2022	V0273543	Computer Srv	94 Utilities/Ins/Support	TCT WEST INC	Intercultural center	\$205.98
10	8/17/2022	V0273543	Computer Srv	94 Utilities/Ins/Support	TCT WEST INC	Moyer SIP trunk	\$1,764.90
10	8/17/2022	V0273543	Computer Srv	94 Utilities/Ins/Support	TCT WEST INC	Veterans lounge internet	\$153.53
10	8/17/2022	V0273543	Computer Srv	94 Utilities/Ins/Support	TCT WEST INC	YAB & Moyer SIP &	\$104.90
10	8/17/2022	V0273567	Computer Srv	94 Utilities/Ins/Support	NICE	Telephone serv July	\$34.37
10	8/10/2022	V0273467	Extend Camp	94 Utilities/Ins/Support	Park County Clerk	Aug 22 Cody Center Rent	\$5,335.52
10	8/11/2022	V0273479	Field Camp	94 Utilities/Ins/Support	Rocky Mtn Power	field station electricity	\$295.69
10	8/3/2022	V0273407	Rodeo Arena	94 Utilities/Ins/Support	Two Tough Guys Service LLC	Garbage jul-Sept 22	\$354.24
10	8/4/2022	V0273414	Rodeo Arena	94 Utilities/Ins/Support	Garland Light & Power Co	rodeo july22	\$282.62
10	8/4/2022	V0273415	Rodeo Arena	94 Utilities/Ins/Support	Black Hills Energy	rodeo heat july22	\$93.80
10	7/28/2022	V0273374	Utilities	94 Utilities/Ins/Support	Northwest Rural Water District	jun july ag rodeo	\$299.00
10	8/4/2022	V0273414	Utilities	94 Utilities/Ins/Support	Garland Light & Power Co	shop eq ob ag resident	\$1,685.69
10	8/4/2022	V0273416	Utilities	94 Utilities/Ins/Support	Keele Sanitation LLC	dumpster service ag/eq	\$320.00
10	8/11/2022	V0273478	Utilities	94 Utilities/Ins/Support	Keele Sanitation LLC	pump & back flush campus	\$1,845.00
10	8/11/2022	V0273487	Utilities	94 Utilities/Ins/Support	Montana Dakota Utilities Co	July 22 I-house, ag, eq,	\$227.93

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/11/2022	V0273490	Utilities	94 Utilities/Ins/Support	Park County Landfill	dump runs	\$25.00
10	8/17/2022	V0273564	Utilities	94 Utilities/Ins/Support	Montana Dakota Utilities Co	July 22 heat	\$68.70
10	8/17/2022	V0273565	Utilities	94 Utilities/Ins/Support	Rainbow Gas Company	July 2022 heat	\$299.00
10	8/25/2022	V0273613	Utilities	94 Utilities/Ins/Support	Northwest Rural Water District	rodeo ag water	\$291.50
			Sum:	94 Utilities/Ins/Support			\$27,481.17

10 Operating Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
10	8/10/2022	V0273461	Comm & Mktg	97 Other Operating Exp	Cody Enterprise	July rustler	\$250.00
10	8/17/2022	V0273530	Comm & Mktg	97 Other Operating Exp	Transfer Visa	Facebook ads	\$848.87
10	8/24/2022	V0273588	Comm & Mktg	97 Other Operating Exp	Meeteetse Visitor Center	Enroll campaign ads	\$40.00
10	8/24/2022	V0273602	Comm & Mktg	97 Other Operating Exp	Lamar Companies	Billboard advertising	\$650.00
10	8/30/2022	V0273736	Comm & Mktg	97 Other Operating Exp	Northern Wyoming News	Fall 2022 programs	\$200.00
10	8/10/2022	V0273463	Computer Srv	97 Other Operating Exp	Quadient Finance USA Inc	NeoShip-postage	\$170.81
10	8/24/2022	V0273596	Computer Srv	97 Other Operating Exp	United Parcel Serv	Postage	\$10.85
10	8/17/2022	V0273530	Enroll Serv	97 Other Operating Exp	Transfer Visa	Facebook ads	\$61.52
10	8/26/2022	V0273640	Enroll Serv	97 Other Operating Exp	Transfer Visa	Pens	\$776.37
			Sum:	97 Other Operating Exp			\$3,008.42
			Sum:				\$171,513.73

11 One Mill Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11	8/17/2022	V0273559	Class Staf Dev	91 Supplies	Transfer Visa	Food supplies	\$40.00
11	8/30/2022	V0273760	Class Staf Dev	91 Supplies	Sodexo Operations LLC	Meals for soccer team	\$38.00
11	8/9/2022	V0273445	Human Resource	91 Supplies	Backgrounds Online	Pre-employment checks	\$400.55
11	8/17/2022	V0273559	Prof Staff Dev	91 Supplies	Transfer Visa	Food supplies	\$120.00
11	8/30/2022	V0273760	Prof Staff Dev	91 Supplies	Sodexo Operations LLC	Meals for soccer team	\$38.00
			Sum:	91 Supplies			\$636.55

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11 One Mill Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11	8/4/2022	V0273425	1M College Services	92 Servs/Fees/Repr/Maint	Wy Dept Workforce Service	2nd qtr 2022 unemploy	\$1,590.73
11	8/30/2022	V0273647	1M College Services	92 Servs/Fees/Repr/Maint	Copenhaver Kitchen & Kolpitcke Llc	Aug 2022 legal serv	\$70.00
			Sum:	92 Servs/Fees/Repr/Maint			\$1,660.73
11 One Mill Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11	8/9/2022	V0273449	1M College Services	93 Assoc/Travel/Misc	CASE	Dues registration	\$1,415.00
11	8/17/2022	V0273548	1M College Services	93 Assoc/Travel/Misc	Transfer Visa	3 cases of Covid tests	\$3,456.00
11	8/17/2022	V0273557	1M College Services	93 Assoc/Travel/Misc	Transfer Visa	Music rights license	\$500.00
11	8/17/2022	V0273557	1M College Services	93 Assoc/Travel/Misc	Transfer Visa	Visa stmt charge back	-\$500.00
11	8/17/2022	V0273568	1M College Services	93 Assoc/Travel/Misc	Sheila R. Collins	Employee Benefit	\$7,106.67
11	8/17/2022	V0273569	1M College Services	93 Assoc/Travel/Misc	Costco Wholesale Membership	Membership renewal	\$60.00
11	8/18/2022	V0273578	1M College Services	93 Assoc/Travel/Misc	Transfer Motor Pool	July 2022 mileage	\$116.80
11	8/30/2022	V0273713	Human Resource	93 Assoc/Travel/Misc	Jill M. Anderson	Conf reg fees	\$899.00
11	8/25/2022	V0273629	Trustees Board	93 Assoc/Travel/Misc	Transfer Visa	2022 ACCT annual congress	\$2,070.00
			Sum:	93 Assoc/Travel/Misc			\$15,123.47
11 One Mill Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11	8/30/2022	V0273646	1M College Services	94 Utilities/Ins/Support	Hub International Mtn. States	Trailer endorsement	\$51.00
			Sum:	94 Utilities/Ins/Support			\$51.00
11 One Mill Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11	8/1/2022	V0273400	Human Resource	97 Other Operating Exp	Powell Tribune	Vac:Combo ad Facilities,	\$415.00
11	8/3/2022	V0273408	Human Resource	97 Other Operating Exp	Northern Wyoming News	Ads for multiple job	\$84.00
11	8/10/2022	V0273461	Human Resource	97 Other Operating Exp	Cody Enterprise	Job ads-Foundation Analys	\$371.00

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
11	8/16/2022	V0273517	Human Resource	97 Other Operating Exp	Jobelephant.Com Inc	Recruitment ads	\$135.00
11	8/16/2022	V0273518	Human Resource	97 Other Operating Exp	Jobelephant.Com Inc	Recruitment ads	\$2,395.00
11	8/25/2022	V0273624	Human Resource	97 Other Operating Exp	Lamplighter Inn	Lodging-emp recruitment	\$198.00
11	8/26/2022	V0273640	Human Resource	97 Other Operating Exp	Transfer Visa	Meals	\$97.33
11	8/30/2022	V0273714	Human Resource	97 Other Operating Exp	Jobelephant.Com Inc	Recruitment ads	\$562.50
11	8/30/2022	V0273736	Human Resource	97 Other Operating Exp	Northern Wyoming News	Employment ads: Bus	\$210.00
11	8/30/2022	V0273721	Inst Support OneTime	97 Other Operating Exp	Pauly Group, Inc	Recruit fee VPA & Finance	\$29,000.00
			Sum:	97 Other Operating Exp			\$33,467.83
			Sum:				\$50,939.58

12 Auxiliary Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/3/2022	V0273404	Food Service	91 Supplies	Sodexo Operations LLC	Toilet paper, paper	\$167.74
12	8/3/2022	V0273409	Food Service	91 Supplies	Quality Propane Service Inc	DSC:propane for kitchen	\$18.70
12	8/10/2022	V0273464	Livestock	91 Supplies	Big Horn Co-op Marketing	Battery	\$173.00
12	8/10/2022	V0273460	Print Srv	91 Supplies	Rovenna Cooley	Custom logo signs-Cody	\$391.56
12	8/10/2022	V0273470	Print Srv	91 Supplies	Yellowstone Paper Co	Envelopes	\$422.25
12	8/25/2022	V0273625	Print Srv	91 Supplies	Popp Binding & Laminating Inc	Coil binders various size	\$373.91
12	7/28/2022	V0273378	Res Halls	91 Supplies	Transfer Visa	Microwave, mailbox	\$153.33
12	8/3/2022	V0273404	Res Halls	91 Supplies	Sodexo Operations LLC	Toilet paper, paper	\$423.76
12	8/4/2022	V0273432	Res Halls	91 Supplies	Powell Ace Hardware LLC	Mailbox keys	\$16.03
12	8/17/2022	V0273561	Res Halls	91 Supplies	Transfer Visa	Jurassic park badges	\$93.11
12	8/17/2022	V0273561	Res Halls	91 Supplies	Transfer Visa	Meals	\$55.57
12	8/18/2022	V0273581	Res Halls	91 Supplies	Synchrony Bank/Amazon	Housing supplies	\$145.18
12	8/11/2022	V0273507	Stabling	91 Supplies	McIntosh Oil Inc	July 2022 fuel	\$54.28
12	8/24/2022	V0273593	Stabling	91 Supplies	Rocky Mountain Compost Inc	Horse bedding	\$2,156.80
12	8/11/2022	V0273507	Trap Vil West	91 Supplies	McIntosh Oil Inc	July 2022 fuel	\$277.92
			Sum:	91 Supplies			\$4,923.14

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12 Auxiliary Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/4/2022	V0273431	Food Service	92 Servs/Fees/Repr/Maint	Orkin Pest Control Inc	DSC:monthly pest control	\$118.00
12	8/4/2022	V0273433	Food Service	92 Servs/Fees/Repr/Maint	Powell Ace Hardware LLC	DSC repairs	\$20.80
12	8/26/2022	V0273642	Food Service	92 Servs/Fees/Repr/Maint	Transfer Visa	DSC filters repair	\$542.20
12	8/4/2022	V0273433	Res Halls	92 Servs/Fees/Repr/Maint	Powell Ace Hardware LLC	Res halls repairs	\$155.40
12	8/10/2022	V0273457	Res Halls	92 Servs/Fees/Repr/Maint	Aldrich's Lumber	Res halls repairs	\$82.04
12	8/16/2022	V0273519	Res Halls	92 Servs/Fees/Repr/Maint	Johnstone Supply	Simpson hall repairs	\$123.16
12	8/24/2022	V0273598	Res Halls	92 Servs/Fees/Repr/Maint	Casper Winnelson Co	Colter hall plumbing	\$253.65
12	8/25/2022	V0273628	Res Halls	92 Servs/Fees/Repr/Maint	CED	L & C electrical repairs	\$68.53
12	8/26/2022	V0273642	Res Halls	92 Servs/Fees/Repr/Maint	Transfer Visa	Res hall repairs	\$186.33
12	8/30/2022	V0273712	Stabling	92 Servs/Fees/Repr/Maint	Big Horn Animal Care Center	Vet consult	\$600.00
12	8/4/2022	V0273433	Trap Vil West	92 Servs/Fees/Repr/Maint	Powell Ace Hardware LLC	TV West repairs	\$571.46
12	8/10/2022	V0273457	Trap Vil West	92 Servs/Fees/Repr/Maint	Aldrich's Lumber	TV West repairs	\$11,432.24
12	8/24/2022	V0273597	Trap Vil West	92 Servs/Fees/Repr/Maint	Crum Electric	TV West electrical repair	\$156.29
			Sum:	92 Servs/Fees/Repr/Maint			\$14,310.10
12 Auxiliary Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	7/28/2022	V0273379	Motor Pool	93 Assoc/Travel/Misc	NWC Accounts Receivable	driver per diem	\$54.00
12	8/17/2022	V0273528	Motor Pool	93 Assoc/Travel/Misc	NWC Accounts Receivable	Bus drivers per diem	\$375.00
12	8/24/2022	V0273589	Motor Pool	93 Assoc/Travel/Misc	NWC Accounts Receivable	Driver per diem	\$288.00
12	8/25/2022	V0273627	Motor Pool	93 Assoc/Travel/Misc	NWC Accounts Receivable	Driver per diem	\$369.00
12	8/26/2022	V0273642	Motor Pool	93 Assoc/Travel/Misc	Transfer Visa	Bus driver per diem	\$56.00
12	8/17/2022	V0273549	Res Halls	93 Assoc/Travel/Misc	Transfer Visa	Candy, pop, gatorade,	\$123.48
12	8/17/2022	V0273549	Res Halls	93 Assoc/Travel/Misc	Transfer Visa	Meals	\$88.12
12	8/17/2022	V0273561	Res Halls	93 Assoc/Travel/Misc	Transfer Visa	RA training hall supplies	\$1,069.54

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/30/2022	V0273649	Res Halls	93 Assoc/Travel/Misc	Sodexo Operations LLC	RA training meals	\$4,754.75
			Sum:	93 Assoc/Travel/Misc			\$7,177.89
12 Auxiliary Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/4/2022	V0273434	Res Halls	94 Utilities/Ins/Support	TCT WEST INC	Res halls cable/internet	\$299.06
12	8/17/2022	V0273543	Res Halls	94 Utilities/Ins/Support	TCT WEST INC	Res halls internet	\$3,400.00
12	8/17/2022	V0273564	Res Halls	94 Utilities/Ins/Support	Montana Dakota Utilities Co	July 22 heat	\$28.83
12	8/17/2022	V0273565	Res Halls	94 Utilities/Ins/Support	Rainbow Gas Company	July 2022 heat	\$125.48
12	8/4/2022	V0273434	Trap Vil Main	94 Utilities/Ins/Support	TCT WEST INC	TV Main cable/internet	\$469.03
12	8/17/2022	V0273564	Trap Vil Main	94 Utilities/Ins/Support	Montana Dakota Utilities Co	July 22 heat	\$3.23
12	8/17/2022	V0273565	Trap Vil Main	94 Utilities/Ins/Support	Rainbow Gas Company	July 2022 heat	\$14.09
12	8/4/2022	V0273434	Trap Vil West	94 Utilities/Ins/Support	TCT WEST INC	TV West cable/internet	\$1,240.61
12	8/4/2022	V0273435	Trap Vil West	94 Utilities/Ins/Support	Rocky Mtn Power	Rd 10 light pole power	\$7.47
12	8/11/2022	V0273487	Trap Vil West	94 Utilities/Ins/Support	Montana Dakota Utilities Co	July 22 heat TV West	\$659.54
			Sum:	94 Utilities/Ins/Support			\$6,247.34
12 Auxiliary Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/11/2022	V0273488	Food Service	97 Other Operating Exp	Sodexo Operations LLC	July/Aug invoice	\$1,510.00
12	8/11/2022	V0273489	Food Service	97 Other Operating Exp	Sodexo Operations LLC	July 22 operating invoice	\$26,738.53
12	7/28/2022	V0273371	Motor Pool	97 Other Operating Exp	Prevost	bus repair cc15, cc19	\$81.18
12	8/4/2022	V0273417	Motor Pool	97 Other Operating Exp	Insurance Info Exchange	motor vehicle reports	\$32.55
12	8/4/2022	V0273419	Motor Pool	97 Other Operating Exp	R & A Safety Training	dot drug screens	\$160.00
12	8/4/2022	V0273421	Motor Pool	97 Other Operating Exp	Rimrock Tire	cc15 valve stems	\$80.00
12	8/9/2022	V0273444	Motor Pool	97 Other Operating Exp	Transfer Visa	Fuel	\$13.39
12	8/11/2022	V0273477	Motor Pool	97 Other Operating Exp	John Deere Financial	bus fuel: additive	\$99.99
12	8/11/2022	V0273484	Motor Pool	97 Other Operating Exp	Prevost	cc15 parts	\$269.16
12	8/11/2022	V0273507	Motor Pool	97 Other Operating Exp	McIntosh Oil Inc	July 2022 fuel	\$1,711.50

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/17/2022	V0273531	Motor Pool	97 Other Operating Exp	Transfer Visa	CDL license	\$175.53
12	8/17/2022	V0273531	Motor Pool	97 Other Operating Exp	Transfer Visa	DOT physical	\$201.00
12	8/18/2022	V0273573	Motor Pool	97 Other Operating Exp	Yellowstone Motors	cc17 oil change, cc37	\$219.63
12	8/18/2022	V0273575	Motor Pool	97 Other Operating Exp	Prevost	cc19 parts	\$2,727.37
12	8/24/2022	V0273589	Motor Pool	97 Other Operating Exp	NWC Accounts Receivable	2nd driver per diem	\$226.00
12	8/25/2022	V0273617	Motor Pool	97 Other Operating Exp	Temsa North America Inc	cc32 parts	\$48.56
12	8/25/2022	V0273618	Motor Pool	97 Other Operating Exp	Louis Truck Repair	bus repair: cc15	\$275.00
12	8/25/2022	V0273619	Motor Pool	97 Other Operating Exp	Prevost	cc15 parts/compressor	\$2,695.01
12	8/25/2022	V0273627	Motor Pool	97 Other Operating Exp	NWC Accounts Receivable	2nd driver per diem	\$259.00
12	8/26/2022	V0273641	Motor Pool	97 Other Operating Exp	Transfer Visa	Bus repairs:CC15	\$41.46
12	8/26/2022	V0273641	Motor Pool	97 Other Operating Exp	Transfer Visa	CDL license testing	\$87.76
12	8/26/2022	V0273642	Motor Pool	97 Other Operating Exp	Transfer Visa	CDL license testing	\$47.25
			Sum:	97 Other Operating Exp			\$37,699.87

12 Auxiliary Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
12	8/17/2022	V0273531	Res Halls	99 Exp-New Constr/Cap Impr	Transfer Visa	Ashley electrical	\$555.73
12	8/18/2022	V0273580	Res Halls	99 Exp-New Constr/Cap Impr	Transfer Visa	Res halls lights/repairs	\$448.20
12	8/10/2022	V0273458	Trap Vil West	99 Exp-New Constr/Cap Impr	Sanders Plumbing Inc	TV West plumbing	\$135.00
12	8/18/2022	V0273581	Trap Vil West	99 Exp-New Constr/Cap Impr	Synchrony Bank/Amazon	TV West replacement	\$131.96
12	8/24/2022	V0273587	Trap Vil West	99 Exp-New Constr/Cap Impr	Sanders Plumbing Inc	TV West plumbing-1404 Bis	\$2,632.08
12	8/26/2022	V0273641	Trap Vil West	99 Exp-New Constr/Cap Impr	Transfer Visa	TV West: 7 toilets	\$1,551.66
12	8/26/2022	V0273642	Trap Vil West	99 Exp-New Constr/Cap Impr	Transfer Visa	Appliances	\$2,075.20
			Sum:	99 Exp-New Constr/Cap Impr			\$7,529.83
			Sum:				\$77,888.17

14 Comm Serv/Non-Credit Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
14	8/17/2022	V0273566	Paint The Town Red	93 Assoc/Travel/Misc	NWC Foundation	PTR rope	\$15.99

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
14	8/26/2022	V0273637	Paint The Town Red	93 Assoc/Travel/Misc	NWC Foundation	Balloons for PTR	\$50.92
			Sum:	93 Assoc/Travel/Misc			\$66.91

14 Comm Serv/Non-Credit Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
14	8/17/2022	V0273530	Paint The Town Red	97 Other Operating Exp	Transfer Visa	Facebook ads	\$98.08
14	8/17/2022	V0273537	Paint The Town Red	97 Other Operating Exp	Rovenna Cooley	PTR banners	\$48.00
			Sum:	97 Other Operating Exp			\$146.08
			Sum:				\$212.99

15 Continuing Educ Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
15	8/4/2022	V0273429	Workforce Dev	91 Supplies	Sodexo Operations LLC	Food sup for conf/camps	\$1,041.40
15	8/10/2022	V0273454	Workforce Dev	91 Supplies	Sodexo Operations LLC	Catering for conferences	\$1,288.96
15	8/17/2022	V0273533	Workforce Dev	91 Supplies	Transfer Visa	Sunscreen/bug spray	\$17.84
15	8/18/2022	V0273581	Workforce Dev	91 Supplies	Synchrony Bank/Amazon	Life jackets	\$484.41
15	8/24/2022	V0273603	Workforce Dev	91 Supplies	Sodexo Operations LLC	Homeland security food	\$89.25
15	8/25/2022	V0273632	Workforce Dev	91 Supplies	Transfer Visa	Delta trips	\$539.50
15	8/3/2022	V0273410	Wyo Works CDL	91 Supplies	R & A Safety Training	Drug testing	\$340.00
15	8/17/2022	V0273553	Wyo Works CDL	91 Supplies	Transfer Visa	WYdot CDL testing	\$262.50
15	8/24/2022	V0273604	Wyo Works CDL	91 Supplies	R & A Safety Training	CDL drug testing	\$170.00
			Sum:	91 Supplies			\$4,233.86

15 Continuing Educ Fund

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
15	8/10/2022	V0273476	Workforce Dev	92 Servs/Fees/Repr/Maint	Curtis J. Sielaff	River raft guide	\$600.00
			Sum:	92 Servs/Fees/Repr/Maint			\$600.00

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
15 Continuing Educ Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
15	8/18/2022	V0273578	Workforce Dev	93 Assoc/Travel/Misc	Transfer Motor Pool	July 2022 mileage	\$1,809.50
			Sum:	93 Assoc/Travel/Misc			\$1,809.50
15 Continuing Educ Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
15	8/11/2022	V0273487	Workforce Dev	94 Utilities/Ins/Support	Montana Dakota Utilities Co	July 22 heat CTD	\$42.92
			Sum:	94 Utilities/Ins/Support			\$42.92
15 Continuing Educ Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
15	8/24/2022	V0273599	Wyo Works CDL	97 Other Operating Exp	Red Iron Repair Inc.	Replace valves & bumper	\$808.20
15	8/24/2022	V0273606	Wyo Works CDL	97 Other Operating Exp	Red Iron Repair Inc.	Replace sleeper air bags	\$80.00
			Sum:	97 Other Operating Exp			\$888.20
			Sum:				\$7,574.48
22 General Restricted Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
22	8/30/2022	V0273645	Athletic Concession	91 Supplies	Tweeds Wholesale Co	Candy, hot dogs, popcorn,	\$748.25
			Sum:	91 Supplies			\$748.25
22 General Restricted Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
22	8/1/2022	V0273399	Foundation Concess	92 Servs/Fees/Repr/Maint	NWC Foundation	Booster club Pepsi Contract	\$1,000.00
22	8/1/2022	V0273399	Foundation Concess	92 Servs/Fees/Repr/Maint	NWC Foundation	Pepsi contract 2023	\$9,000.00
			Sum:	92 Servs/Fees/Repr/Maint			\$10,000.00

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
22 General Restricted Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
22	8/25/2022	V0273626	Library One Time	93 Assoc/Travel/Misc	Infobase Learning	CC State E Resources	\$10,735.29
			Sum:	93 Assoc/Travel/Misc			\$10,735.29

22 General Restricted Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
22	8/24/2022	V0273610	Nelson Shoemaker Library	97 Other Operating Exp	Annual Reviews Inc	Books	\$787.80
22	8/29/2022	V0273643	Nelson Shoemaker Library	97 Other Operating Exp	Western Livestock Journal	3 yr subscription	\$110.00
			Sum:	97 Other Operating Exp			\$897.80

22 General Restricted Fund							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
22	8/9/2022	V0273451	Motor Pool	98 Expend--Capital/Equip	C & B OperationsýPark County Implement	2022 John Deere 2930R,	\$14,275.00
			Sum:	98 Expend--Capital/Equip			\$14,275.00
			Sum:				\$36,656.34

71 Capital Construction							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
71	8/24/2022	V0273584	Campus Paving	92 Servs/Fees/Repr/Maint	Engineering Associates Inc	Asphalt project prof fees	\$6,664.14
71	8/9/2022	V0273450	Campus PLANNING	92 Servs/Fees/Repr/Maint	EDA Consulting Engineers	NWC campus lighting	\$375.00
71	8/24/2022	V0273585	Campus PLANNING	92 Servs/Fees/Repr/Maint	Engineering Associates Inc	Campus lighting-prof fees	\$1,339.84
71	8/10/2022	V0273465	Rodeo	92 Servs/Fees/Repr/Maint	Point Architects	Rodeo remodel	\$625.00
71	8/25/2022	V0273614	Student Center	92 Servs/Fees/Repr/Maint	Northern Indust Hygiene Inc	DSC asbestos demo	\$1,025.00
71	8/9/2022	V0273450	Yellwstn Bldg	92 Servs/Fees/Repr/Maint	EDA Consulting Engineers	YB Air make up project	\$2,970.00
			Sum:	92 Servs/Fees/Repr/Maint			\$12,998.98

Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
71 Capital Construction							
Fund	Date	Voucher ID	Department Desc	Subclass With Desc	Voucher Vendor Name	Line Desc	Amount
71	8/10/2022	V0273466	Campus Landscaping	99 Exp-New Constr/Cap Impr	Rainmakers Irrigation & Landscaping	Sprinkler project	\$62,635.00
71	8/16/2022	V0273520	Campus Paving	99 Exp-New Constr/Cap Impr	Asphalt Preservation	Campus lots resurface	\$306,205.15
71	8/17/2022	V0273544	Library	99 Exp-New Constr/Cap Impr	CED	Library elevator project	\$312.66
71	8/16/2022	V0273523	Rodeo	99 Exp-New Constr/Cap Impr	Big Horn Insulation	Rodeo remodel:insulation	\$44,461.09
71	8/9/2022	V0273447	Sci/Math Bldg	99 Exp-New Constr/Cap Impr	G & R Controls Inc	Sci/Math hood retrofit	\$21,000.00
71	8/9/2022	V0273448	Sci/Math Bldg	99 Exp-New Constr/Cap Impr	CED	Sci/math elevator upgrade	\$80.79
71	8/18/2022	V0273580	Sci/Math Bldg	99 Exp-New Constr/Cap Impr	Transfer Visa	Sci/Math elevator project	\$508.61
71	8/10/2022	V0273462	Student Center	99 Exp-New Constr/Cap Impr	Park County Planning Department	NWC Temp Dining Facility	\$580.22
			Sum:	99 Exp-New Constr/Cap Impr			\$435,783.52
			Sum:				\$448,782.50

Operating Funds – As of June 31, 2022

OPERATING							
Revenue Sources	Budget	Actual	Difference		On Budget	Monitor	Concern
Tuition	3,479,823	1,361,382	-2,118,441	39%			
Fees	1,118,028	481,062	-636,966	43%			
State Appropriations	11,337,570	2,680,595	-8,656,975	24%			
Local Tax Levy	3,834,750	6,136	-3,828,614	0%			
Other Sources	310,680	9,085	-301,595	3%			
Reserve Utilization	0	0	0				
Total Revenue	20,080,851	4,538,260	-15,542,591				
Expenditures by Program					On Budget	Monitor	Concern
Instruction	7,523,078	-126,777	7,649,855	-2%			
Public Service	96,256	0	96,256	0%			
Academic Support	1,696,010	123,452	1,572,558	7%			
Student Services	3,083,987	183,314	2,900,673	6%			
Institutional Support	4,478,049	392,821	4,085,228	9%			
Operations and Maint/Plant	2,466,469	143,663	2,322,806	6%			
Scholarships	737,002	1,428	735,574	0%			
Total Expenditures	20,080,851	717,901	19,362,950				

Comments

Tuition and Fees- FY 2023 budgets were built on estimated enrollment on a non-COVID year with historical spring attrition. Fall enrollment was budgeted at a headcount of 1,186 and enrolled credit hours of 12,728. As of August 31, 2022 (first day of class), enrollment was 1,332, and enrolled credit hours of 13,146. At this point in time, NWC's fall revenue is slightly exceeding budgeted amounts. NWC is monitoring Fall 2022 enrollment and will update enrollment and revenue statistics once the 100% refund date has passed (drop date).

Reserve Utilization- The Board of Trustees approved a FY 2023 budget with no reserve utilization. Northwest College will monitor actual revenue, and if actual expenditures are unable to align with revenue, the College will communicate with the Board of Trustees.

Expenditures by Program- July is the first month of the new fiscal year. As of July 31, faculty and staff have not returned from break, and as such, expenditures are primarily payroll-related and administrative in nature (contracts and insurance). Instructional expenditures are negative due to pass thru student course fees post as a negative expense. Expenses will offset these pass thru course fees once academic spending starts. NWC will continue to require all expenditures to be approved by Area Vice President's prior to purchase. The approval process is to continue to insure expenditures fulfill the mission of the college and maintain resources as we build the new student center.

Auxiliary Fund – As of June 31, 2022

AUXILIARY							
Revenue Sources	Budget	Actual	Difference		On Budget	Monitor	Concern
Food Service	861,875	447,300	-414,575	52%			
Residence Halls	1,129,314	518,123	-611,191	46%			
Bookstore	20,000	1,007	-18,993	5%			
Copy Center	170,846	9,062	-161,784	5%			
Motor Pool	218,384	0	-218,384	0%			
Other	716,687	112,785	-603,902	16%			
Total Revenue	3,117,106	1,088,277	-2,028,829				
Expenditures by Service					On Budget	Monitor	Concern
Food Service	861,875	738	861,137	0%			
Residence Halls	1,129,314	24,390	1,104,924	2%			
Bookstore	20,000	0	20,000	0%			
Copy Center	170,846	10,762	160,084	6%			
Motor Pool	218,384	3,390	214,994	2%			
Other	716,687	65,293	651,394	9%			
Total Expenditures	3,117,106	104,573	3,012,533				

Comments

Food Service- NWC budgeted 260 meal plans for Fall of 2022 and 225 meal plans for Spring 2023. As of August 31, 2022, NWC had sold 300 meal plans for Fall 2022. Food service continues to operate on a modified contract with Sodexo under a cost model with a capped management fee of \$10,000. NWC continues to work with Sodexo's management to provide the best food service product for our students at a cost within budget.

Residence Halls- NWC budgeted 260 students to live in the residence halls for Fall 2022 and 225 for Spring 2022. As of August 31, 2022, NWC's Fall 2022 actual occupancy was 300 students with students divided between Simpson, Lewis and Clark, and Colter Halls. NWC is continuing to monitor student move-ins, check outs and following up on uncompleted applications to arrive at final Fall 2022 occupancy numbers.



Administrative Services

307.754.6403 • FAX 307.754.6245 • 800.560.4692
231 W 6TH ST BLDG I
POWELL, WY 82435-1898 USA
www.nwc.edu

September 2, 2022

TO: President Watson

RE: First Quarter Budget Adjustments

Presented for your review are the first quarter budget adjustments for fiscal year 2023.

We have recorded revenue and expense reflecting Auxiliary health insurance adjustments as well as some final wage adjustments. Restricted grant funds were updated with budget carryover for July and August, as well as new grants beginning in July.

Recommended Action: Approval of the first quarter budget adjustments for the 2023 fiscal year.

FIRST QUARTER BUDGET ADJUSTMENTS FOR FISCAL 2023

UNRESTRICTED CURRENT FUNDS

OPERATING FUND				
Revenue				
Auxiliary Health Ins Reconciliation		(95,266)		
International Prog Student Worker		2,880		
Expense				
Auxiliary Health Ins Reconciliation		95,266		
International Prog Student Worker		(2,880)		
	Increase in Revenue	(92,386)		
	Increase in Expense	92,386		
* INBRE 23 Grant				
Revenue		50,000	Record New Grant Year	
Expense		(50,000)		
* Adult Education 23 Grant				
Revenue (State & Federal)		160,523	Record New Grant Year	
Expense		(160,523)		
* Perkins 23				
Revenue		141,641	Record New Grant Year	
Expense		(141,641)		
* TRIO 22 Grant				
Revenue		151,139	Record Carry Forward Budget	
Expense		(151,139)		
* Gear Up 22 Grant				
Revenue		98,297	Record Carry Forward Budget	
Expense		(98,297)		
* NASA Drone Contest				
Revenue		8,971	Recorded New Grant	
Expense		(8,971)		
* Child Care Emergency Grant (DFS)				
Revenue		170,859	Record New Grant	
Expense		(170,859)		
* AE Out-of-School Youth Grant				
Revenue		15,000	Record New Grant	
Expense		(15,000)		
	Increase in Revenue	796,430		
	Increase in Expense	(796,430)		
TOTAL CURRENT FUNDS	ORIGINAL ADOPTED	Prior Adjustment	This Quarter	ADJUSTED BUDGET
Budgeted Revenue	28,544,937	0.00	704,044	29,248,981
Budgeted Expense	(28,544,937)	0.00	(704,044)	(29,248,981)
Annual Balance	-	0.00	0.00	0

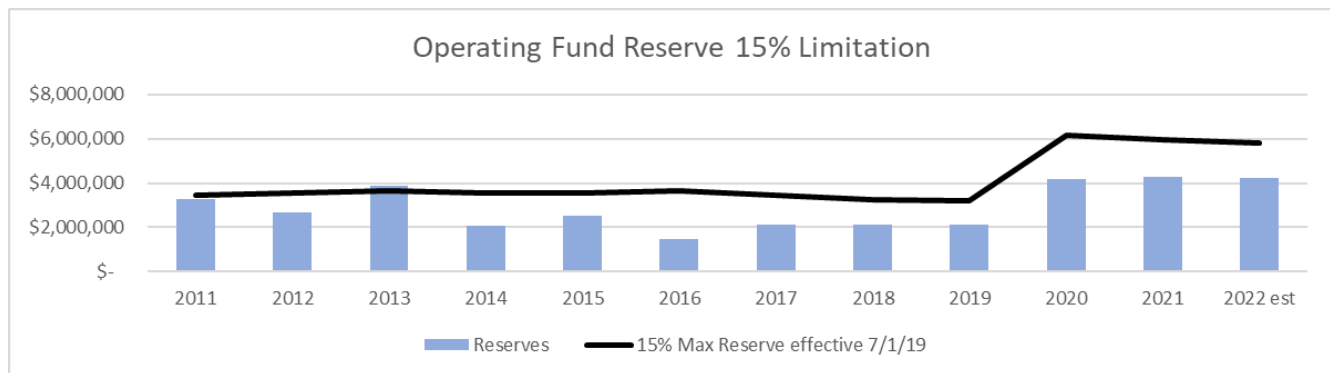
September 1, 2022

TO: Lisa M. Watson, President

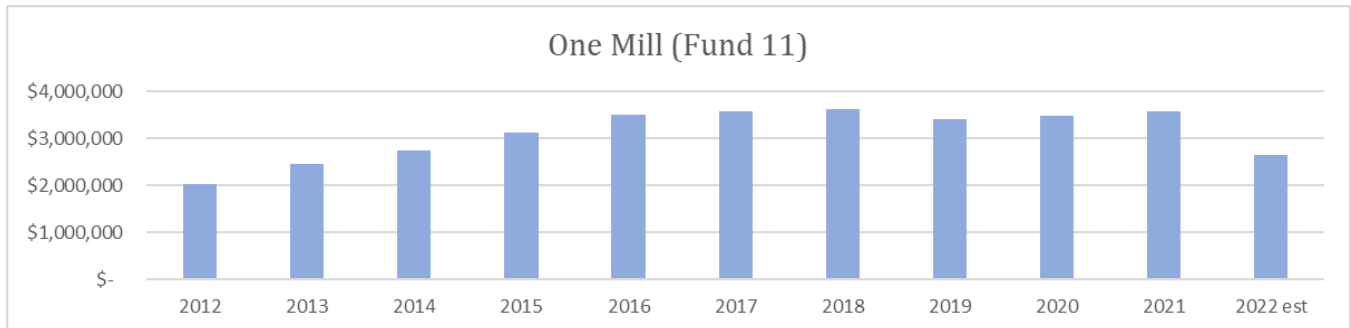
FROM: Brad Bowen, Finance Director

RE: College Reserves Overview FY2022

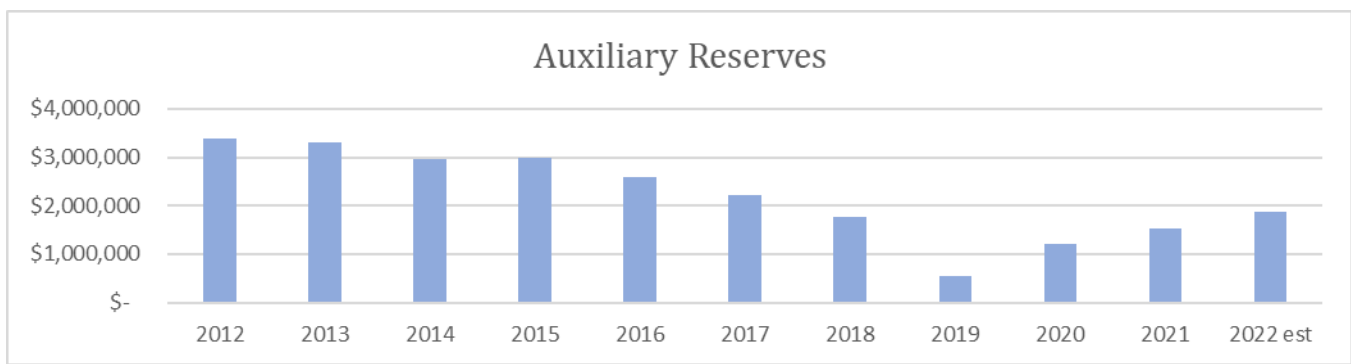
On an annual basis, the Northwest College Board of Trustees has requested an annual summary of College reserves for the Operating Fund (Fund 10 and 15), One Mill Fund (Fund 11), Auxiliary Fund (Fund 12 and specific Fund 70 Departments) and Plant Fund (Fund 70 excluding departments included in auxiliary fund). In addition, sections have been added this year regarding funding the construction of a new student center and funding institutional transformation. The below reserve calculations are as of June 30, 2022 but prior to yearend close and thus remain estimates.



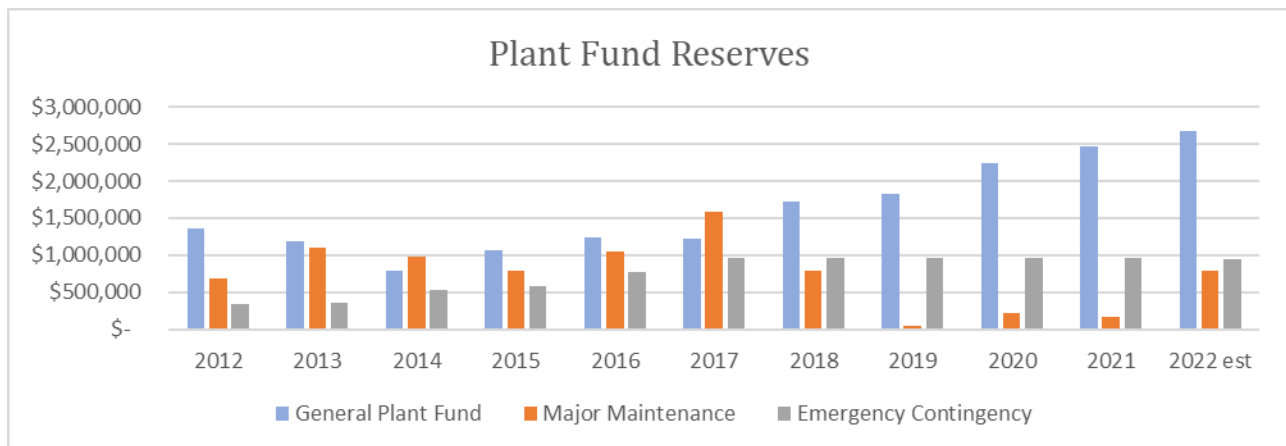
Comments- Operating reserves as of July 1, 2021 were \$4,256,536. Operating reserves after non-mandatory transfers for the year end June 30, 2022 are estimated at \$4,234,625 a decrease of \$21,911. A non-mandatory transfer to the student center in the amount of \$2,900,000 was required to insure the college remained under the 15% reserve limitation set by the Wyoming Community College Commission and thru Wyoming State Statutes. The reserve accumulation was due to multiple years of conservative spending and revenue exceeding conservative budgets related to tuition and fees (unknown effect of pandemic), local levies (unexpected increase in gas and oil valuations), and the Governor not requiring level 3 reductions to community college budgets.



Comments: One Mill reserves on July 1, 2021, were \$3,576,844. One Mill reserves are estimated to be \$2,645,587 as of June 30, 2022. The reserves decrease of \$931,257 is due to \$1,000,000 was transferred to the plant fund for the level 3 construction plans for the new student center as approved by the Board of Trustees offset by conservative spending, during FY 2022.



Comments- Auxiliary reserves on July 1, 2021, were \$1,534,970. Auxiliary reserves are estimated to be \$1,873,027 as of June 30, 2022. The \$338,057 increase is associated with College's ability to collect lost revenue under the Higher Education Emergency Relief Fund, occupancy at Trapper Village West exceeding budget and net revenue generated from student auxiliary facility fees and laundry fees.



Comments- General Plant Fund reserves on July 1, 2021 were \$2,463,982. General Plant Fund reserve is estimated to be \$2,680,854 at June 30, 2022. The estimated increase of \$216,872 is due to the net revenue generated by the student facility fee.

Major Maintenance reserves were \$169,868 on July 1, 2021. Major Maintenance reserves are estimated at \$795,979 at June 30, 2022. Major Maintenance reserve will fluctuate based on the timing of major maintenance projects. The Major Maintenance reserve is restricted to projects approved by the Board of Trustees and the Wyoming Construction Department.

Emergency Contingency reserves on July 1, 2021 were \$967,791. Emergency Contingency reserve is estimated to be \$953,301 at June 30, 2022. The reserve decreased due to expenditures related to the replacement of a hot water heater in Simpson Hall. The Emergency Contingency reserves are restricted for projects qualifying under the program as defined by the Wyoming Community College Commission.

Student Center Funding

The College is in the process of building a new student center along with a temp dining facility. These facilities will be funded 50% thru the State of Wyoming Construction Department and 50% thru Northwest College in combination with the Northwest College Foundation. The below table is an estimation of the funding sources that could be used to fund the new student center without obtaining debt financing.

Estimated Cost of Student Center as of September 1, 2022			\$ 11,219,088
FY 2022 Transfers to Fund Student Center			
Fund 11 Level 3 Study Transfer			\$ (1,000,000)
Fund 11 Transfer FY 2022 expenditure savings			\$ (100,000)
Fund 10 FY 2022 Transfer unexpected revenue and expenditure savings			\$ (2,900,000)
Total Reserves Transferred as of June 30, 2022			\$ (4,000,000)
Foundation Funding			
Foundation Funding for Student Center			\$ (500,000)
Current Foundation Campaign Donations			\$ (1,500,000)
Estimated Future Foundation Contributions			\$ (2,000,000)
Total Estimated and Known Foundation Funding			\$ (4,000,000)
Remaining Funds Needed for Student Center			\$ 3,219,088
Additional or Current Reserves Needed to Fund Student Center			
Fund 11 Reserves			\$ (2,000,000)
Fund 70 Auxiliary Reserves			\$ (200,000)
FY 2023 Fund 11 Expected Savings			\$ (100,000)
Fund 2023 Fund 10 Expected Savings			\$ (300,000)
Fund 70 General Plant Fund			\$ (619,088)
Total Current or Expected Reserves to Fund Student Center			\$ (3,219,088)

Based on the above table, reserve funds will be needed to fund the construction costs of the new student center and temp dining facility. The below table represents the estimated ending reserve balances if reserves were used to fund the remaining balance of the student center's cost and were transferred as of June 30, 2022.

Reserve Source	Estimated Reserves at 6/30/2022	Reserves Needed For Construction Costs	Ending Reserve Balance if Transfer Occurred on 6/30/22
Operating Fund	\$ 4,234,625		\$ 4,234,625
One Mill Fund	\$ 2,645,587	\$ (2,000,000)	\$ 645,587
Auxilliary Fund 12	\$ 555,536		\$ 555,536
Auxilliary Fund 70	\$ 1,317,491	\$ (200,000)	\$ 1,117,491
General Plant Fund including student fees	\$ 2,680,854	\$ (619,088)	\$ 2,061,766
Reserve Total	\$ 11,434,093	\$ (2,819,088)	\$ 8,615,005
FY 2023 Expected Savings	\$ 400,000.00	\$ (400,000)	\$ -
Estimated Reserves at June 30, 2023	\$ 11,834,093	\$ (3,219,088)	\$ 8,615,005

Transformational Reserves

In 2019, the College began its work regarding a new strategic vision and determining the steps needed to transform the College's operations to minimize any impact from future budget reductions whether due to state appropriations, local appropriations or enrollment. At the same time as the strategic vision work was being performed, the College began preparing financially for the implementation of the transformational work. The financial preparation has included transferring funds to a designated account in fund 22. These designated funds have accumulated from one-time only state appropriations for transformational change, lost revenue earned thru the Higher Education Emergency Relief Grant and non-mandatory transfers. As of June 30, 2022, the College has designated \$1,500,000 for transformational change.



September 1, 2022

Ms. Lisa Watson
President
Northwest College
231 West 6th Street
Powell, WY 82435

Dear President Watson:

This letter serves to inform you that Northwest College has successfully completed its Year 4 Assurance Review with no recommended monitoring.

Northwest College will not receive an official action letter from HLC's Institutional Actions Council. This letter serves as your confirmation that this review is complete.

In two weeks, this review will be added to the Institutional Status and Requirements (ISR) Report, a resource for CEOs and Accreditation Liaison Officers to review and manage information regarding the institution's accreditation relationship. CEOs and Accreditation Liaison Officers may request the ISR Report on HLC's website at <https://www.hlcommission.org/isr-request>.

The next step in the institution's ongoing accreditation relationship is to begin work on a Quality Initiative project and to prepare for the institution's comprehensive evaluation in Year 10, which will include an action regarding the institution's Reaffirmation of Accreditation.

If you have any questions, please contact the institution's HLC staff liaison Karen Solomon. Your cooperation in this matter is appreciated.

Sincerely,

Higher Learning Commission

cc. Brad Piazza, Chair, Peer Review Team
Karen Solomon, Liaison

Northwest College - WY

HLC ID 1724

OPEN PATHWAY: Open Pathway Year 4 Assurance Review

Review Date: 7/25/2022

Ms. Lisa Watson
President

Karen Solomon
HLC Liaison

Brad Piazza
Review Team Chair

Deborah Baness-King
Team Member

Amy Diaz
Team Member

David Keller
Team Member

Robin Lightner
Team Member

Context and Nature of Review

Review Date

7/25/2022

Review Type:

Open Pathway Year 4 Assurance Review

Scope of Review

- Assurance Review
- 2021–22 COVID-19 Response Form

Institutional Context

Northwest College (NWC) is a public, two-year comprehensive community college that recently received approval to offer a Bachelor of Applied Science degree. The College, founded in 1946, currently serves 1,443 credit students across a three-county area. NWC is located in Powell, WY.

NWC offers 45 transfer degrees, 19 occupational degrees, 23 certificate programs, and one bachelor of applied science degree. The support for the students and the degree programs comes from 238 employees which includes 104 faculty of which 61 are full-time. 134 staff members round out the staffing for the College. In the summer of 2022 the Board of Trustees hired a new president to assume the leadership of the College.

NWC has seen a reduction in state allocations in recent years and appears to have made prudent fiscal adjustments to adjust to the reduction in revenue. The NWC Foundation is financially strong and provides students with opportunities to get support as needed.

This review was conducted remotely as a Year 4 Assurance Review so there was no interaction with any college personnel, other than the ALO and the president, nor was there a visit to the campus. The information provided in this report is based solely on the information provided in the Assurance Argument. The review team consisted of five peer-reviewers.

Interactions with Constituencies

na

Additional Documents

None

1 - Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

1.A - Core Component 1.A

The institution's mission is articulated publicly and operationalized throughout the institution.

1. The mission was developed through a process suited to the context of the institution.
2. The mission and related statements are current and reference the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.
3. The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.
4. The institution's academic offerings, student support services and enrollment profile are consistent with its stated mission.
5. The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

Rating

Met

Rationale

The new mission statement for Northwest College (NWC) was developed through a collaborative process that began in spring of 2015. Intentional effort was made to include the entire college community in its development with a 50% response rate to the "Institutional Priorities Inventory" from employees. Students' and community members' input was sought as well. The Board of Trustees (BOT) approved the mission statement in March of 2016:

"In the context of our global society, the mission of Northwest College is to: be student-centered; be forward thinking; cultivate community; prepare students for transfer, career, and life; and retain and graduate students." The intended constituents are clearly identified as students and the community. The mission statement is clearly articulated both physically through signage and in print on meeting agendas and other related documents.

Vision 2020, NWC's strategic priorities, was established at about the same time and included key performance indicators to assist the college with tracking progress made toward their Vision 2020 outcomes. Per the BOT meeting agenda dated June 29, 2022, NWC is currently engaged in the development of Vision 2025 among other related plans to support the transformational vision.

Academic program offerings include a healthy mix of workforce-ready (AAS/BAS) and transfer-

intended (AA/AS) credentials poised to meet the needs of their community. Sufficient student support services are provided to students including those who live on campus. The majority of the NWC student body appears to be traditional in age ($1085/1442 = 75\%$) that is likely impacted by their location and student housing.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.B - Core Component 1.B

The institution's mission demonstrates commitment to the public good.

1. The institution's actions and decisions demonstrate that its educational role is to serve the public, not solely the institution or any superordinate entity.
2. The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.
3. The institution engages with its external constituencies and responds to their needs as its mission and capacity allow.

Rating

Met

Rationale

Northwest College (NWC) includes "cultivate community" as part of the descriptive phrases in its current mission statement. They serve the public, their students, through the courses and programs they offer including service learning opportunities. Several of their departments and programs are also available to the general community regardless of student status. They intentionally serve veterans and seniors through specific programming geared toward their needs.

One of their key performance indicators through Vision 2020, B.4, is "connections within the service area" that also codifies their commitment to serving the public in a measurable manner. There are numerous cultural events hosted at NWC to which the public is also invited. The "Community Facilities Usage" report lists all events held at any campus location for which the public was included.

The College has community representation on several advisory committees that influence program development by community need. The "Partnership Report" lists ten major partnerships with NWC including the type of partnership, when the partnership started and examples of how the partnership is mutually beneficial.

Finally, the President, BOT members, and several Vice Presidents provide their support and expertise to the community by sitting on community boards and attending legislative meetings providing the voice of the college to the community. Communication from NWC to the public is provided regularly and in many formats to ensure the public is well-informed of the college and its work, mission and purpose.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.C - Core Component 1.C

The institution provides opportunities for civic engagement in a diverse, multicultural society and globally connected world, as appropriate within its mission and for the constituencies it serves.

1. The institution encourages curricular or cocurricular activities that prepare students for informed citizenship and workplace success.
2. The institution's processes and activities demonstrate inclusive and equitable treatment of diverse populations.
3. The institution fosters a climate of respect among all students, faculty, staff and administrators from a range of diverse backgrounds, ideas and perspectives.

Rating

Met

Rationale

Northwest College (NWC) demonstrates its commitment to developing a knowledgeable and diverse citizenry in many ways. The Office of Intercultural Programs (OIP) provides oversight to international students attending NWC. The Intercultural House (ICH) also provides a "home away from home" for these students and, as part of the OIP, collaborates in providing diverse programming to meet all NWC students' needs. After a hiatus, the Multicultural Showcase, a pinnacle event, returned to campus. Surprisingly, despite COVID-19 the number of international students and countries represented has remained fairly stable since spring of 2020.

The Diversity Awareness Committee (DAC) also provides programming and training to the college community. According to the website, "the DAC serves its diverse constituencies by creating a socially just and inclusive campus and community." The DAC also supports all voices through an "open exchange of ideas" and is the body responsible for creating a "respect for diversity statement" that is included in each course syllabus.

All NWC degree-seeking students must demonstrate their knowledge of the US and Wyoming constitutions through required coursework. They also develop their interests and leadership skills through student-led clubs and organizations. Relative to the size of the student body, NWC students have an abundance of options - almost 40 different clubs and organizations - in which to participate with nearly as many inactive clubs. There is also a process for adding a new club. Of particular note is the Native Ways Student Club. Their goal is to engage and retain Native American students attending NWC and to honor and recognize their contributions to the College and community.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

1.S - Criterion 1 - Summary

The institution's mission is clear and articulated publicly; it guides the institution's operations.

Rationale

Northwest College (NWC) clearly articulates its mission in many ways - both electronically and in print. The focus areas of the mission statement guide the institution in the ways in which they interact with students and the community.

2 - Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

2.A - Core Component 2.A

The institution establishes and follows policies and processes to ensure fair and ethical behavior on the part of its governing board, administration, faculty and staff.

1. The institution develops and the governing board adopts the mission.
2. The institution operates with integrity in its financial, academic, human resources and auxiliary functions.

Rating

Met

Rationale

In 2019, Northwest College published a comprehensive Board Policy Manual that sets forth the policies that provide guidance for employment, compensation, and operations of the College. The policies span all of the major areas of NWC including the Organization, Board, Faculty and Academics, Students and Student Services, Human Resources, Business and Finance, and General. In a sample review of policies, it is evident that they are reviewed and updated regularly.

Board Policy 2140 details the process by which the Board of Trustees can create, revise, adopt, or revoke a policy. The process is well defined and includes a Policy Review Committee that is made up of a cross-representation of faculty and staff. This process is a good example of how NWC is ensuring not only the voices of many in policy revisions but also how the College is following its own processes for governance.

The College adheres to, and is held accountable for, its academic policies and procedures by publishing them in the catalog, student handbook, course syllabi, and the website. Included with the policies is the process for student appeals and faculty/staff grievances. The integrity of personnel functions is ensured through policy section 3000-Faculty and Academics as well as section 5000-Human Resources.

The Office of Student Services and the Office of Administrative Services provide oversight to policies and procedures that range from residential life, Clery Crime Report, student-athletes and Title IX, to name a few. NWC included, as part of their Assurance Argument, one student Title IX claim and one faculty Title IX claim from 2016 and 2017, respectively. These claims and the resulting resolution provide evidence that the processes outlined for addressing these types of situations were appropriate and followed.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.B - Core Component 2.B

The institution presents itself clearly and completely to its students and to the public.

1. The institution ensures the accuracy of any representations it makes regarding academic offerings, requirements, faculty and staff, costs to students, governance structure and accreditation relationships.
2. The institution ensures evidence is available to support any claims it makes regarding its contributions to the educational experience through research, community engagement, experiential learning, religious or spiritual purpose and economic development.

Rating

Met

Rationale

All key College program publications such as the catalog, course schedules, directory, admissions (cost of attendance), are easily found on the NWC website. This ease of access provides evidence that both internal and external stakeholders can obtain the necessary information to make informed decisions based on accurate information. Information is kept up-to-date through the assignment of monitors, who are college personnel, to update different pages of the website.

Board of Trustee information such as members, meeting schedules, agendas and minutes are viewable on the website. All accreditation affiliations are also in various publications via the NWC website.

NWC is a residential campus and, as such, has co-curricular programs and activities for students that are intended to contribute to the educational and developmental experiences of its students. Examples of these experiences include inter-collegiate athletics, Skills USA for welding students, speech/debate, livestock and equine judging, student government, multicultural club, and residential assistants to name a few

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.C - Core Component 2.C

The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.

1. The governing board is trained and knowledgeable so that it makes informed decisions with respect to the institution's financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.
2. The governing board's deliberations reflect priorities to preserve and enhance the institution.
3. The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
4. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties.
5. The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

Rating

Met

Rationale

NWC's elected Board of Trustees (BOT) derives its general authority via WY Statute WS 21-18-303. In alignment with the Statute, the BOT is bound by NWC policies which articulate the responsibilities to include: assurance that the College accomplishes its vision and mission; review and approval of all new degree programs; and full authority to create, revise, adopt, or revoke policy.

In a sample review of BOT meeting agendas and minutes, it is clear that the BOT is kept abreast of college operations via multiple reports from different divisions within the Institution. In addition, the BOT upholds its statutory responsibilities through the approval of the annual budget, reviews of the external financial audit, and a monthly review of monthly college expenditures via consent agenda. Beyond fiscal responsibilities the BOT is engaging in the approval of new degree programs

The Board of Trustees ensures its independence from undue influence from any and all third parties. This is done through a code of ethics, a conflict of interest statement and a disclosure of interest statement (requires Trustee signature). The relationship with the NWC Foundation is governed via an MOU from 2016 that outlines the Agreement for Exchange of Services between NWC and the NWC Foundation. This provides evidence of how the BOT is providing support to and independence from the Foundation.

The day-to-day management of the College is delegated by the BOT to the President. In a review of the NWC organizational chart there are clear reporting lines starting with the President to the BOT and then a cascading from the President down through the rest of the College

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.D - Core Component 2.D

The institution is committed to academic freedom and freedom of expression in the pursuit of truth in teaching and learning.

Rating

Met

Rationale

NWC Policy 3400-Academic Freedom supports the College's commitment to freedom in research, publication, and pursuit of professional/vocational areas of expertise. This is further affirmed through Policy 3330-Professional Ethics which emphasizes the delicate balance between respecting and defending the free inquiry of colleagues and students. Additionally, the Policy distinguishes responsibilities of faculty as employees versus as private citizens and affiliations with the Institution.

As part of the shared governance model employed by NWC, there is an Academic Freedom and Grievance committee whose purpose is to "monitors issues concerning academic freedom and other classroom or curricular rights of all faculty."

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.E - Core Component 2.E

The institution's policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, staff and students.

1. Institutions supporting basic and applied research maintain professional standards and provide oversight ensuring regulatory compliance, ethical behavior and fiscal accountability.
2. The institution provides effective support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff and students.
3. The institution provides students guidance in the ethics of research and use of information resources.
4. The institution enforces policies on academic honesty and integrity.

Rating

Met

Rationale

The Institutional Review Committee (IRC) is a standing committee chaired by the Dean of Student Learning with members recruited from the faculty and staff as appropriate for the proposed research. The IRC adheres to guidelines of the U.S. Department of Health and Human Services best practices and ethical standards.

Students at Northwest College are introduced to the mechanics of college writing and documentation/citation through ENGL-1010-Introduction to Composition. Further education around proper citation such as APA, MLA, Chicago or discipline-related citation styles is done in many of the 2000-level courses. The library also has library guides that provide information on the responsible and ethical use of information.

Updated general education outcomes (2017) emphasize accepted conventions used in writing, including digital correspondence as well as how to find, analyze, evaluate, and document information correctly. By infusing this education into the general education outcomes, NWC ensures that all students are educated and assessed on these skills.

The Academic Code of Conduct policy, which was updated for Fall 2017, outlines how NWC's commitment to creating and maintaining an environment of academic honesty. The Policy delineates the responsibilities of faculty to include creating a trusting environment in the classroom as well as challenging academic dishonesty. The same policy outlines the student's responsibility of learning and complying with academic expectations. The Academic Code of Conduct defines the different types of violations and the procedures to be followed as well as possible sanctions.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

2.S - Criterion 2 - Summary

The institution acts with integrity; its conduct is ethical and responsible.

Rationale

The Board of Trustees' authority is governed by Wyoming Statutes. Locally, the Board operates within the parameters of their policies which includes how to operate ethically and free of undue influence from outside parties. They have one college employee, the President, and then delegate the responsibility of the College to her.

The Assurance Review team found that all college policies and procedures are easily accessible to both internal and external stakeholders. The robust and comprehensive policies provide guardrails for students and all staff so that the College can operate in an ethical and acceptable manner for everyone it serves.

Academic freedom and the responsible is embraced and supported for both students and faculty.

NWC has both policy and committees to ensure and support the freedom of expression both in and out of the classroom.

3 - Teaching and Learning: Quality, Resources and Support

The institution provides quality education, wherever and however its offerings are delivered.

3.A - Core Component 3.A

The rigor of the institution's academic offerings is appropriate to higher education.

1. Courses and programs are current and require levels of student performance appropriate to the credential awarded.
2. The institution articulates and differentiates learning goals for its undergraduate, graduate, post-baccalaureate, post-graduate and certificate programs.
3. The institution's program quality and learning goals are consistent across all modes of delivery and all locations (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial arrangements, or any other modality).

Rating

Met

Rationale

NWC awards the Bachelor of Applied Science degree in Professional Studies along with four types of associate degrees: Associate of Arts, Associate of Science, Associate Degree in Nursing, and Associate of Applied Science. The College also offers Skills Certificates and Comprehensive Skills Certificates. All Associates Degree programs have established learning outcomes aligned to the General Education outcomes. The Bachelor of Applied Science learning outcomes are aligned with the professional studies curriculum. Art, Music, and Nursing programs hold specialized accreditation. Certificate and degree requirements are clearly outlined in the course catalog and on the college website. The College articulates clear differences in learning goals for certificates and degrees.

NWC maintains transfer and articulation agreements with the University of Wyoming, other Wyoming community colleges, and four-year institutions in neighboring states including Valley City State University, Montana State University-Billings, Montana State University, and Black Hills State University. Additionally the College maintains a number of 2+2 program transfer agreements.

NWC delivers curriculum in face-to-face, online, hybrid, and concurrent enrollment formats. The team reviewed Moodle course shells for BIOL1010 and HIST1221 in all available delivery modes, as well as ORTM2800, NRST2755, NRST1635, and NURS1100 for evidence of consistency. The team noted differences in outcomes in BIOL1010. Some syllabi list the five Physical and Natural Science general education learning outcomes, one lists only Biology Department outcomes, while others included both general education and Biology Department outcomes. Most HIST1221 syllabi list course-specific learning outcomes and state the course satisfies the US and Wyoming Constitutions

general education requirement. No list of general education learning outcomes are presented. One syllabus presents a different set of course-specific outcomes. The team did not find a syllabus in the ORTM2800 Moodle shell. Nursing courses consistently presented course, program, and clinical student learning outcomes. Most, but not all, syllabi do link to a document titled Universal Syllabus Information. This team reiterates the 2017 team recommendation to consider development of a master syllabus to ensure consistent delivery and format of all course syllabi.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.B - Core Component 3.B

The institution offers programs that engage students in collecting, analyzing and communicating information; in mastering modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments.

1. The general education program is appropriate to the mission, educational offerings and degree levels of the institution. The institution articulates the purposes, content and intended learning outcomes of its undergraduate general education requirements.
2. The program of general education is grounded in a philosophy or framework developed by the institution or adopted from an established framework. It imparts broad knowledge and intellectual concepts to students and develops skills and attitudes that the institution believes every college-educated person should possess.
3. The education offered by the institution recognizes the human and cultural diversity and provides students with growth opportunities and lifelong skills to live and work in a multicultural world.
4. The faculty and students contribute to scholarship, creative work and the discovery of knowledge to the extent appropriate to their offerings and the institution's mission.

Rating

Met

Rationale

NWC implemented new general education requirements in AA and AS programs in fall 2017 and AAS program in fall 2018. The requirements include coursework in US and Wyoming Government, a requirement of the state of Wyoming, a first-year seminar, communication, quantitative reasoning, physical and natural world, human condition, and creativity.

The College publishes a philosophy of general education on the Office of Academic Affairs website and in the college catalog to clearly articulate the purpose and rationale of general education. The Human Condition category includes a wide array of coursework to address aspects of diversity and civil society.

The President and Board of Trustees receive monthly updates on faculty and student creative work, contributions to scholarship, and discovery of knowledge. Evidence provided to the team includes a variety of service to community organizations and collaboration between NWC faculty and students and regional K-12 and higher education institutions.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.C - Core Component 3.C

The institution has the faculty and staff needed for effective, high-quality programs and student services.

1. The institution strives to ensure that the overall composition of its faculty and staff reflects human diversity as appropriate within its mission and for the constituencies it serves.
2. The institution has sufficient numbers and continuity of faculty members to carry out both the classroom and the non-classroom roles of faculty, including oversight of the curriculum and expectations for student performance, assessment of student learning, and establishment of academic credentials for instructional staff.
3. All instructors are appropriately qualified, including those in dual credit, contractual and consortial offerings.
4. Instructors are evaluated regularly in accordance with established institutional policies and procedures.
5. The institution has processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles; it supports their professional development.
6. Instructors are accessible for student inquiry.
7. Staff members providing student support services, such as tutoring, financial aid advising, academic advising and cocurricular activities, are appropriately qualified, trained and supported in their professional development.

Rating

Met

Rationale

NWC is conscious of the race and ethnicity demographics of the service area, student body, and employees. Like many higher education institutions, the diversity of faculty and staff lags behind the students and service area. The College attempts to increase diversity by recruiting throughout the service region and posting full-time faculty positions nationally. The Diversity Awareness Committee strives to create a socially just and inclusive campus and community by bringing multicultural programs and trainings to campus. The committee also created the Respect for Diversity Statement, which is required to be included on course syllabi.

NWC maintains a 14:1 student to faculty ratio. There is sufficient numbers and continuity of full-time faculty to conduct both classroom and non-classroom roles. Fifty-one of 91 faculty are full-time, with an average tenure of 12 years. Faculty are well represented on the Curriculum Committee, Central Assessment Team, Rank and Tenure Committee, and hiring committees.

Board Policy 3110 identifies faculty qualifications which align with HLC's minimum requirements. Division chairs consult with the appropriate faculty to determine any qualifications beyond the stated minimum. All faculty, including concurrent enrollment, must meet the same credentialing requirements. Nearly half of full-time faculty hold doctorates or other terminal degrees.

Board Policy 3600 establishes faculty evaluation policies. All new full-time faculty, both tenure and non-tenure track, are evaluated annually by their Division Chair. Tenure track faculty are also evaluated by the Rank and Tenure committee in the fall semester of their third year and for decision of tenure in spring semester of the fifth year. Tenured faculty are evaluated by both the Division Chair and Rank and Tenure Committee when they are eligible for promotion. Adjunct faculty are evaluated by the Division Chair or an appointed tenured faculty member during the first semester of teaching and then annually. Faculty evaluations include a written self-evaluation of teaching effectiveness, academic service, and professional development.

Board Policy 3320 clarifies expectations for faculty professional growth and development. Faculty report on their professional development in self-evaluations. According to Board Policy 3420, faculty can request funds through the Professional Development and Travel Fund through their division as well as the Committee on Faculty Development and Morale. The budget includes professional development line items for classified staff, professional staff, faculty, and administration. Many programs and divisions have separate line items for dues/registration/membership and training development. Additionally Human Resources coordinates delivery of numerous in-person and virtual workshops and trainings

Full-time faculty are required to establish regular and adequate office hours to provide students with sufficient opportunity to consult with faculty members. Office hours are submitted to the Division Chair and published in course syllabi. Student evaluations provide feedback about faculty availability. Adjunct faculty have designated office space to hold regular office hours.

NWC establishes qualifications and credentials for student support services personnel. Staff receive regular professional development through the Center for Training and Development and have opportunities to join webinars and in-state conferences. Board Policy 5450 also establishes a Professional Development Leave policy for staff to pursue further study, training, and enrichment experiences to better serve the Institution.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.D - Core Component 3.D

The institution provides support for student learning and resources for effective teaching.

1. The institution provides student support services suited to the needs of its student populations.
2. The institution provides for learning support and preparatory instruction to address the academic needs of its students. It has a process for directing entering students to courses and programs for which the students are adequately prepared.
3. The institution provides academic advising suited to its offerings and the needs of its students.
4. The institution provides to students and instructors the infrastructure and resources necessary to support effective teaching and learning (technological infrastructure, scientific laboratories, libraries, performance spaces, clinical practice sites and museum collections, as appropriate to the institution's offerings).

Rating

Met

Rationale

NWC offers a variety of student services including pre-enrollment advising, academic and career advising, financial aid, residence life, disability support services, counseling services, TRiO student support services, peer tutoring, library, and intercultural program.

Upon admission, NWC assesses students for college-level math and English preparation using ACT scores, Accuplacer, and ALEKS PPL (math only). The College employs a co-requisite model for developmental support in math and English. Students are also supported through both discipline-specific and general studies First-Year Seminars.

NWC uses a split model of advising, consisting of both an Academic and Career Advising Coordinator and faculty advisors. The Academic and Career Advising Coordinator manages general academic advising, transfer advising, career advising, and the early alert system. Faculty advisors provide disciplinary expertise and help students develop academic plans, select and register for courses, and maintain major-specific transfer agreements.

NWC provides students and faculty the infrastructure and resources necessary for effective teaching and learning. The IT department equips and maintains classrooms with appropriate technology. Faculty receive training with the LMS, classroom technology, and other technologies to support learning.

Computing Services oversees networking, database, and desktop needs. All campus buildings have sufficient wireless coverage.

The library is open nearly 80 hours per week. In addition to all resources housed in the library, students have access to materials and resources from six other Wyoming community colleges and the Wyoming State Library, as well as interlibrary loan. Students can receive tutoring and use computers

in the library. Additionally the library offers laptops and graphing calculators for semester check-out.

The list of current college facilities to support particular programs is impressive. In addition, the NWC Foundation grants include equipment and technology to support students in each of the last five years.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

3.S - Criterion 3 - Summary

The institution provides quality education, wherever and however its offerings are delivered.

Rationale

NWC awards the Bachelor of Applied Science degree in Professional Studies along with four types of associate degrees: Associate of Arts, Associate of Science, Associate Degree in Nursing, and Associate of Applied Science. The College also offers Skills Certificates and Comprehensive Skills Certificates. All Associates Degree programs have established learning outcomes aligned to the General Education outcomes. Transfer and articulation agreements with the University of Wyoming, other Wyoming community colleges, and four-year institutions in neighboring states further support students.

NWC delivers curriculum in face-to-face, online, hybrid, and concurrent enrollment formats. The College would benefit from the development of a master syllabus to ensure consistent delivery of student learning outcomes and other critical student support information.

NWC implemented new general education requirements in AA and AS programs in fall 2017 and AAS program in fall 2018. The requirements include coursework in US and Wyoming Government, a requirement of the state of Wyoming, a first-year seminar, communication, quantitative reasoning, physical and natural world, human condition, and creativity. The College publishes a philosophy of general education on the Office of Academic Affairs website and in the college catalog to clearly articulate the purpose and rationale of general education.

NWC maintains a 14:1 student to faculty ratio. There is sufficient numbers and continuity of full-time faculty to conduct both classroom and non-classroom roles. Board policies establish policies for faculty qualifications, faculty evaluation, faculty professional development, and office hours.

NWC offers a variety of student services throughout a student's engagement with the institution including academic and career advising, financial aid, residence life, disability support services, counseling services, TRiO, and tutoring. IT and Computing Services provide students and faculty with the infrastructure, resources, and training necessary for effective teaching and learning.

4 - Teaching and Learning: Evaluation and Improvement

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

4.A - Core Component 4.A

The institution ensures the quality of its educational offerings.

1. The institution maintains a practice of regular program reviews and acts upon the findings.
2. The institution evaluates all the credit that it transcripts, including what it awards for experiential learning or other forms of prior learning, or relies on the evaluation of responsible third parties.
3. The institution has policies that ensure the quality of the credit it accepts in transfer.
4. The institution maintains and exercises authority over the prerequisites for courses, rigor of courses, expectations for student learning, access to learning resources, and faculty qualifications for all its programs, including dual credit programs. It ensures that its dual credit courses or programs for high school students are equivalent in learning outcomes and levels of achievement to its higher education curriculum.
5. The institution maintains specialized accreditation for its programs as appropriate to its educational purposes.
6. The institution evaluates the success of its graduates. The institution ensures that the credentials it represents as preparation for advanced study or employment accomplish these purposes. For all programs, the institution looks to indicators it deems appropriate to its mission.

Rating

Met

Rationale

NWC reports select data on programs to the Wyoming Community College Commission on the 2020-2024 schedule that has a 5-year cycle. The VPAA and academic deans review data yearly for all programs, with crossover from the Assessment Committee that allows the discussion of the program learning reports. If concerns arise, the Academic Affairs Office, Division, chairs, and program faculty conduct a more in-depth review. Examples of this in-depth review were provided for English (17-18), Biology (18-19) and Engineering & Computer Science (18-19), and the Dean of Student Learning said that usually one or two of these in-depth review happen per year. The examples provided of the reviews were thorough with a multifaceted look at program success. It may be helpful to develop criteria which programs will undergo this more thorough review. This is also noted in the 2017 Team Report in which the HLC visiting team had difficulty determining whether Program Reviews had been submitted at the required time and only had a few examples. The concern

here is that the yearly data and the data that are sent to WCCC may not present sufficient opportunities for reflection and program improvements, and it might be helpful to formalize the process and have all programs go through the more thorough process of submitting the in-depth reviews to the leadership team on a 5-year cycle.

NWC identified several actions resulting from the program reviews (scheduling, staffing, budget), but for the next comprehensive visit may want to have more evidence that directly connects to these decisions.

The Institutional Effectiveness Committee evaluates non-academic areas, and minutes show that they regularly discuss non-academic units, with several examples of discussion of the completed Support Services Program Review Form. However, it is unclear that these areas are on a particular schedule or rotation to ensure that these are being done systematically.

The Registration and Records Office is responsible for evaluating transfer credit. NWC accepts credits only from regionally accredited postsecondary institutions. International Baccalaureate (IB) credit transfer is evaluated by the Registrar. Students may earn up to 15 credit hours from a Self-Acquired Competency Credit portfolio evaluation by faculty.

Dual credit is awarded at NWC through concurrent enrollment classes in high schools taught by high school instructors and overseen by the department chairs who review syllabi, student evaluations, and conduct classroom visits. An English assessment indicates similar levels of success as for on-campus classes. For the comprehensive visit in four years, the team would expect to see evaluations of courses or other evidence that the coaching/mentoring is taking place by the college faculty.

The NWC Curriculum Committee meets regularly, and minutes from 2021 show that this Committee oversees the new course creation process and determines whether courses should earn general education credit.

Music and Music Technology, Fine Arts and Graphic Design, and the Nursing RN programs are all accredited by outside agencies and are in good standing.

After transferring, students are tracked by the University of Wyoming, and they generally perform similarly to all transfer students. NWC also receives data on the Education students from Valley City State University, which indicate that the 14 transfer students performed well.

A graduate exit survey tracks student ratings of their learning on general education outcomes as well as satisfaction with student services. Ideally, some employment information could be included in these graduate surveys, or in the more-thorough program reviews for career-oriented programs.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

4.B - Core Component 4.B

The institution engages in ongoing assessment of student learning as part of its commitment to the educational outcomes of its students.

1. The institution has effective processes for assessment of student learning and for achievement of learning goals in academic and cocurricular offerings.
2. The institution uses the information gained from assessment to improve student learning.
3. The institution's processes and methodologies to assess student learning reflect good practice, including the substantial participation of faculty, instructional and other relevant staff members.

Rating

Met

Rationale

NWC has made great strides since the Focused Visit of 2013, the Comprehensive Visit in 2017 and the Interim Report in 2019 to shore up its method and process for assessment, particularly in the assessment of general education. The assessment depends on both instructor-reported outcomes achievement as well as student-reported ratings on 13 learning outcomes over the 7 general education competencies on the Graduate Exit Survey. Graduates reported that they agreed or strongly agreed to have proficiency in 78% of the general education outcomes.

Instructors complete a general education report for each course on rotation in the core that includes the outcome, assessment method, number of students who met and did not meet the outcome, and description of future actions. These reports over the last four years show widespread participation by faculty, diligent collection of the results, and dozens examples each year of very specific changes or improvements to courses and assignments.

The forms show course-level improvements very clearly, but department-level or college-level discussions are less obvious. NWC lists that assessment is used in technology requests, progress toward the Vision, and programming in the Teaching and Learning Center. The Dean of Student Learning and Vice President of Academic Affairs indicated that this happens within the CAT and in their participation with the CAT. Subsequent reviewers will want to see minutes or evidence that documents how these larger-scale, college-level changes are informed by assessment.

In the area of program assessment, there are well-designed processes, form, and rotation schedule.

An important mapping effort in 2018, led to important updates in the assessment plan. The Program Learning Outcome Assessment Report is a concise and useful document, and the examples included showed the process at its best—with concrete examples of changing courses and programs to improve student learning. The process specifies that departments meet to discuss the completed results and improvements. Examples of the reports were provided for the last four years.

Co-curricular assessment is an area that many institutions have struggled to define. The 2019 NWC

assurance argument stated:

To gain clarity on co-curricular assessment, Northwest College sent a group of eight representatives to the HLC Strategic Assessment Workshop held on June 19-21, 2018. Based on clarification received at that workshop on how to determine whether a student organization qualifies as co-curricular, the College determined that co-curricular programs would be those activities with a clear connection to an academic program. Three student organizations fall within that definition: Forensics, Enactus, and Livestock Judging. These organizations have direct ties to academic programs (Communication, Business, and Agriculture) and have credit bearing courses associated with them. Additionally, these courses have assigned course and related program outcomes, which are reported on as part of the current program learning outcomes assessments.

The College's definition is narrowly defined to three experiences that happen in conjunction with courses, and thus are covered by existing curricular program assessment. A separate assessment report is included about the Library, and the Institutional Effectiveness Committee minutes show examples of evaluations of non-academic areas that some institutions would consider co-curricular. Before the next comprehensive visit, the Institution will want to revisit co-curricular assessment using HLC's 2020 definition: "CO-CURRICULAR: Learning activities, programs and experiences that reinforce the institution's mission and values and complement the formal curriculum. Examples: Study abroad, student-faculty research experiences, service learning, professional clubs or organization, athletics, honor societies, career services, etc." and create a schedule for assessing the activities that fall into this expanded definition.

In general, the Institution uses best practices in assessment. They have representatives from each department on the committee. They have effectively made changes to their general education assessment, and look critically at the work of the units to suggest improvements, for example, CAT has compiled the results on the 7 competencies over the last 4 years allowing them to examine trends. CAT analyzes the types of measures (direct/indirect) and rates the suggestions as likely to have an impact, which provides an impressive level of quality control and learning opportunities about refining the assessment process, and documents improvements in the process over time.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

4.C - Core Component 4.C

The institution pursues educational improvement through goals and strategies that improve retention, persistence and completion rates in its degree and certificate programs.

1. The institution has defined goals for student retention, persistence and completion that are ambitious, attainable and appropriate to its mission, student populations and educational offerings.
2. The institution collects and analyzes information on student retention, persistence and completion of its programs.
3. The institution uses information on student retention, persistence and completion of programs to make improvements as warranted by the data.
4. The institution's processes and methodologies for collecting and analyzing information on student retention, persistence and completion of programs reflect good practice. (Institutions are not required to use IPEDS definitions in their determination of persistence or completion rates. Institutions are encouraged to choose measures that are suitable to their student populations, but institutions are accountable for the validity of their measures.)

Rating

Met

Rationale

NWC has clear student success goals within the now completed Vision 2020 plan, along with other kpi's for the institution. Like most other 2-year institutions, retention, and to a lesser extent, completions have decreased over the last two years. The fall first-time, degree-seeking retention for F20 to F21 is 54%, with a completion rate of 46%, and if transfers are included, 59-60% of students graduate or transfer within three years. Notably, NWC had the highest completion rate among Wyoming Community Colleges in 2020-2021

After experiencing some understandable COVID-related delays, the planning is underway with some initial frameworks for the next plan Vision 2025. Given the centrality of student success measures in the previous plan, the team would expect retention, persistence, and completion goals to be a prominent part of the emerging plan.

Northwest College provided the IPEDS completions, IPEDS graduation rate surveys, and National Community College Benchmark Project reports, additionally relies on Wyoming Community College Commission (WCCC) Annual Performance Indicators for in-state cohort performance information. NWC uses IPEDS definitions, or when unavailable, agreed-upon statewide definitions and common measurement methods.

The Institutional Research website gives a dashboard that includes enrollment and student achievement outcomes as well as links to a longitudinal enrollment report, profile, and federal and state reports.

The 2017 Team wrote “The Retention Committee has been instrumental in establishing initiatives that help students to succeed.” These initiatives include the following.

The First Year Seminar was expanded across all degree programs in fall of 2017, and since summer 2020, NWC has offered the course in summer with no charge to the students.

Other initiatives include the HELP early alert notification, a HERO Grant to help students needing emergency financial support, Guided pathways / Student Planner software, and a 15-to-finish initiative that encourages students to take 15-credit hours a term.

Co-requisite math classes were piloted in 2015 and subsequently expanded with impressive completion gains over students taking sequential developmental classes. English also began offering co-requisite education in 2017.

Important evidence to include in subsequent assurance arguments will be continued minutes from the Retention Committee to show their work in recent years, as well as data from the above initiatives to show that they are working and remain warranted by the data.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

4.S - Criterion 4 - Summary

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Rationale

NWC shows evidence of their responsibility to engage in the regular assessment of their academic programs.

They conduct program reviews with data reports on programs over a five-year cycle sent to WCCC; programs with any concerns go through a more thorough process. They have three accredited programs. They follow standard practices for the awarding of credit and dual credit awards. The Institutional Effectiveness Committee looks at non-academic units to ensure their effectiveness.

In general, the Institution uses best practices in assessment. They have representatives from each department on the CAT. They have effectively made changes to their general education assessment. They have continued collecting data and implementing the process submitted in the 2019 interim report. At the program level, they conduct yearly program assessment using a thorough report form, and have several examples of improvements from this process. They look critically at the work of the units to suggest improvements.

Overall, the Institution uses data to inform decisions and ensure quality. NWC regularly monitors retention and completion and have several initiatives to improve student success (early alert, HERO grant, co-requisite model, etc.).

There are some areas that warrant attention before the next comprehensive visit.

- 1) Program Review. It might be helpful to formalize the process and have all programs go through the more thorough process of submitting the in-depth reviews to the leadership team on a 5-year cycle.
- 2) General Education. The next review team will want to see examples of minutes or other evidence that shows that discussion of general education at the department and college level, beyond the many course-level improvements that are reported.
- 3) The College will want to revisit its definition of co-curricular learning to align with the HLC's 2020 definition: "CO-CURRICULAR: Learning activities, programs and experiences that reinforce the institution's mission and values and complement the formal curriculum. Examples: Study abroad, student-faculty research experiences, service learning, professional clubs or organization, athletics, honor societies, career services, etc." The College's current definition is too limited, and they have a number of experiences falling into to the HLC definition that would warrant their own assessment plan.

5 - Institutional Effectiveness, Resources and Planning

The institution's resources, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

5.A - Core Component 5.A

Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

1. Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.
2. The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.
3. The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

Rating

Met

Rationale

Northwest College maintains structures and processes that are effective in supporting the institutional mission. This is evidenced by the College committee structure and shared governance processes which are reflective of inclusive membership and engagement by all stakeholders. The Shared Governance and Decision Making Guide clearly defines the process for the College and delineates expectations. Regular review and revision of this document, while not required, could provide an opportunity for the Institution to reenforce the shared governance structure.

Data is used across the Institution for the purpose of informing the decision-making process. In addition to the engaging in the process defined by the Shared Governance and Decision Making Guide, the College also captures data from the Program Review process in both Student Services and Academic Affairs to determine viability of programming. In alignment with the shared governance structure, this data is reviewed by assigned committees for recommendation to the President. Data related the budget process is also used to make determinations related to allocation, and most recently, to make recommendations regarding Reduction in Force and costs associated with student fees, housing and meal plan rates. In a memo from President Watson to the Board of Trustees dated April 2, 2022, rationale in clearly presented regarding the data-driven decision-making process for Reduction in Force recommendations.

In addition to being data-driven in decision making, Northwest College utilizes multiple mechanisms

to engage all stakeholders through collaborative structures. As demonstrated through the committee membership document, there is intentionality in ensuring inclusive membership for committees across campus. The Academic Advisory Council, Course Scheduling Committee, and Central Assessment Team include staff membership, and the Curriculum Committee, Library Committee and Retention Committee are inclusive of both staff and students. These collaborative structures allow for inclusive engagement for academic decision-making and demonstrate an intentional effort to by the Institution to embrace collaboration in fulfilling its mission.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.B - Core Component 5.B

The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.

1. The institution has qualified and trained operational staff and infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The goals incorporated into the mission and any related statements are realistic in light of the institution's organization, resources and opportunities.
3. The institution has a well-developed process in place for budgeting and for monitoring its finances.
4. The institution's fiscal allocations ensure that its educational purposes are achieved.

Rating

Met

Rationale

Northwest College has a well developed process for ensuring qualified and trained operational staff. This process includes well developed job descriptions and a thorough selection process detailed in the Board Policy Manual (3110 Faculty Appointment and 5150 Staff Recruitment). Once hired, the College provides ample opportunity for all employees to engage in internal and external professional development. This includes access to courses provided through the Institution, as well as tuition waivers for full-time employees to attend the University of Wyoming. Additionally, employees are required to complete trainings related to Title IX, Office of Civil Rights and the Clery Act. Moreover, the Institution documents compliance and demonstrates adherence to these trainings. Budget allocations provided also reflect a commitment to professional development across areas of the College.

Budgeting processes are in place to ensure a collaborative process, and one that reflects a commitment to quality while recognizing the need to be responsive to changes in revenue. The Institution regularly engages Budget Managers and the Budget Committee in meetings to discuss planning in relation to current economic climate (NWC Budget Managers Agenda-May 5, 2022). Processes are in place to monitor finances including a multitiered expenditure approval process.

NWC maintains a strong commitment to the mission in spite of consistent declines in state funding and other revenue sources. The 2008 Facilities Master Plan, and subsequent update in 2014, drive campus priorities related to the physical structures and needs of the Institution. As demonstrated through Facilities Project Report (June 1, 2022), the Board of Trustees are informed monthly regarding the implementation of the Facilities Master Plan and adjustments are made to timelines based on available funding.

The College engages in a comprehensive budgeting and management process that focuses on ensuring the educational purposes of the Institution are achieved. Stable reserve balances (Schedule of Reserves, June 30, 2021) and strong commitments by the NWC Foundation have provided relief in

times of budget shortfall.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.C - Core Component 5.C

The institution engages in systematic and integrated planning and improvement.

1. The institution allocates its resources in alignment with its mission and priorities, including, as applicable, its comprehensive research enterprise, associated institutes and affiliated centers.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity, including fluctuations in the institution's sources of revenue and enrollment.
5. Institutional planning anticipates evolving external factors, such as technology advancements, demographic shifts, globalization, the economy and state support.
6. The institution implements its plans to systematically improve its operations and student outcomes.

Rating

Met

Rationale

Northwest College has established multiple planning and improvement mechanisms to ensure forward movement. Among these is the NWC Vision 2020 Key Performance Indicators which provides a roadmap for improvement and growth, along with measurements for accountability.

In addition to the Institution's Vision 2020 documents, the College has established several supplemental plans; this includes a Strategic Enrollment Management (SEM) Plan in 2019 that outlines current, ongoing and upcoming areas of focus as relates to recruitment, retention and communication. The SEM plan includes action items, as well as performance measures to determine progress and maintain accountability. NWC has also incorporated a Facilities Master Plan that delineates the physical needs of the Institution with associated priorities. This plan, originally developed in 2008, was updated in 2014 and is reviewed monthly to determine fiscal viability of planning components and assessment of institutional priorities.

In 2017 the NWC President developed the Institutional Effectiveness Committee (IEC) to provide for a more comprehensive assessment of college-wide efforts. More specifically, the IEC is responsible for ensuring appropriate data is available for institutional decision-making and serves as an evaluative body for program review.

To ensure a collaborative planning process NWC actively seeks out stakeholder feedback through a variety of surveys and focus groups (Community College Survey of Student Engagement, College Transformation, Future Summit, and PACE Climate Survey). In 2019 the Institution hosted several Strategic Visioning Listening Sessions for both internal and external stakeholders resulting in a recommendation to establish Champion Student Success, Attract New Students, Innovate Academic

Programming, and Revitalize Facilities.as the 2025 strategic initiatives. As demonstrated by these efforts, the College engages in, and has a strong commitment to systematic and integrated planning and improvement.

Interim Monitoring (if applicable)

No Interim Monitoring Recommended.

5.S - Criterion 5 - Summary

The institution's resources, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

Rationale

Northwest College maintains structures, processes and planning that demonstrate a commitment to the mission of the institution. Despite financial challenges, the College demonstrates a strong commitment to quality of educational offerings and has implemented an inclusive planning process that engages all stakeholder. It is evident that NWC has a solid structure in place to account for both future challenges, opportunities, and the ever-changing student landscape.

Review Dashboard

Number	Title	Rating
1	Mission	
1.A	Core Component 1.A	Met
1.B	Core Component 1.B	Met
1.C	Core Component 1.C	Met
1.S	Criterion 1 - Summary	
2	Integrity: Ethical and Responsible Conduct	
2.A	Core Component 2.A	Met
2.B	Core Component 2.B	Met
2.C	Core Component 2.C	Met
2.D	Core Component 2.D	Met
2.E	Core Component 2.E	Met
2.S	Criterion 2 - Summary	
3	Teaching and Learning: Quality, Resources and Support	
3.A	Core Component 3.A	Met
3.B	Core Component 3.B	Met
3.C	Core Component 3.C	Met
3.D	Core Component 3.D	Met
3.S	Criterion 3 - Summary	
4	Teaching and Learning: Evaluation and Improvement	
4.A	Core Component 4.A	Met
4.B	Core Component 4.B	Met
4.C	Core Component 4.C	Met
4.S	Criterion 4 - Summary	
5	Institutional Effectiveness, Resources and Planning	
5.A	Core Component 5.A	Met
5.B	Core Component 5.B	Met
5.C	Core Component 5.C	Met
5.S	Criterion 5 - Summary	

Review Summary

Conclusion

The Four Year Assurance Review for Northwest College was conducted by a five person peer-review team. The Team wrote their rationale based on the information provided in the Assurance Argument and did not utilize any additional resources. Kudos to the NWC team for writing a thorough Argument and for their diligence in providing some additional evidence when requested. The information provided by the College was sufficient for the team to do an in-depth review of NWC's progress since their last comprehensive visit in Fall 2017.

The Team was unanimous in determining that the College has met the criteria for accreditation. NWC lives its mission and provides robust programming and support for its students and the community.

NWC continues to make progress in the assessment of student learning, including general education outcomes. Work in the assessment of co-curricular programming still needs to be expanded and evidenced. It will be important for the next peer-review team to ensure that growth in this area is occurring.

Overall Recommendations

Criteria For Accreditation

Met

Sanctions Recommendation

No Sanction

Pathways Recommendation

Not Applicable to This Review

No Interim Monitoring Recommended.

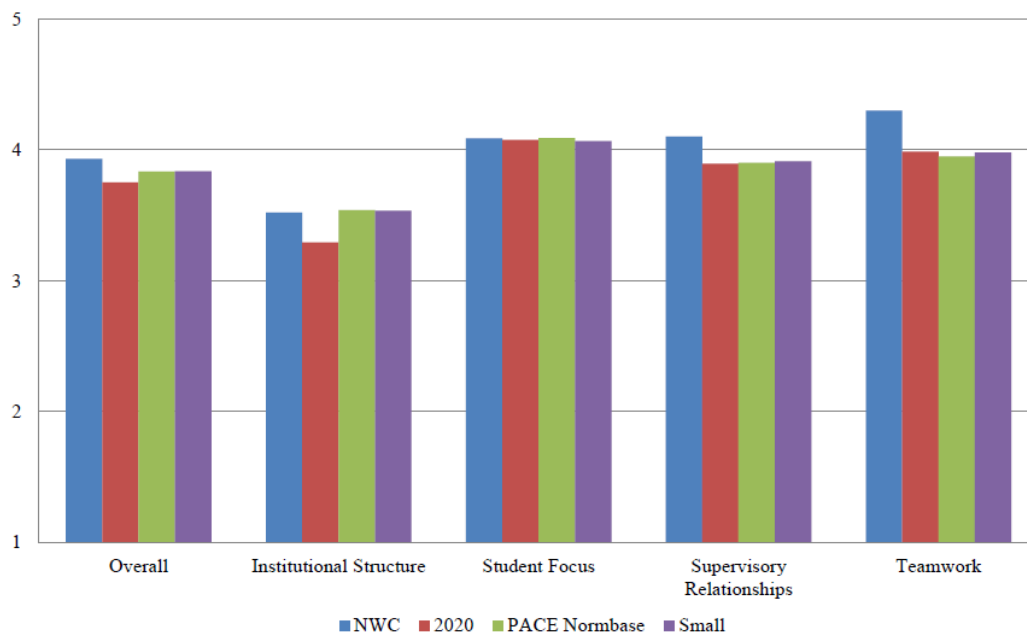


To: Lisa Watson, President
 From: Lisa Smith, Institutional Research Manager
 RE: 2022 PACE Climate Survey Results Summary
 Date: August 25, 2022

The Belk Center for Community College Leadership and Research administered the PACE Climate Survey for Community Colleges at Northwest College in Spring 2022 (February 17 to March 24). Of the 238 employees surveyed, 133 (56%) completed the survey.

Mean Scores by Comparison Group and Climate Factor

NWC's 2022 results had higher mean scores than our 2020 results for 89% of the 63 survey items. Overall, results yielded a mean score of 3.932 on a five-point scale ranging from "1 – Very dissatisfied" to "5 – Very satisfied".



Mean Scores by Constituency Group

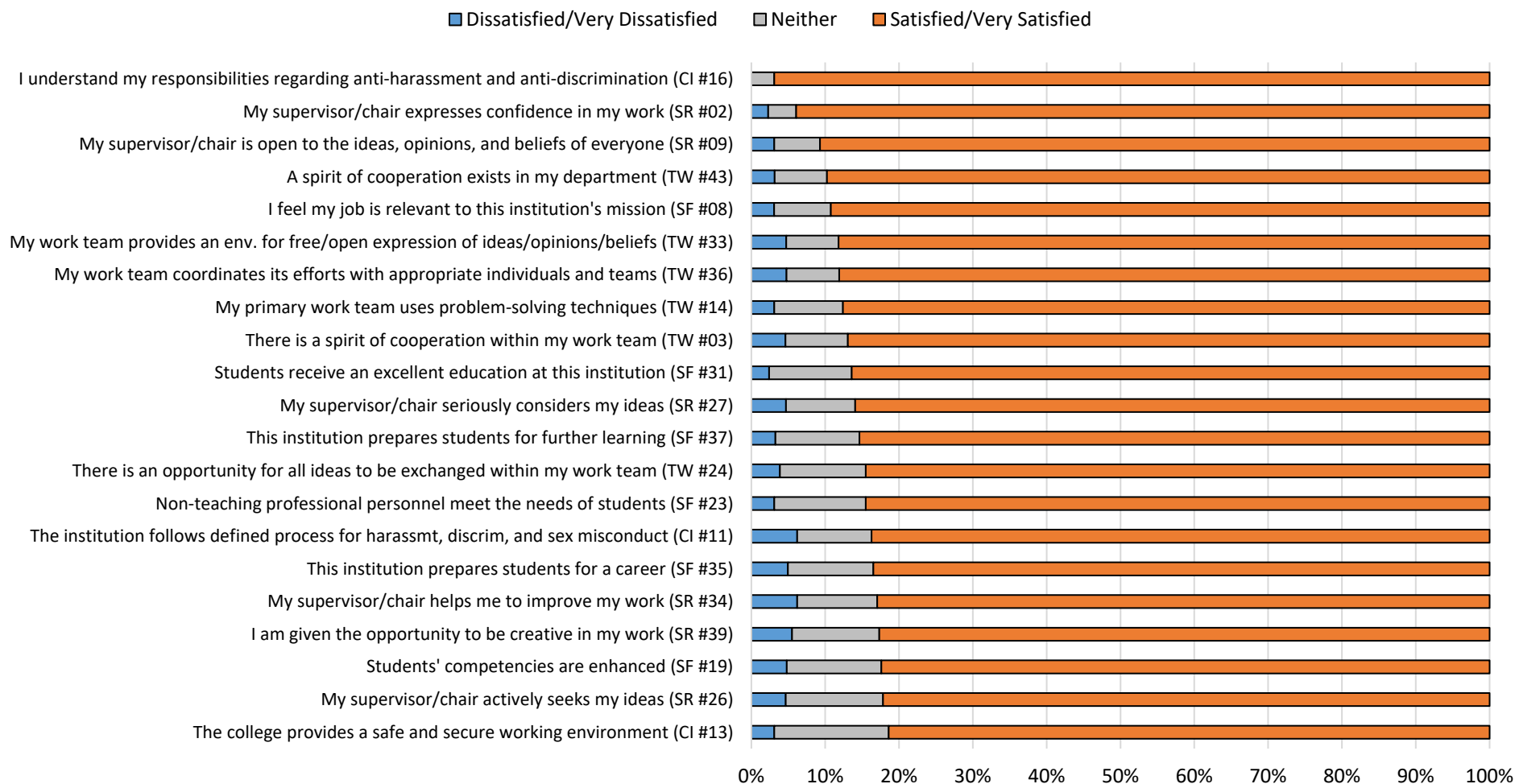
Part-time faculty rated the campus climate the highest, followed by professional staff, then classified staff, then full-time faculty. All constituency groups indicated greater satisfaction in 2022 than in 2020.

Constituency Group	2022 Response Rate	2022 NWC Mean	2020 NWC Mean
Overall	56%	3.932	3.753
Classified Staff	68%	3.930	3.757
Full-Time Faculty	63%	3.731	3.575
Part-Time Faculty	23%	4.081	3.680
Professional Staff	64%	4.007	3.829

Detailed PACE reports are available to employees on the NWC portal: [Menu/Institutional Research/Institutional Data/Employee Satisfaction – PACE Climate Survey.../PACE 2022](#).



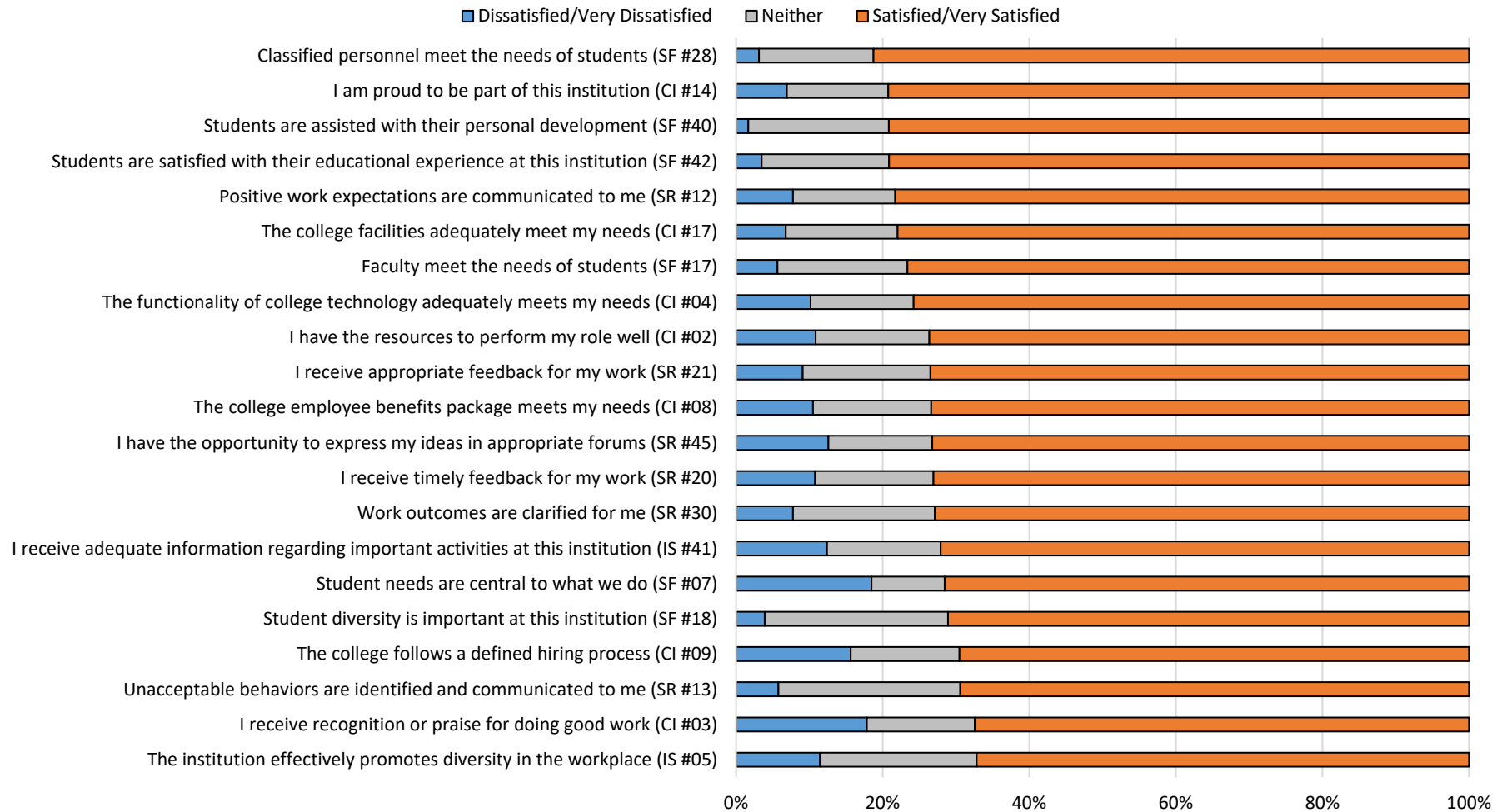
PACE 2022 Results - NWC
 Items Sorted by Highest to Lowest Satisfaction
TOP THIRD



Climate Factors (Next to Item #): IS = Institutional Structure; SF = Student Focus; SR = Supervisory Relationships; TW = Teamwork; CI = NWC Custom Item

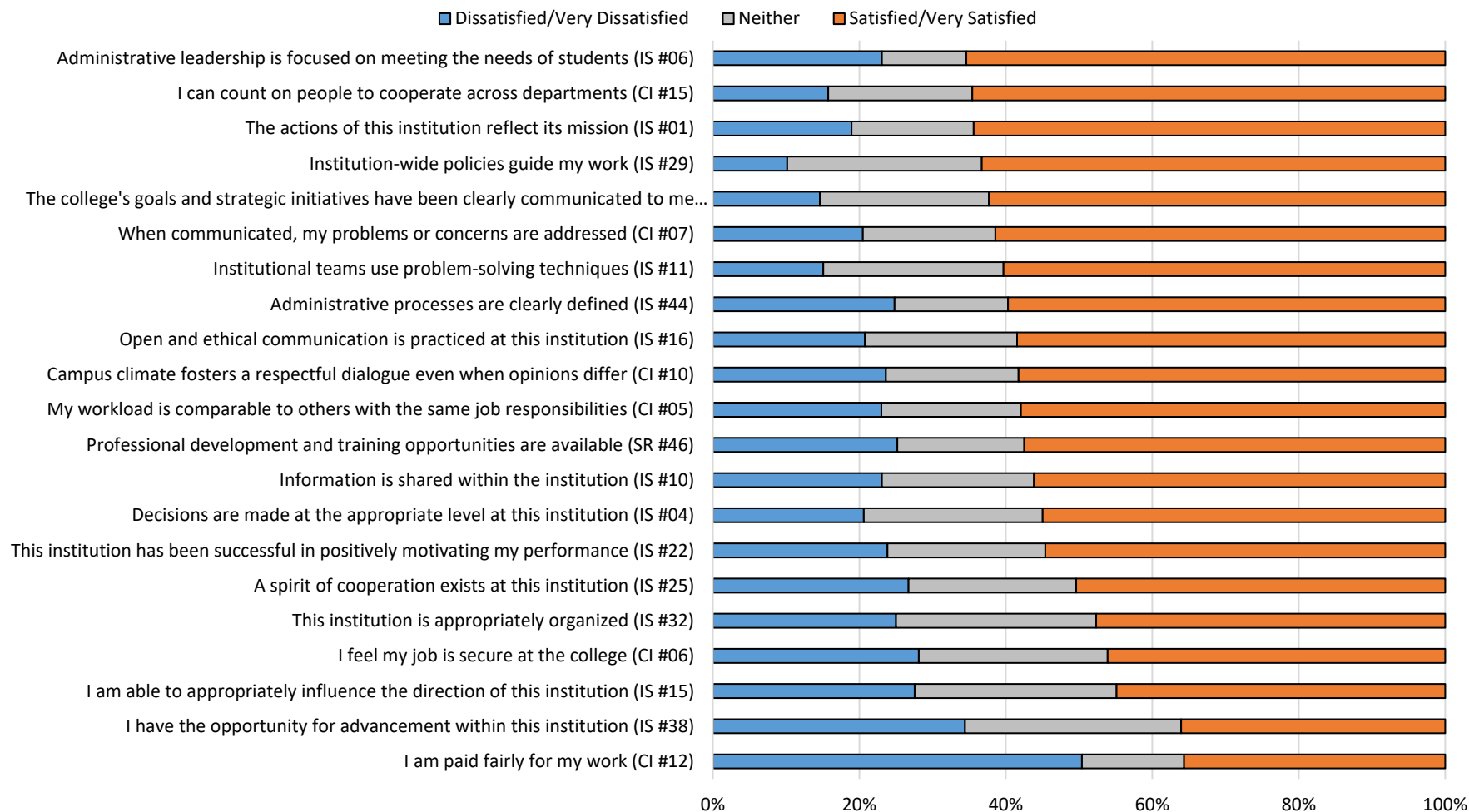


PACE 2022 Results - NWC
 Items Sorted by Highest to Lowest Satisfaction
 MIDDLE THIRD



Climate Factors (Next to Item #): IS = Institutional Structure; SF = Student Focus; SR = Supervisory Relationships; TW = Teamwork; CI = NWC Custom Item

PACE 2022 Results - NWC
Items Sorted by Highest to Lowest Satisfaction
BOTTOM THIRD



Climate Factors (Next to Item #): IS = Institutional Structure; SF = Student Focus; SR = Supervisory Relationships; TW = Teamwork; CI = NWC Custom Item

Memorandum

Date: August 1, 2022
To: Board of Trustees
From: Lisa M. Watson, President
Subject: Strategic Plan Update and Discussion

The following document is the result of two campuswide workshops, collation, and identification of strategies and tactical ideas in support of the Vision: Distinction or destination of place.

Today's information is presented to the Board for review and discussion. The October Board meeting will provide a draft of the overall strategic plan.

Why a Strategic Plan

Our Mission

In The Context Of Our Global Society, The Mission Of Northwest College Is To:

BE STUDENT-CENTERED

At NWC, being student-centered means:

- Instruction focused on student learning
- Student-centered course offerings
- Flexible programs and offices that:
 - Anticipate student needs with predictive and proactive planning, and
 - Respond to emerging needs in a timely fashion
- High-quality academic advising
- User-friendly, easy-to-find resources for students
- Accessible and innovative learning spaces
- Vibrant student life opportunities

BE FORWARD-THINKING

At NWC, being forward-thinking means:

- Anticipating change through proactive innovation
- Fostering flexibility
- Investing in continuous learning for faculty and staff

CULTIVATE COMMUNITY

At NWC, cultivating community means:

- Inspiring school spirit and connection
- Upholding a culture of accountability, integrity, and respect
- Promoting meaningful collaboration across divisions, programs, offices, and with alumni.

PREPARE STUDENTS FOR TRANSFER, CAREER, AND LIFE

At NWC, preparing students for transfer means:

- Enhancing students' ability to apply sophomore-level concepts and skills to advanced academic contexts
- Ensuring easily articulable classes and seamless transfer

At NWC, preparing students for career means:

- Developing students' ability to apply principles and skills to workplace problems and situations
- Enhancing students' skills in management, leadership, and collaboration
- Increasing students' technological fluency
- Cultivating students' commitment to accurate work and personal achievement

At NWC, preparing students for life means:

- Developing students' openness to new ideas, capacity to make wise decisions, and sense of responsibility for their actions
- Improving students' time management skills
- Leading students to treat others generously and with respect

RETAIN AND GRADUATE STUDENTS

At NWC, retaining and graduating students means:

- Providing support and opportunities to motivate students to persist from one semester to the next
- Providing support and opportunities to motivate students to complete their degrees



Proposition

The Process

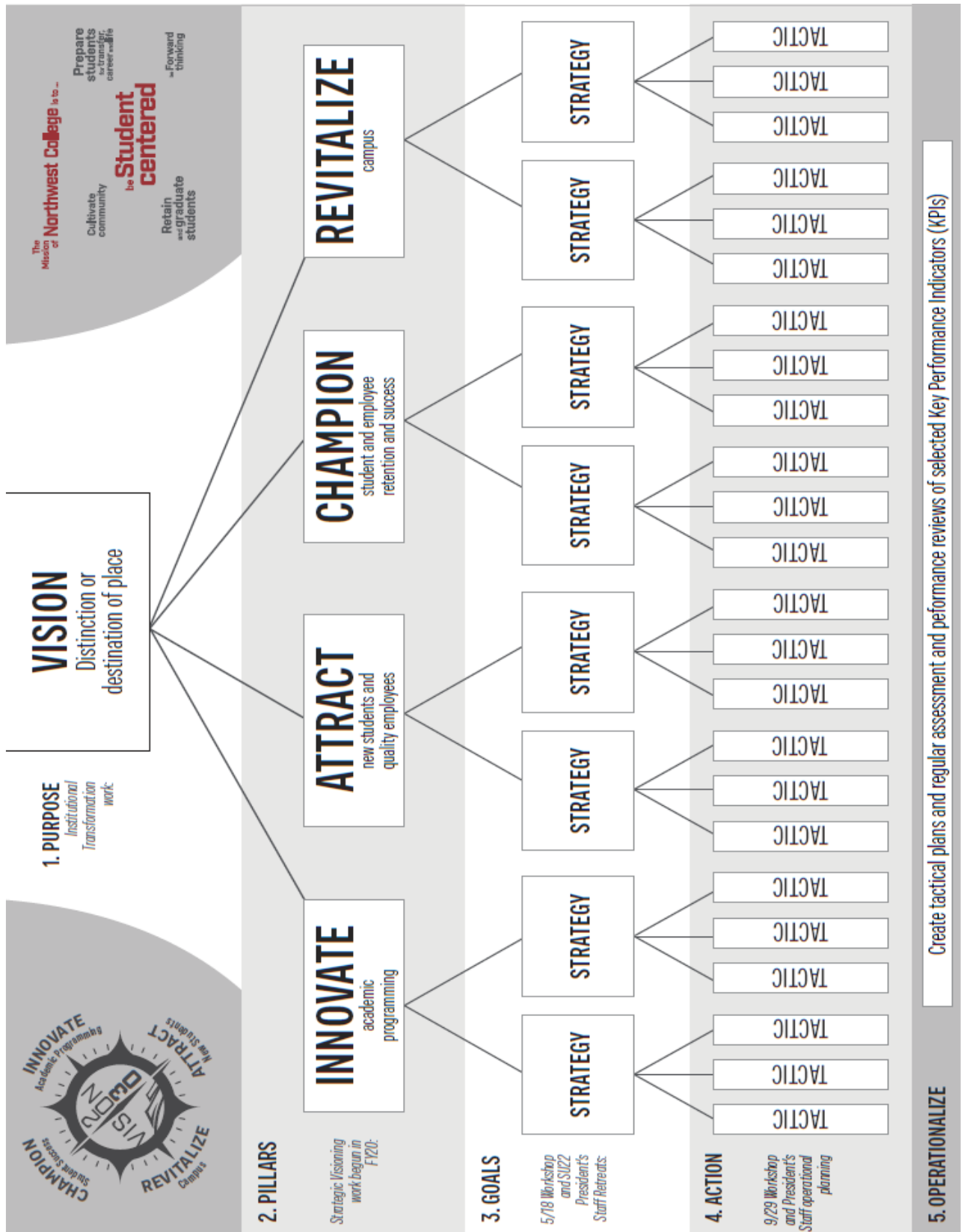
The Design

The Purpose

DISTINCTION OR DESTINATION OF PLACE

Pillars

- 1. Innovate Academic Programming**
- 2. Attract New Students and Quality Employees**
- 3. Champion Student and Employee Retention and Success**
- 4. Revitalize Campus**



Pillar 1: Innovate Academic Programming

Strategy 1	Identify and implement needed CTE programs.
Tactic 1	Monitor job trends for region, state, and nation.
Tactic 2	Identify needed CTE programs by collaborating with HS, Skills USA, and the industry.
Tactic 3	Implement selected CTE programs through partnerships. <i>(provide/share equipment, space, funding, expertise, and instruction)</i>
Tactic 4	Seek and apply for CTE grant opportunities.
Tactic 5	Move workforce training from non-credit to credit programming as viable.
Strategy 2	Expand BAS offerings as feasible.
Tactic 1	Expand the existing BAS program to offer additional pathways. <i>(healthcare administration, criminal justice administration, investigative analytics, conservation law)</i>
Tactic 2	Partner with other Colleges to advocate for a rule change regarding the number of BAS programs.
Tactic 3	Place all BAS classes on WYCLASS to expand enrollment opportunities.
Tactic 4	Investigate possible viable BAS programs. <i>(psychology, political science, math)</i>
Strategy 3	Research and expand experiential learning options (e.g., internships/apprenticeships).
Tactic 1	Establish a student showcase. <i>(internships, research, capstone)</i>
Tactic 2	Increase resources and opportunities for internships.

Pillar 1: Innovate Academic Programming (cont.)

Strategy 4	Innovate course delivery.
Tactic 1	Determine the feasibility of block programming by 2025. <i>(program-specific, CTE-fit, AAS possibility)</i>
Tactic 2	Offer short courses that increase community engagement.
Tactic 3	Increase opportunities for micro-credentialing. <i>(success builds success, skill set increased, more attractive to employers)</i>
Tactic 4	Identify and recruit guest lecturers. <i>(class-specific and general interest events)</i>
Tactic 5	Expand hybrid/high flex delivery.
Tactic 6	Expand Universal Design for course accessibility.
Tactic 7	Add all Zoom/synchronous classes on WYCLASS.
Strategy 5	Promote and enhance programming that aligns with the distinction or destination of place.
Tactic 1	Commit funds to expand or refine programs to align with the vision.

Pillar 2:

Attract New Students and Quality Employees

Strategy 1	Enhance the NWC brand through new investment in marketing and communications to improve recruitment, institutional reputation, and alum engagement across the state and region.
Tactic 1	Update and implement a marketing plan that follows higher education best practices.
Tactic 2	Ensure the website serves student needs and supports enrollment initiatives and regulatory requirements.
Tactic 3	Expand video offerings across various platforms. <i>(program, facility, student/employee/alum profiles videos, drone videography)</i>
Tactic 4	Continue enhancements to all marketing content with clear messaging and dynamic visuals. Eliminate inconsistent, confusing, and poorly constructed branding.
Tactic 5	Implement student-generated content and storytelling for marketing and engagement.
Strategy 2	Elevate Strategic Enrollment efforts.
Tactic 1	Update and implement Strategic Enrollment Plan that follows higher education best practices.
Tactic 2	Develop and target enrollment goals (1-2% increments) emphasizing student groups with the highest potential for growth. <i>(e.g. traditional, non-traditional, in-state, WUE, out-of-state)</i>
Tactic 3	Embrace diversity in ideas, experiences, and identity in recruiting students.
Tactic 4	Integrate a comprehensive communications plan in enrollment initiatives.
Tactic 5	Ensure enrollment and admissions process is efficient and student-centered.
Tactic 6	Streamline scholarship award process.

Pillar 2: Attract New Students and Quality Employees (cont.)

Strategy 3	Attract and hire highly qualified faculty and staff.
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Tactic 1	Enhance messaging about the benefits of NWC and the community.
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Tactic 2	Streamline hiring processes.
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Tactic 3	Embrace diversity in ideas, experiences, and identity in faculty and staff recruitment.
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Pillar 3:

Champion Student and Employee Retention and Success

Strategy 1	Sustain high levels of degree or certificate attainment.
Tactic 1	Maintain retention at or above the state average.
Tactic 2	Maintain completion at or above the state average.
Tactic 3	Increase awareness of programming and access to student support services.
Tactic 4	Build on NWC's successful history of student retention and completion initiatives. (e.g., Pathways, 15-to-Finish, First Year Seminar, Hero grant, Help Alert)
Strategy 2	Enhance extracurricular activities to extend learning experiences beyond the classroom.
Tactic 1	Design and implement extracurricular and co-curricular opportunities that provide intellectual, social, and emotional growth.
Tactic 2	Provide individual and group awards/recognition for student extracurricular and co-curricular engagement.
Tactic 3	Ensure student housing experience enriches students' social, intellectual, and emotional growth.
Tactic 4	Embrace global engagement to support diversity, equity, and inclusion as a part of the NWC experience.
Tactic 5	Expand awareness of and engagement of student activities, athletics, and campus events.
Strategy 3	Develop and retain a highly qualified faculty and staff.
Tactic 1	Design and fund the Teaching and Learning Center to serve all employees.
Tactic 2	Fund a Professional Development Endowment.
Tactic 3	Develop an onboarding system for all employees to connect them to the college.

Pillar 3: Champion Student and Employee Retention and Success (cont.)

Strategy 3 (cont.)

Tactic 4 Advocate for compensation and benefits.

Tactic 5 Incentivize employee service in college-sponsored events.

Strategy 4	Enhance employee benefits.
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Tactic 1 Increase awareness of current benefits.
(comprehensive list, ease of access)

Tactic 2 Identify opportunities to enhance benefits for employees.

Tactic 3 Design Flexible Work Arrangement model.

Pillar 4:

Revitalize Campus

Strategy 1	Build, enhance, and support campus infrastructure to compete with regional institutions.
Tactic 1	Complete and implement Facilities Master Plan.
Tactic 2	Lead Construction of Student Center.
Tactic 3	Advocate for Master plan funding.
Strategy 2	Grow revenue to improve affordability and accessibility.
Tactic 1	Investigate athletic team expansion to increase revenue and enrollment.
Tactic 2	Investigate sanctioned/recognized student activity expansion opportunities.
Tactic 3	Expand and strengthen community outreach throughout the Big Horn Basin.
Tactic 4	Advocate for legislative support.
Strategy 3	Retain the focus on operational efficiencies.
Tactic 1	Create a culture that understands and is supportive of the Strategic Plan and is committed to its fulfillment.
Tactic 2	Set standards for academic and support program effectiveness and efficiency that align with higher education best practices.
Tactic 3	Complete policy manual and focus on separation of procedures.

Pillar 4: Revitalize Campus (cont.)

Strategy 4

Partner with Foundation to align fundraising initiatives to support college strategic goals.

Tactic 1 Structure scholarship awards to be competitive and support enrollment.

Tactic 2 Identify opportunities to establish additional Endowed Chairs.

Tactic 3 Expand partnerships with program-related industries for scholarships and program support.

Tactic 4 Collaborate with academic departments and programs to identify successful alums to engage them in campus initiatives.

Conclusion



To: Lisa Watson, President
From: Lisa Smith, Institutional Research Manager
RE: 2021-22 Big Horn Basin High School Report
Date: September 2, 2022

The Big Horn Basin High School Report is an annual summary of student enrollment, retention, and performance for students from NWC's service area high schools who enrolled at NWC the academic year following high school graduation. The full report follows this memo.

Table 1. BIG HORN BASIN (BHB) HIGH SCHOOL GRADUATES ENROLLED AT NWC

On average for high school graduation years 2019 through 2021 (three-year averages):

- 521 students graduated from BHB high schools.
- 125 students (24% of graduating class) enrolled at NWC in the year following high school graduation.
- 89 students (17% of graduating class) both enrolled at NWC and had been concurrent or dual enrolled during high school.
- Powell, Rocky Mountain, Lovell, and Cody sent the largest percentages of their graduating classes to NWC, while Ten Sleep, Meeteetse, and Worland sent the smallest.

Table 2. AVERAGE INCOMING HIGH SCHOOL GPA AND FIRST SEMESTER NWC GPA

- For 2021 BHB high school graduates subsequently enrolled at NWC:
 - o Average high school GPA: 3.30
 - o Fall 2021 NWC GPA: 2.89

Table 3. STUDENTS PLACING INTO DEVELOPMENTAL COURSEWORK

- In Fall 2021:
 - o Seventeen percent (17%) of NWC first-time, full-time students placed into developmental writing, compared to 16% of BHB graduates, and 13% of BHB concurrent or dual enrolled graduates.
 - o Over half (53%) of NWC first-time students placed into developmental math, compared to 46% of BHB graduates, and 38% of BHB concurrent or dual enrolled graduates.

Tables 4 and 5. RETENTION AND GRADUATION RATES

- Of Fall 2020 students, 54% of all NWC first-time, full-time students, 47% of BHB graduates, and 53% of BHB concurrent or dual enrolled graduates returned to NWC in Fall 2021. While only preliminary numbers are available for students starting at NWC in Fall 2021, they show that 60% of BHB graduates and 62% of BHB concurrent or dual enrolled graduates returned in Fall 2022.
- NWC's completion rate for the Fall 2017 first-time, full-time cohort graduating within three years was 44%. Our unofficial completion rate for the Fall 2018 cohort was 46%. BHB high school graduates often have a higher NWC graduation rate than the average first-time, full-time student. Those who have been dual or concurrent enrolled tend to have the highest graduation rates.

Big Horn Basin High School Report

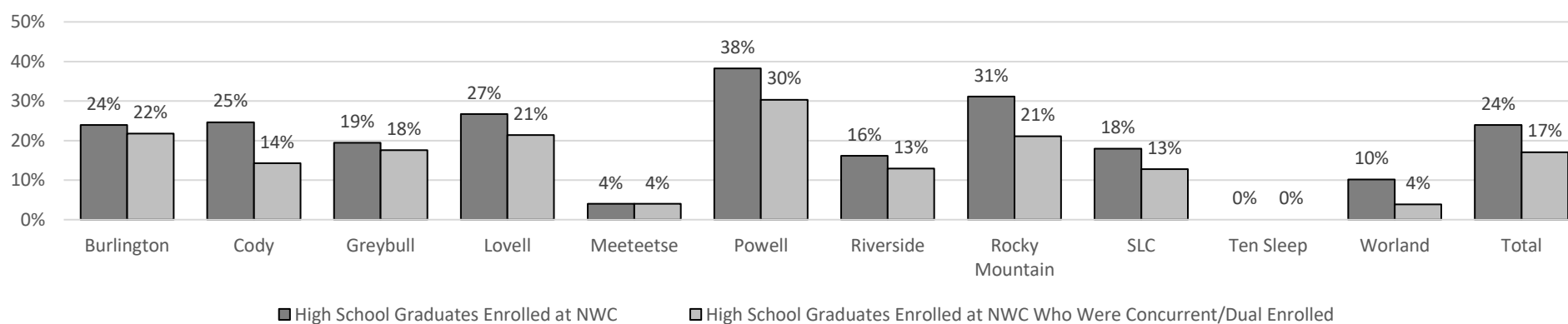
Student Enrollment, Retention, and Performance

Table 1. BIG HORN BASIN HIGH SCHOOL GRADUATES ENROLLED AT NWC

					Graduates from Each High School								Graduates Who Were Concurrent/Dual Enrolled (CDE) in High School							
High School	Total Number of High School (HS) Graduates per Year				Number of HS Graduates that Enrolled at NWC				Percent of HS Graduates that Enrolled at NWC				Number of HS CDE Graduates that Enrolled at NWC				Percent of HS CDE Graduates that Enrolled at NWC			
by HS Grad Year	2019	2020	2021	3-Yr Ave	2019	2020	2021	3-Yr Ave	2019	2020	2021	3-Yr Ave	2019	2020	2021	3-Yr Ave	2019	2020	2021	3-Yr Ave
Burlington	17	10	19	15	6	1	4	4	35%	10%	21%	24%	5	1	4	3	29%	10%	21%	22%
Cody	122	126	109	119	42	31	15	29	34%	25%	14%	25%	24	19	8	17	20%	15%	7%	14%
Greybull	47	34	27	36	7	8	6	7	15%	24%	22%	19%	6	7	6	6	13%	21%	22%	18%
Lovell	47	32	52	44	13	10	12	12	28%	31%	23%	27%	9	7	12	9	19%	22%	23%	21%
Meeteetse	8	9	8	8	1	0	0	0	13%	0%	0%	4%	1	0	0	0	13%	0%	0%	4%
Powell	114	128	137	126	52	46	47	48	46%	36%	34%	38%	43	35	37	38	38%	27%	27%	30%
Riverside	19	24	19	21	3	4	3	3	16%	17%	16%	16%	3	2	3	3	16%	8%	16%	13%
Rocky Mountain	30	30	30	30	13	6	9	9	43%	20%	30%	31%	8	6	5	6	27%	20%	17%	21%
SLC	13	13	13	13	6	0	1	2	46%	0%	8%	18%	5	0	0	2	38%	0%	0%	13%
Ten Sleep	10	7	6	8	0	0	0	0	0%	0%	0%	0%	0	0	0	0	0%	0%	0%	0%
Worland	96	98	91	95	10	9	10	10	10%	9%	11%	10%	2	4	5	4	2%	4%	5%	4%
Total	523	511	530	521	153	115	107	125	29%	23%	20%	24%	106	81	80	89	20%	16%	15%	17%

*Began collecting Heart Mountain Academy information in 2021.

Percentage of High School Graduates that Enrolled at NWC
3-Year Average



Notes:

HS = high school; CDE = concurrent/dual enrolled students

Students are counted as enrolled at NWC if they enrolled during the summer, fall, or spring term of the year following high school graduation.

Total number of high school graduates were obtained from class size on graduates' official transcripts, if available.

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Big Horn Basin High School Report

Student Enrollment, Retention, and Performance

Big Horn Basin High Schools

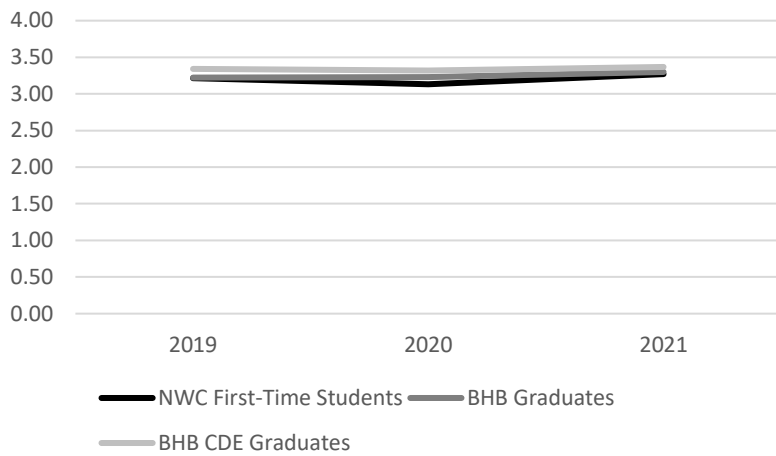
Table 2. AVERAGE INCOMING HIGH SCHOOL GPA AND FIRST-SEMESTER NWC GPA

Student Group (by High School Graduation Year)	2019		2020		2021	
	HS GPA ¹	NWC GPA ²	HS GPA ¹	NWC GPA ²	HS GPA ¹	NWC GPA ²
NWC First-Time Students	3.22	2.77	3.13	2.59	3.27	2.96
BHB Graduates	3.22	2.62	3.23	2.46	3.30	2.89
BHB CDE Graduates	3.34	2.78	3.32	2.55	3.37	2.97

¹ Only includes students who submitted a transcript with a valid HS GPA.

² Only includes students whose first semester was fall of the specified year.

Incoming High School GPA



First-Semester NWC GPA

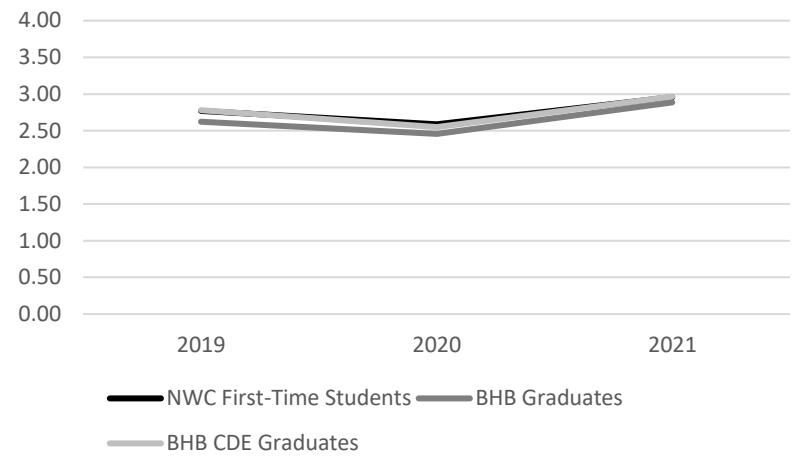
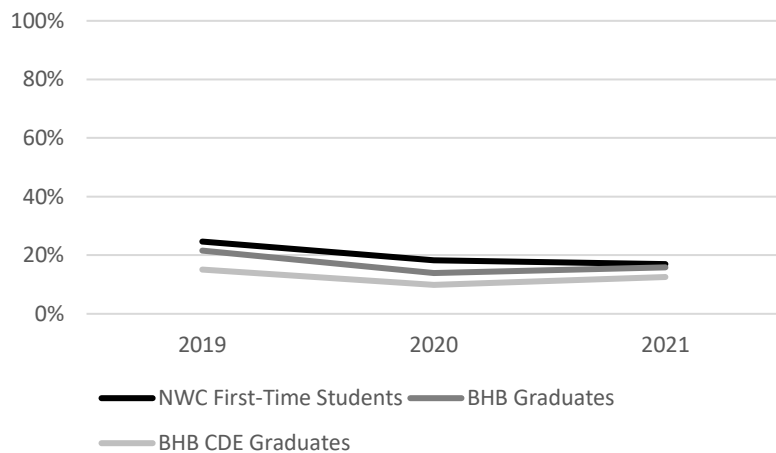


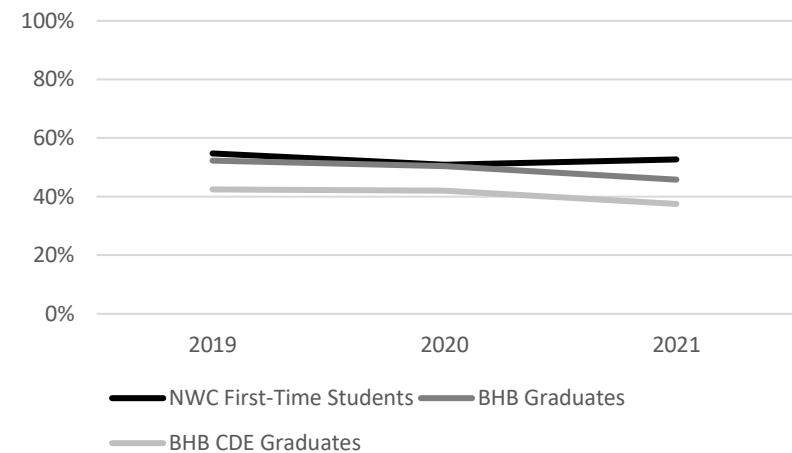
Table 3. STUDENTS PLACING INTO DEVELOPMENTAL COURSEWORK

Student Group (by High School Graduation Year)	Total NWC Enrlmt			Placed into Developmental Writing						Placed into Developmental Math					
	2019	2020	2021	2019		2020		2021		2019		2020		2021	
	# Tot	# Tot	# Tot	#	% Tot	#	% Tot	#	% Tot	#	% Tot	#	% Tot	#	% Tot
NWC First-Time Students	296	285	277	73	25%	52	18%	47	17%	162	55%	145	51%	146	53%
BHB Graduates	153	115	107	33	22%	16	14%	17	16%	80	52%	58	50%	49	46%
BHB CDE Graduates	106	81	80	16	15%	8	10%	10	13%	45	42%	34	42%	30	38%

Placed into Developmental Writing



Placed into Developmental Math



Notes: BHB = Big Horn Basin; HS = high school; CDE = concurrent/dual enrolled students

Shaded areas indicate information is not available or is not collected

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Big Horn Basin High School Report

Student Enrollment, Retention, and Performance

Big Horn Basin High Schools

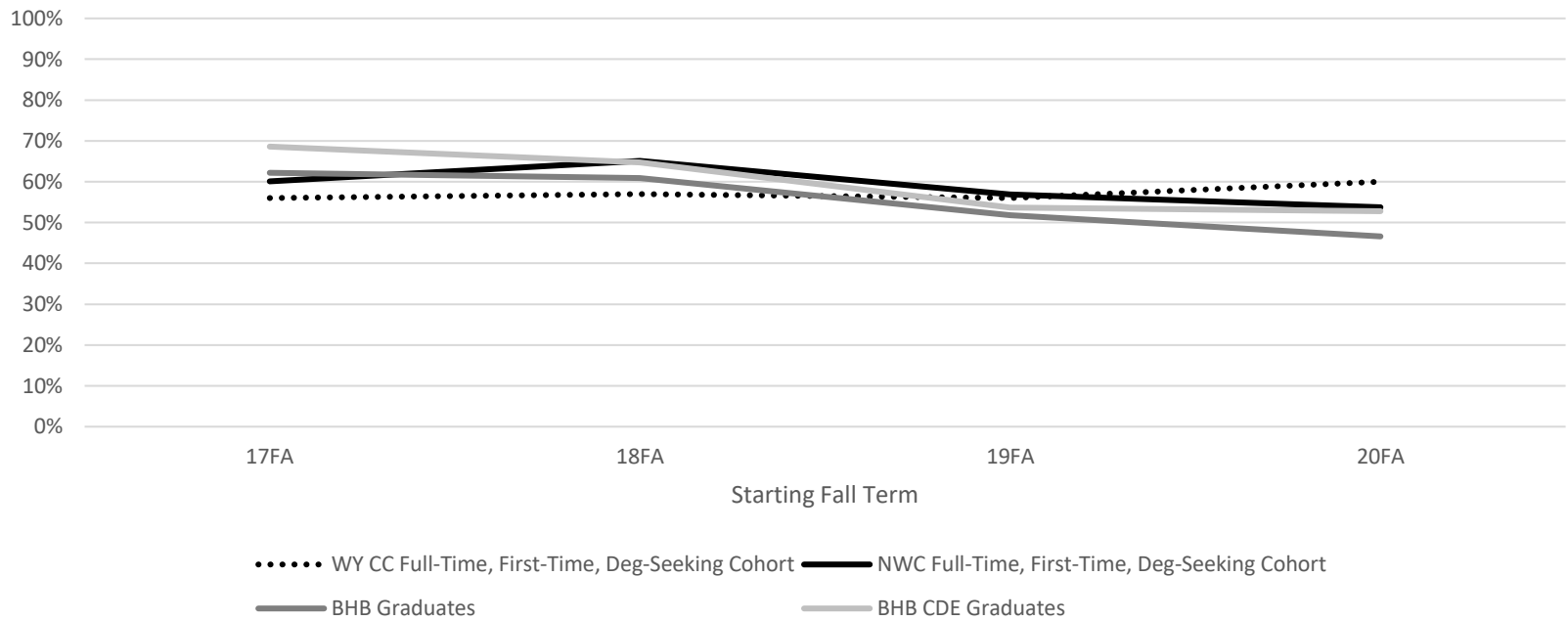
Table 4. RETENTION RATES

Table 4. RETENTION RATES				Retained to Subsequent Term (Years after HS Grad)								
Student Group	HS Grad	Started in Fall ³		Continue in Spring (0.5 yr after grad)			Continue in Fall (1 yr after grad)			Continue in Spring (1.5 yr after grad)		
		Term	# Tot	by	#	% Tot	by	#	% Tot	by	#	% Tot
WY CC Full-Time, First-Time, Deg-Seeking Cohort		17FA					18FA		56%			
		18FA					19FA		57%			
		19FA					20FA		56%			
		20FA					21FA		60%			
		21FA					22FA					
Not available yet for 21/FA cohort												
NWC Full-Time, First-Time, Deg-Seeking Cohort		17FA					18FA		60%			
		18FA					19FA		65%			
		19FA					20FA		57%			
		20FA					21FA		54%			
		21FA					22FA					
Official not available yet for 21/FA cohort												
BHB Graduates	2017	17FA	156	18SP	132	85%	18FA	97	62%	19SP	89	57%
	2018	18FA	138	19SP	116	84%	19FA	84	61%	20SP	74	54%
	2019	19FA	139	20SP	105	76%	20FA	72	52%	21SP	55	40%
	2020	20FA	103	21SP	73	71%	21FA	48	47%	22SP	48	47%
	2021	21FA	103	22SP	81	79%	22FA	62	60%	23SP		
21/FA rate is preliminary												
BHB CDE Graduates	2017	17FA	86	18SP	76	88%	18FA	59	69%	19SP	56	65%
	2018	18FA	102	19SP	89	87%	19FA	66	65%	20SP	57	56%
	2019	19FA	95	20SP	76	80%	20FA	51	54%	21SP	41	43%
	2020	20FA	72	21SP	53	74%	21FA	38	53%	22SP	38	53%
	2021	21FA	77	22SP	63	82%	22FA	48	62%	23SP		
21/FA rate is preliminary												

³ Also includes students who started in summer preceding fall.

WY Community College (CC) and NWC first-time cohorts began attending NWC in the specified fall term but may not have graduated from high school the previous year.

Retention Rates
Fall after HS Graduation to Following Fall



Notes: BHB = Big Horn Basin; HS = high school; CDE = concurrent/dual enrolled students

Shaded areas indicate information is not available or is not collected

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Big Horn Basin High School Report

Student Enrollment, Retention, and Performance

Big Horn Basin High Schools

Table 5. GRADUATION RATES

Student Group	HS Grad	Started in Fall ³		Cumulative NWC Graduation Rates								
				Grad ≤ 2 Years			Grad ≤ 3 Years			Grad ≤ 4 Years		
		Term	# Tot	by	#	% Tot	by	#	% Tot	by	#	% Tot
BHB Graduates	2017	17FA	156	19SU	53	34%	20SU	75	48%	21SU	79	51%
	2018	18FA	138	20SU	46	33%	21SU	64	46%	22SU	71	51%
	2019	19FA	139	21SU	40	29%	22SU	54	39%	23SU		
	2020	20FA	103	22SU	27	26%	23SU			24SU		
	2021	21FA	103	23SU			24SU			25SU		
BHB CDE Graduates	2017	17FA	86	19SU	40	47%	20SU	55	64%	21SU	58	67%
	2018	18FA	102	20SU	38	37%	21SU	54	53%	22SU	57	56%
	2019	19FA	95	21SU	35	37%	22SU	44	46%	23SU		
	2020	20FA	72	22SU	23	32%	23SU			24SU		
	2021	21FA	77	23SU			24SU			25SU		

³ Also includes students who started in summer preceding fall.

⁴ Graduation rates are reported three years following a cohort year's start term, so rates are not yet available for more recent cohorts.

Graduation Rate for Students Entering NWC during Fall of Year

2018

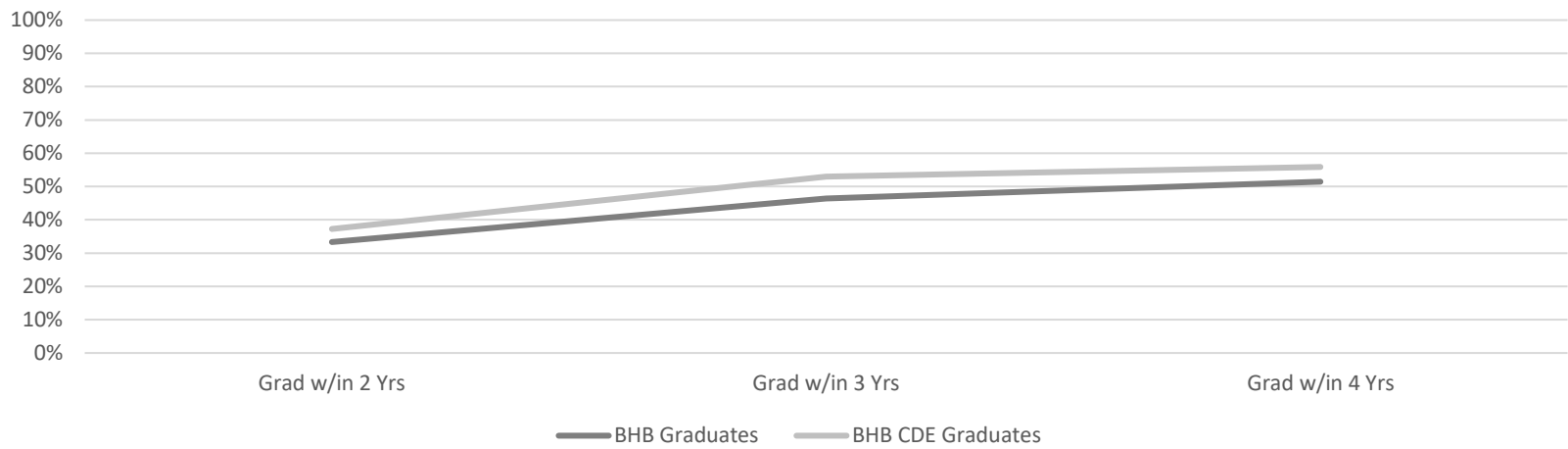


Chart shows most recent year for which four years of graduation data are available for all cohorts.

Notes: BHB = Big Horn Basin; HS = high school; CDE = concurrent/dual enrolled students

Shaded areas indicate information is not available or is not collected

Memorandum

Date: August 1, 2022
To: Board of Trustees
From: Lisa M. Watson, President
Subject: Presidents Operational Plan 2023

The following 2023 President's Operational Plan is presented to the Board for review and discussion.

OPERATIONAL PLAN

President's Office

FY2023 Priorities

UPDATED 9/01/2022

Activity	Responsibility	Timeline	Measurement	Status
STRATEGIC PLAN 2030				
1. PLAN DEVELOPMENT				
<ul style="list-style-type: none"> - Condense feedback from the 1ST May workshop - Develop a list of strategies for consideration - Host August workshop to evaluate measurable Strategic Goals and create Tactics - Assign tactics to relevant depts or committees 	Presidents Staff/Campus	September 30, 2022	Strategic outline completed	ongoing
2. PLAN REVIEW				
<ul style="list-style-type: none"> - Present strategic outline to Board for discussion - Receive feedback from Trustees 	President	Sept 12, 2022	Draft outline	
3. PLAN APPROVAL				
<ul style="list-style-type: none"> - Draft Strategic Plan is presented to Board - Final Strategic Plan is approved 	President	October 10, 2022 November 14, 2022	Draft Final Version	
4. OPERATIONALIZE PLAN				
<ul style="list-style-type: none"> - Develop timeline and resource estimate for tactics - Depts or Committee determine annual action plans - IEC identifies KPIs 	Presidents staff	December 31, 2022	Completed tactical plan	

OPERATIONAL PLAN

President's Office

FY 2023 Priorities

Activity	Responsibility	Timeline	Measurement	Status
ADVOCATE FOR COMPENSATION AND BENEFITS				
<ol style="list-style-type: none"> 1. Advocate for compensation increases 2. Complete compensation review 	President and HR Director	March 31, 2023	Meetings with legislators, Governor's budget, JEC	
UPDATE & IMPLEMENT MARKETING PLAN				
<ol style="list-style-type: none"> 1. Expand marketing plan for college brand 2. Expand marketing plan for strategic enrollment 	President and Communications Director	June 30, 2023	Completed marketing plan	
UPDATE & IMPLEMENT STRATEGIC ENROLLMENT AND RETENTION PLAN				
<ol style="list-style-type: none"> 1. Update enrollment plan/create target goals 2. Evaluate admissions process for additional efficiencies 3. Revise scholarship award process 	President and VPSS/ Enrollment Director/Exec Dir of Foundation	June 30, 2023	Completed enrollment plan	
PARTICIPATE IN WYOMING INNOVATIVE PARTNERSHIP				
<ol style="list-style-type: none"> 1. Oversee WIP 1 funded initiatives 2. Seek WIP 2 funds 	President/ VPAA	June 30, 2023	WIP II funds awarded, and programs selected	

OPERATIONAL PLAN

President's Office

FY 2023 Priorities

LEAD CONSTRUCTION OF NEW STUDENT CENTER				
<ol style="list-style-type: none">1. Complete Level III Construction Docs/Bid2. Determine Funding Sources3. Foundation Capital Campaign4. Complete Temp Dining Facility5. Oversee Student Center construction startup	President	Jun 30, 2023	<ul style="list-style-type: none">-Contractors awarded, construction began-Funding determined-50% of campaign committed-Completed Temp Dining	



MEMORANDUM

September 12, 2022

TO: Lisa Watson, President
FROM: Gerald Giraud, Vice President for Academic Affairs
SUBJECT: Request for approval of course fee

Requested Board Action: Approval of course fee changes

I request your approval of course fee changes as identified in the attached chart.

Thank you.

COURSE FEE REQUESTS Presented to the Board of Trustees on September 12, 2022

Division: Health Professions
Division Chair: Marnee Crawford

Program	Course	Former Fee Per Student	New Fee Per Student	Projected Semester Enrollment	Projected Semester Revenue	Projected Semester Revenue Increase	Effective Semester	Rationale
Emergency Medical Technology	EMT 1500 Emergency Medical Technician Basic	\$164	\$224	30	\$6,720	\$1,800	Spring 2023	Fisdap: \$84 pass-through for clinical scheduling, comprehensive testing, and study tools to prepare for National Registry examination. AHA CPR: \$39 pass-through. Required for licensure, student must go through online CPR training and complete free on-site skills sign-off. Course fee: \$101 for extraneous lab supply replenishment (such as gloves, gauze, immobilization devices, etc.)

Division: Social Science & Education
Division Chair: Dave Erickson

Program	Course	Former Fee Per Student	New Fee Per Student	Projected Semester Enrollment	Projected Semester Revenue	Projected Semester Revenue Increase	Effective Semester	Rationale
Education	EDFD 1101 Intro to Education	\$30	0	0	0	0	Fall 2022	We are asking to remove the course fee because the new instructors in education no longer use the portfolio software that the previous instructors had used. That software package has now become outdated.

Course Fee Requests
Presented to the BOT on September 12, 2022