


2020-21 Presidential Search

## Input Sessions - Presidential Profile Considerations & Next Steps/Tentative Timelines

Input Sessions  
January and February 2021

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## Review Community Feedback

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**Strategic Visioning Listening Sessions, November 2019**  
*Sessions held:*

- Meeteetse
- Cody
- Powell (2)
- NWC Students
- NWC Employees (2)

*Common themes, or affinity groups:*

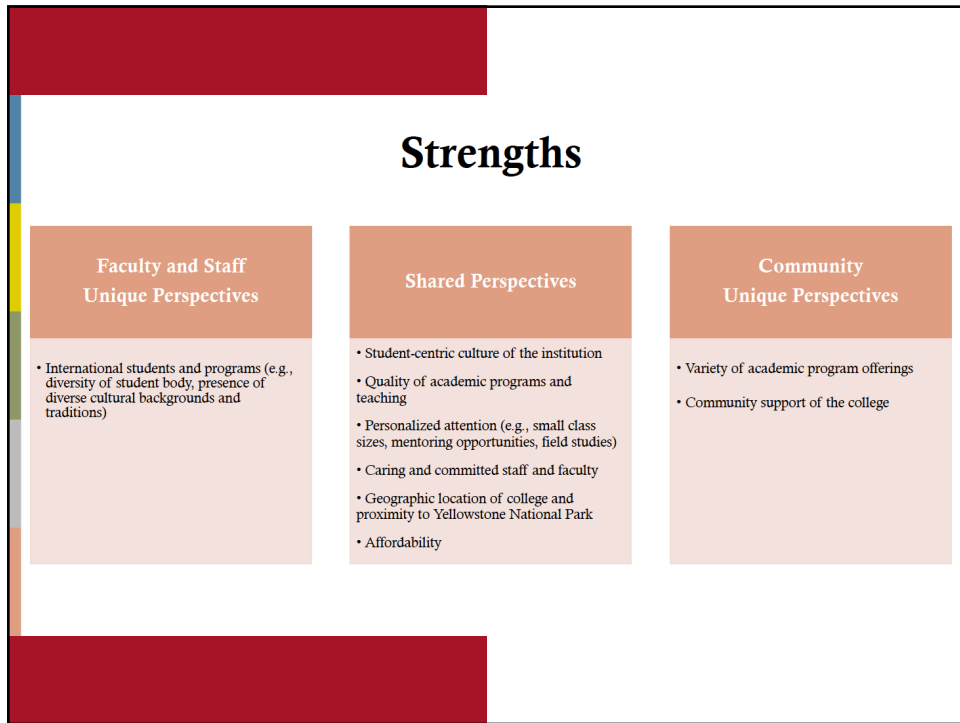
- 1. Educational Programming**  
Access to Programming, CTE/Workforce Programming, General Programming
- 2. Recruiting and Marketing**  
Branding, Marketing, Recruiting
- 3. Facilities**  
Educational Facilities, Maintenance, Student Housing
- 4. Student Retention and Success**  
Academic Support, Student Activities, Student Services

**Vision 2025:**



[nwc.edu/vision](http://nwc.edu/vision)

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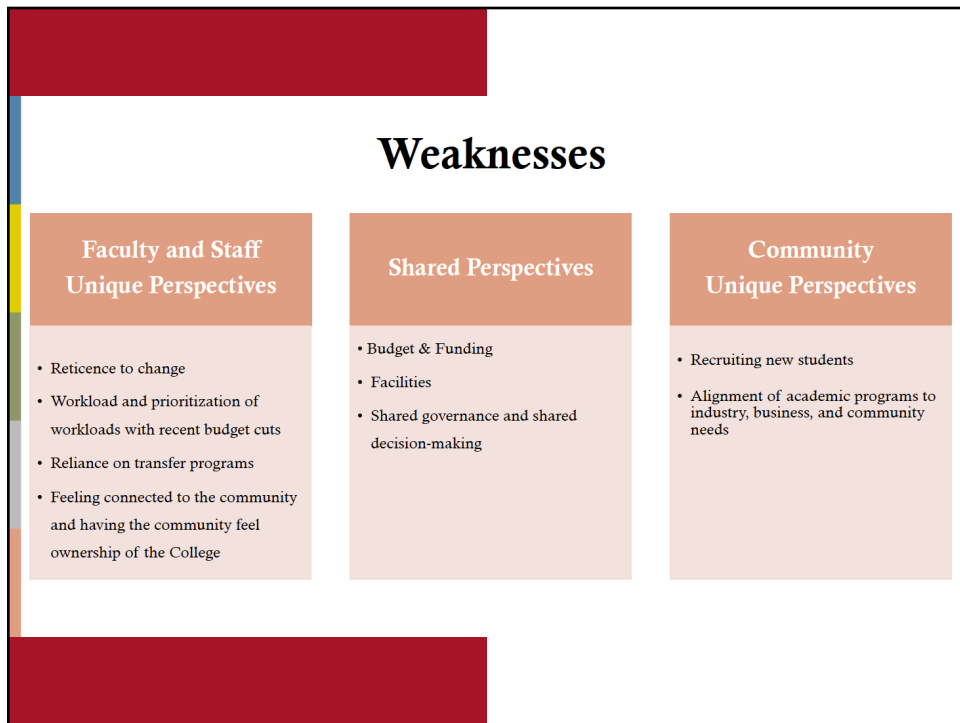


The slide features a dark red header bar at the top. Below it, the word "Strengths" is centered in a large, bold, black font. The content is organized into three vertical columns, each with a light orange header and a light beige body. The first column is titled "Faculty and Staff Unique Perspectives" and lists: "International students and programs (e.g., diversity of student body; presence of diverse cultural backgrounds and traditions)". The second column is titled "Shared Perspectives" and lists: "Student-centric culture of the institution", "Quality of academic programs and teaching", "Personalized attention (e.g., small class sizes, mentoring opportunities, field studies)", "Caring and committed staff and faculty", "Geographic location of college and proximity to Yellowstone National Park", and "Affordability". The third column is titled "Community Unique Perspectives" and lists: "Variety of academic program offerings" and "Community support of the college". A vertical bar on the left side of the slide is composed of colored segments: blue, yellow, green, and orange. A dark red footer bar is at the bottom.

## Strengths

Faculty and Staff Unique Perspectives	Shared Perspectives	Community Unique Perspectives
<ul style="list-style-type: none"><li>International students and programs (e.g., diversity of student body; presence of diverse cultural backgrounds and traditions)</li></ul>	<ul style="list-style-type: none"><li>Student-centric culture of the institution</li><li>Quality of academic programs and teaching</li><li>Personalized attention (e.g., small class sizes, mentoring opportunities, field studies)</li><li>Caring and committed staff and faculty</li><li>Geographic location of college and proximity to Yellowstone National Park</li><li>Affordability</li></ul>	<ul style="list-style-type: none"><li>Variety of academic program offerings</li><li>Community support of the college</li></ul>

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The slide features a dark red header bar at the top. Below it, the word "Weaknesses" is centered in a large, bold, black font. The content is organized into three vertical columns, each with a light orange header and a light beige body. The first column is titled "Faculty and Staff Unique Perspectives" and lists: "Reticence to change", "Workload and prioritization of workloads with recent budget cuts", "Reliance on transfer programs", and "Feeling connected to the community and having the community feel ownership of the College". The second column is titled "Shared Perspectives" and lists: "Budget & Funding", "Facilities", and "Shared governance and shared decision-making". The third column is titled "Community Unique Perspectives" and lists: "Recruiting new students" and "Alignment of academic programs to industry, business, and community needs". A vertical bar on the left side of the slide is composed of colored segments: blue, yellow, green, and orange. A dark red footer bar is at the bottom.

## Weaknesses

Faculty and Staff Unique Perspectives	Shared Perspectives	Community Unique Perspectives
<ul style="list-style-type: none"><li>Reticence to change</li><li>Workload and prioritization of workloads with recent budget cuts</li><li>Reliance on transfer programs</li><li>Feeling connected to the community and having the community feel ownership of the College</li></ul>	<ul style="list-style-type: none"><li>Budget &amp; Funding</li><li>Facilities</li><li>Shared governance and shared decision-making</li></ul>	<ul style="list-style-type: none"><li>Recruiting new students</li><li>Alignment of academic programs to industry, business, and community needs</li></ul>

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## Opportunities


Faculty and Staff Unique Perspectives	Shared Perspectives	Community Unique Perspectives
<ul style="list-style-type: none"> <li>• Increasing recruitment and expanding programming for international students</li> </ul>	<ul style="list-style-type: none"> <li>• Creating new academic programs</li> <li>• Centering academic programming, revenue generation, and applied learning opportunities that are connected to the Yellowstone National Park ecosystem</li> <li>• Increasing applied learning and hands-on training opportunities for students</li> <li>• Workforce and middle skill programming (e.g., hospitality, tourism, culinary, drafting)</li> <li>• Partnerships with businesses, community non-profits, and other programs (e.g., Native American reservations, Heart Mountain, geological/ecological partnerships)</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of certificate and micro-credential programs</li> </ul>

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## Threats

Faculty and Staff Unique Perspectives	Shared Perspectives	Community Unique Perspectives
<ul style="list-style-type: none"> <li>• Higher education governance and public policy development</li> <li>• Economic conditions and impact on student recruitment (e.g., income and ability to afford education)</li> </ul>	<ul style="list-style-type: none"> <li>• Public funding of higher education in the state of Wyoming</li> <li>• Decline of natural resource production in Wyoming and tax revenue</li> <li>• Demographic shifts with an aging population and a decline in the population of high school students in the Northwest College service area</li> <li>• Impact of COVID-19 on enrollment</li> <li>• Prevalence of higher education online providers as well as non-accredited education and training providers (Coursera, EdX)</li> </ul>	<ul style="list-style-type: none"> <li>• No unique perspectives</li> </ul>

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## Review 2012-13 Search

**Review 2012-2013 presidential requirements and preferred qualifications**

1. An earned doctorate from a regionally accredited institution is required.
2. Candidates must have a minimum of five years of senior-level leadership experience comparable in scope with this position, plus progressive management responsibilities;
3. proven abilities to lead institutional planning and generate public and private funding

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2020-21 Presidential Search

## Review 2012-13 Search

**Review 2012-2013 presidential requirements and preferred qualifications**

4. records reflecting successful, engaging relationships with internal and external constituencies, including governmental entities; and
5. an understanding of and commitment to the educational philosophy of a comprehensive community college.

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## Review 2012-13 Search

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### Competencies – Behavioral Success Factors


In the 2012-2013 search, NWC trustees identified 6 competencies from a list of 39 competencies (see Appendix A) specifically identified for Education by Lominger and Microsoft Corporation\*:

1. Strategic agility and innovation management
2. Integrity and trust
3. Decision quality and problem solving
4. Building effective teams
5. Motivating others
6. Managerial courage

**Q:** *Are these competencies still relevant for current challenges? Any additions/removals?*

\* <https://www.microsoft.com/en-us/education/training-and-events/education-competencies>

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## Review 2012-13 Search

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### The 2012-13 Success Profile (10 behavioral characteristics)

NWC's next president will be:

1. **A strategic and long-term thinker** who accurately anticipates future consequences and trends; brings creative ideas to the forefront and introduces competitive and breakthrough strategies; recognizes systemic elements involved-both organizationally and process-wise-in creating an environment necessary for change.
2. **A skilled communicator** who is widely trusted and seen as a direct, truthful individual with an approachable, open style; provides feedback in a manner that strengthens accountability; engages others in the decision-making process through shared governance.

**Q:** *Are these characteristics still relevant for current challenges? Any additions/removals?*

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## Review 2012-13 Search


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**The 2012-13 Success Profile (continued)**

3. **An exceptional decision-maker** who uses analysis, wisdom, experience and logical methods to make solid decisions and solve difficult problems, appropriately incorporating multiple inputs to establish shared ownership; brings vision, context and engagement to collective decision-making processes.
4. **A visionary and informed leader** who thoroughly understands organizational behavior and builds cohesive teams within the college community, valuing team spirit that inspires and motivates deep engagement.

**Q:** *Are these characteristics still relevant for current challenges? Any additions/removals?*

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## Review 2012-13 Search


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**The 2012-13 Success Profile (continued)**

5. **A supportive administrator** who creates a climate in which people want to do their best; motivates with ample positive energy; appropriately rewards and acclaims individuals, groups and organizations for achievements; and supports professional development by recognizing each person's unique talents and inspiring them to succeed
6. **An empathetic individual** who is able to address complex interpersonal issues effectively; skillful in conflict resolution at all levels; open and direct without being intimidating

**Q:** *Are these characteristics still relevant for current challenges? Any additions/removals?*

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## Review 2012-13 Search


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**The 2012-13 Success Profile (continued)**

7. **A highly visible, student-centered leader** familiar with the unique needs of a rural, residential campus where student learning is the first priority and is reflected in planning, decision making, budgeting, developing policy and implementing institutional practices.
8. **A leader who understands, values and is committed to an effective relationship** with the Board of Trustees under a policy governance model.

**Q:** *Are these characteristics still relevant for current challenges? Any additions/removals?*

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## Review 2012-13 Search

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**The 2012-13 Success Profile (continued)**

9. **A supporter of economic and workforce development** enhanced by partnerships with area industries, businesses and public entities; a knowledgeable administrator who understands and supports current technology and nurtures a keen interest in future developments.
10. **Possesses collegiate teaching experience.**

**Q:** *Are these characteristics still relevant for current challenges? Any additions/removals?*

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