

Workforce Development in Coconino County

Recently retired Bill Calloway no longer has to worry about production quotas, equipment breakdowns or all the changes that have made manufacturing more like a science lab than the blue-collar environment where your father may have worked.

But the former Nestle-Purina Flagstaff Plant Manager and community leader still thinks about workforce development.

All manufacturers in Flagstaff are craving a qualified workforce, but providing the training is expensive, Calloway said.

Purina has a long history of working with Coconino Community College's Community and Corporate Learning (CCL) Division to remedy the situation. The Community and Corporate Learning Division has been training supervisors with leadership workshops at Purina for many years, and more recently developed manufacturing curriculum tailored to Purina's needs.

"Community colleges need to be at the forefront
Continued On Page 2 - Calloway



Bill Calloway - Retired Nestle-Purina Plant Manager

Coconino Community College Nursing Program Critical to Northern Arizona Community

Tara Swanson considers her two years of schooling at Coconino Community College to become a registered nurse one really long job interview.

Throughout her nursing training, she was working at Flagstaff Medical Center (FMC), in different departments. She knew this was her time to impress her potential future employer.

Swanson, her husband and two daughters moved to Flagstaff from the Phoenix-area in 2009 for a better quality of life. But Swanson, who has a master's degree in business, and was working in medical marketing, knew she wanted to return to a more hands-on medical job. She'd been a medic in the Air National Guard and now wanted to become a registered nurse.

Swanson weighed the accelerated nursing program at CCC with seeking another bachelor's degree, this time in nursing at Northern Arizona University.

"NAU didn't afford me the opportunity to work while in school," said Swanson, who had already taken a large pay cut when she moved to northern Arizona. She chose the two-year CCC nursing program.

Today, Swanson works as a charge nurse in Flagstaff Medical Center's Step Down unit. This is the transitional unit where sicker patients recover from post open-heart surgeries.

"CCC does a great job making sure you see different facets of nursing and the different avenues you can go," Swanson said. "It helps you focus on where you want to work."

The College has built a solid reputation of training registered nurses, said Richard Henn, Staff Development Director at Flagstaff Medical Center. He's in charge of the professional development classes and training that nurses at FMC undergo. Henn estimates that around 60 percent of the Medical Center's first-year nurses come from CCC.

The CCC nursing program started about a decade ago at the request of the community and Northern Arizona Healthcare, the parent organization for Flagstaff Medical Center, Sedona Medical Center and Verde Valley Medical Center. Prior to CCC's program, students had to leave the area to attend Northland Pioneer Community College in Winslow or Yavapai Community College in the Verde Valley to obtain a nursing degree. NAU's School of Nursing has existed for several decades, however local residents said the capacity for enrollment, admission requirements and cost of tuition precluded potential students of nursing who might have otherwise matriculated from NAU.

CCC worked with the Arizona State Board of

Nursing and developed a business plan for nursing education. After approval of the plan, the first class of 20 students was admitted in the fall of 2003. The program now admits two cohorts of 20 students each, graduating 40 students per year, and has received full accreditation by the Arizona State Board of Nursing.

Part of the CCC nurses training includes clinical work at FMC. It is a huge advantage to observe the nurses in-training while they do their clinicals at FMC, Henn said.

"One and a half years of their clinicals are on our campus," he said. "Directors and managers get to know them. We have the opportunity to make the best selections."

In northern Arizona, those selections are critical, Henn said.

"Flagstaff is different to recruit people to," he said. "We rely heavily on the local college for our workforce."

Programs such as CCC's nursing program are crucial to keep the applicant pool filled with highly-trained nurses who are familiar with the area and know they want to continue living here, especially during a nationwide nursing shortage, which is approaching in the next six to eight years, Henn said. Forty percent of the nurses across the country are 50 years old or older. With those nurses retiring,

"Colleges become more and more important to provide that training," Henn said. "Without CCC, I'd predict we'd be looking at a bigger nursing shortage than we would want to be in."

Most who enter into the CCC program live in the community, Henn said. "Many are looking for jobs within the community and that adds value to an employer. It means they are less likely to move away after a year."

For Swanson, she and her husband knew they found a home where they could raise their two daughters.

"We are so blessed to be able to live here where the focus is on our family," she said.

She said she's also fortunate to have a job she loves. Being a nurse means being there for her patients, Swanson said.

"If patients don't have an effect on you, you're in the wrong profession," she said. Swanson recalls her mother's own bout with illness. "Mom said if it wasn't for the nurses, she wouldn't have made it through some of the treatments. I couldn't be there in that position for my mom, but I knew I could do that for someone else's mom."



David Hirsch - Executive Director, Goodwill Industries

Successful Partnership Between Goodwill and CCC Becomes Model Program

At Goodwill Industries of Northern Arizona's new location near the Flagstaff Mall, the hallways are decorated with vintage pictures of early Flagstaff.

For David Hirsch, Goodwill of Northern Arizona's President and CEO, the pictures symbolize a connection to the past, while providing a glimpse into the future. It goes along with the organization's mission to provide "the development and operation of high-impact services that result in good jobs, good homes and good neighbors."

To further that goal, Hirsch said, it was a natural fit to partner with Coconino Community College (CCC). The partnership model, where the College is creating various curriculums to assist with Goodwill's job training was recently recognized by the national Goodwill Industries as a model partnership.

The collaboration began a few years ago, with the College helping Goodwill create the First Jobs Program to provide jobs and job training to teens. Today, the summer program provides summer jobs

Continued On Page 2 - Goodwill



Tara Swanson - FMC Nurse and CCC Alum

CCC Sign Language Interpreting Program Graduates Five Interpreters

The nationwide shortage of American Sign Language interpreters in rural areas is now five smaller after Coconino Community College graduated its first cohort of interpreters at its May Commencement.

The five graduates are the first class to receive a Certificate in American Sign Language Interpreting through CCC, which is designed to prepare students for licensure as interpreters for the deaf. This program is also designed to prepare students to sit for national certification exams.

To be admitted to the interpreter program, you must begin with a fluency in sign language, just as you would need in any foreign language, said ASL instructor Sarah Benton, who runs the CCC program.

Most students who pursue their interpreter certificate already begin with some interest or background in sign language. That was the case for recent graduate Karen Rowley. She had been taking ASL classes off and on for about 20 years then she found CCC's interpreter program. She wants to work in the elementary school setting.

Christina Dennis started signing in 2010 when she was a student at Arizona State University and fell in love with the language.

"Then I moved, but I knew I enjoyed signing and I wanted to continue and found the interpreter training program here," Dennis said. "It's such a gorgeous language. Ideas and concepts are expressed so much more beautifully."

The CCC interpreter program is made up of two parts, the advanced lessons in language and the ethics

of interpreting for a client.

"As an interpreter, you need to understand the gravity of your role," Benton said. "You are invited into someone's personal life through medical appointments, family counseling."

Benton's goal is to teach students to understand their responsibility is to facilitate communication, not interject.

"We've had conversations in class where the



From left to right - Shari Penland, Kelli Young, Christina Dennis, Karen Rowley and Ian Ferris spelling out "ASL interpreter"

interpreter knows something nobody else seems to know," Benton said. "We don't want to alter the communication of the event any more than it already is."

In cities such as Flagstaff and the surrounding communities, there is a huge need for interpreters, Benton said. On many occasions, interpreters have to drive from the Phoenix-area to interpret in Flagstaff and beyond.

"Think about equal access to what we do on a daily basis," she said. "A deaf mother with a child going to a doctor's appointment or an emergency room, for example. There is a need for an interpreter and there isn't time to call someone from Phoenix."

The need is also great in elementary and high schools, where many times the child is left to interpret for deaf parents or if the child is deaf, the teaching is only as good as the child's interpreter.

"There's a nationwide push to raise the standards of interpreters in the K-12 settings," Benton said. Producing quality graduates will help in all of those goals, she said.

That push in part has propelled colleges around the country to add sign language courses and programs. According to the most recent Modern Language Association Survey, American Sign Language ranks fourth most popular for language classes.

Benton would like to see the interpreting program expand to incorporate other programs at CCC.

"The dream is if CCC had more resources, we could introduce the interpreting students to the different programs already taught here, like nursing and law enforcement," Benton said. "Every avenue a person could want to do as an interpreter is taught here. The students could learn the vocabulary of the different fields and have a familiarity and be that much more marketable."

Goodwill (continued from page 1)

at local Goodwill stores, while CCC's Community and Corporate Learning Division instructors provide work readiness courses such as how to fill out a work application, compile a resume, effective interviewing skills and proper dress and grooming.

Later, Goodwill and CCC's Community and Corporate Learning division helped Goodwill create a curriculum for its Safeway Training Center. Using the business environment within the Goodwill store, along with a simulated Safeway store, employees are taught customer service skills to succeed in their employment.

All these programs have helped Goodwill and CCC team up on their most ambitious program to date. The Goodwill University program is designed to help

get Goodwill employees on track to achieve their goals of obtaining a college degree.

Through the College's interactive TV, which allows students to be in a different city and attend class, employees at Goodwill's Cottonwood, Sedona and Kingman stores can all attend College classes remotely, while Flagstaff employees attend class at their job site.

"At Goodwill U, students can take BUS 298, a three-credit hour business class. This course can be applied toward earning an Associate's Degree in Business. Articulation of business credit to Goodwill U curriculum is the work of Dr. Paul Holbrook, Department Chair of Business & Education at CCC," said John Cardani, CCC's Executive Director of Community and

Corporate Learning. "We are very excited to see where this program goes."

Goodwill employees are also encouraged to take advantage of the College's Prior Learning Assessment, where work experience, along with intense documentation is translated into college credit. A Goodwill Employment Specialist recently petitioned and received 45 credit hours for her past experience.

Hirsch gives three reasons to the organizations' collaboration success.

"Both Goodwill and CCC are extremely responsive to the local needs of the community. We are both customer- and student-focused and yet, we remain small enough to be nimble and change when needed."

Calloway (continued from page 1)

of workforce development, but it will also take other key stakeholders like the county, city, chamber of commerce and others to make it happen," Calloway said.

Calloway, who spent decades volunteering in Flagstaff and impacting the community through his involvement with United Way, CCC, Flagstaff 40 and many other agencies, is now adjusting to retirement. But his understanding of Flagstaff's critical community

needs and life long passion to address challenges make him a community resource.

Workforce development is a relatively new concept in manufacturing and today's workers need to be more well-rounded than ever before, Calloway said, stressing the importance of workforce development in the modern manufacturing era.

The community college system is critical to the future of workforce development, but much of the

responsibility also needs to fall on those individuals seeking a higher paying job, Calloway said.

"The employees need some skin in the game too, covering a portion of the cost of their training," Calloway said. "In addition to the specialized training, we also have many other people here in Flagstaff that started taking classes at CCC and then went on to get their bachelor's degree at Northern Arizona University, helping them advance within the company."

Citizens' Review Panel Recommendation Addresses the College's Financial Future During District Governing Board Meeting

The Coconino Community College's Citizens' Review Panel recently presented its recommendations to the District Governing Board, which will decide whether to ask County residents for help.

The Governing Board is reviewing the information and findings, along with the results of a public opinion survey gauging the community's attitudes toward the College.

The combination of state budget cuts, rising costs, and limited revenues have left the College in a continuing budget crisis. The College's continuing financial challenges prompted the Citizens' Panel to recommend the CCC District Governing Board ask voters for a property tax increase.

Russ Yelton, President/Chief Executive Officer of Northern Arizona Center for Entrepreneurship & Technology (NACET) and a member of Citizens' Panel, told Governing Board members that through the Panel's work, he learned that without an increase in funding, the College would likely be forced to make fundamental shifts in its core mission.

"The community needs to understand that if they are not willing to step up, there could be dramatic changes in the College's mission that would negatively affect Coconino County and northern Arizona," Yelton said.

The College's education focus is three-prong:

1. To provide career and technical education that is highly sought-after in northern Arizona, including: nursing, fire science and paramedic instruction.
2. Serve as an educational pipeline for students seeking bachelor's degrees and beyond through programs such as the award winning transition program of CCC2NAU and high school programs where students earn college credit while still in high school.

3. Provide corporate training for local and regional companies, workforce development and lifelong learning courses for all Coconino County residents.

The Governing Board also reviewed a survey, conducted by GlobalLocal Visions, LLC, that found more than three-quarters of likely voters in Coconino County have a positive impression of CCC and that most were more likely to support a property tax increase if it meant saving vital College programs, such as nursing and firefighter training.

Yelton, along with Panel members present at the meeting including former Flagstaff Mayor Chris Bavasi; Molly Munger, former Community Relations Director for Northern Arizona University; Richard Bowen, Director of the Economic Collaborative of Northern Arizona (ECoNA) and Coconino County Sheriff Bill Pribil, commended CCC for taking cost-cutting steps including more than 100 initiatives that slashed nearly \$4 million from the budget. CCC reduced staff by 15 percent, eliminated 30 percent of its certificate and degree programs and most recently closed the Williams campus.

Meanwhile, the College has been forced to raise tuition to the highest level of any community college in Arizona. The high tuition rate is a direct consequence of very low property taxes and state funding cuts.

In 1991, Coconino County voters approved the creation of Coconino Community College. Over the past 20 years, the College's mission has expanded to meet community needs, but CCC's property taxes have been strictly limited -- the lowest of any community college in Arizona. CCC receives less than \$40 per every \$100,000 of taxable property value, while the next lowest, Mohave Community College, receives about \$110.

The Panel submitted the following: "Based on our review, we, the Citizens' Review Panel support Coconino Community College seeking voter approval for a property tax increase of between \$36 to \$42 for every \$100,000 in assessed value. The monthly cost increase is between \$3 to \$4 (which represents a \$5.5 and \$6.5 million budget increase); as part of the College's continuing strategies to meet the needs of the residents and employers of Coconino County, in conjunction with examining differential tuition and fees, continuing program reviews and continuing operational efficiencies. The higher funding would stabilize the College's finances, allow it to offer some new programs and support a modest growth in enrollment."

"This is a chance for the community to decide what this college is going to look like," Yelton said. "If the College cuts back on training, someone is going to have pay for it. In addition, we need to offer a well-educated workforce for our business community to thrive."

The District Governing Board will examine the Citizens' Review Panel recommendations and survey results at future Board meetings. Other Citizens' Review Panel members include: Coral Evans, Member, Flagstaff City Council; Brynn Johns, O&M Manager of Cost Services, Salt River Project-Navajo Generation Station; Mandy Metzger, District 4 Supervisor, Coconino County Board of Supervisors (Non-Voting Member) and Eva Putzova, Director, Institutional Research/Policy Analyst for Northern Arizona University.

For more information about the Citizens' Review Panel recommendation or Panel members, visit: www.coconino.edu/pr/community.

SMART FACTS

Impact of State Funding Cuts

CCC's Financial Initiatives Offset State Aid Cuts Of Over 50% For The Past 4 Years

CCC's proactive Sustainable Financial Plan was developed specifically to ensure the College would survive and thrive in spite of state funding cuts. The cuts have shifted responsibility from the state to local funding sources and the students themselves. As a direct result, CCC's District Governing Board raised tuition to help offset the cuts,

but property tax rates have not changed since the College was founded in 1991. Coconino County's property tax allotment for CCC is currently far lower than any other community college district in the state and does not support current levels of demand or sustainability.

Where Does My Property Tax Dollar Go?

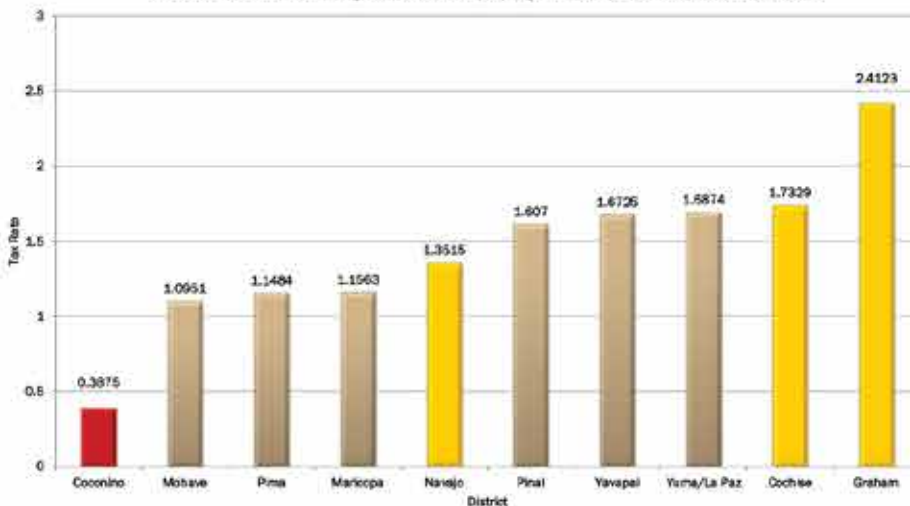


Coconino Community College received 6% of all 2012 taxes collected by the Coconino County Treasurer which supports the College's vision, mission and strategic goals. Percentage of tax distributions and taxing districts vary by property location.

*Special Districts received 21% and Coconino County General Fund received 5%.

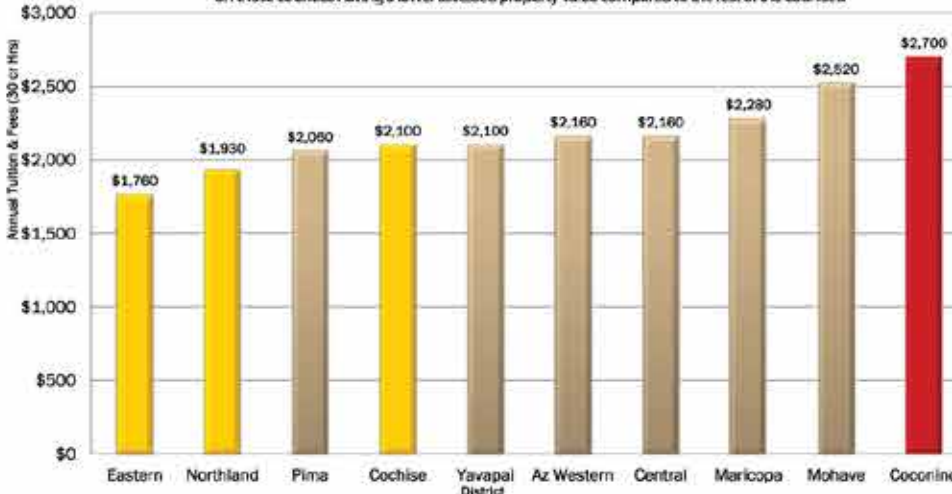
FY 13 Comparison of Primary Property Tax Rates

Those in YELLOW receive supplemental money from the state called equalization funding which is based on those counties having a lower assessed property value compared to the rest of the counties.



FY 13 Comparison of Tuition & Fees By District (30 Credit Hours)

Those in YELLOW receive supplemental money from the state called equalization funding which is based on those counties having a lower assessed property value compared to the rest of the counties.



The CCC STAR is a publication of Coconino Community College

Public Relations & Publications Coordinator

Ofelia Gonzalez

928.226.4374

Ofelia.Gonzalez@coconino.edu

Senior Graphic Design Specialist

Trevor Welker

928.226.4372

Trevor.Welker@coconino.edu

CAMPUSES:

Flagstaff Lone Tree Campus and District Offices
2800 S. Lone Tree Road
Flagstaff, AZ 86005
928.527.1222

Flagstaff Fourth Street Campus
FMC Institute for Nursing Education
3000 N. Fourth St., Flagstaff, AZ 86004
928.526.7600

Page/Lake Powell Campus
Navajo Generating Station
Technology Center
475 S. Lake Powell Blvd., Page, AZ 86040
928.645.3987

INSTRUCTIONAL SITES:

Grand Canyon
1 Boulder St., Grand Canyon, AZ 86023
928.638.2461, ext. 404

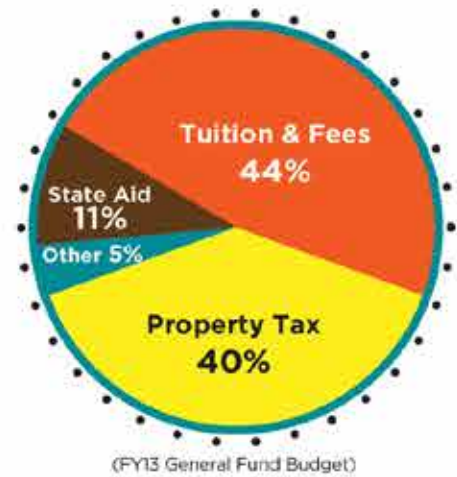
Fredonia
475 S. Lake Powell Blvd., Page, AZ 86040
928.645.3987

Diné College -- Tuba City
475 S. Lake Powell Blvd., Page, AZ 86040
928.645.3987

Scan Here to Learn More About CCC



CCC's Funding Sources



(FY13 General Fund Budget)

Accountability...

How has CCC demonstrated due diligence?

Sustainable Financial Plan

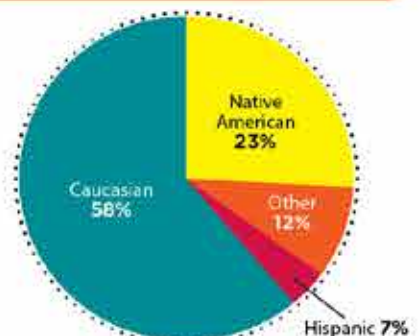
- 100+ cost saving initiatives
- 20% Classes cut
- 30% Programs Eliminated
- 15% Reduction of Full-Time staff
- Closed Williams Campus

Revenue Generating Efforts

- 60% Tuition Increases
- 100% Increase of Government Grants
- 24% Increase of Private Foundation Gifts & Donations

Cost saving initiatives and budget reductions of \$4+ million over the past 4 years offset State aid cuts

A Diverse Student Population



Vital to Your Future

Coconino Community College is at the heart of education throughout all 18,000 square miles of Coconino County.

Coconino Community College Graduates Nearly 300 Learners

Coconino Community College celebrated 2013 Commencement with 115 of the nearly 300 graduates in the May 10 ceremony at the Lone Tree campus in Flagstaff.

CCC President Dr. Leah L. Bornstein congratulated the graduates.

"I am confident you will continue on that same path as you seek higher degrees and success in the workplace," she told the graduates. "Thank you for improving Coconino County by sharing the skills you have acquired to succeed in a competitive global environment and congratulations on your incredible achievement!"

CCC's 2013 graduating class earned more than 30 various degrees and certificates ranging from Business Degrees to Sheet Metal Certification. Most noteworthy were the 39 Nurses and 15 Paramedics and Fire Science graduates. In addition, CCC graduated dozens of students who will continue on with their



CCC Graduates - 2013 Commencement

education and transition to four-year universities to pursue bachelorette degrees in Elementary Education, Psychology, General Studies and many other academic disciplines.

The College also honored Val Gleave as the 2013 Distinguished Service Award recipient. The honor is the highest award granted by Coconino Community

College and is an opportunity to recognize a member of Coconino County who has exhibited exemplary service, leadership and support of the College.

Gleave, who lives in Page, was selected for her lengthy record of community service, business and civic leadership, and support of CCC. Gleave was originally elected to the CCC Governing Board in 1996 and served on the Board for 16 years. She served on the Page City Council for four years and She supported the donation of the land given to CCC by the City of Page for the College. Gleave also was involved in the decision to partner with CCC and the City of Page for the Page City Library to be built, which remains a central part of the CCC Page campus. Gleave has been a resident of Page since 1983 and was the owner of Gleave Insurance Services, a business she and her husband Dale ran for almost 30 years.

Part-Time Faculty of the Year Benning Tieke Brings Culture and Travel Into the Classroom



Benning Tieke

Benning Tieke, honored as 2012 Part-Time Faculty of the Year, currently teaches Spanish 101 and 102 at Coconino Community College, but he has taught all levels of Spanish.

Tieke has two master's degrees from Northern Arizona University, in political science and Spanish

education, but as any student from his class will tell you, it's his love of culture and travel that make his lessons come alive. Tieke uses photos from his travels to add a dimension of real-world experience. He's visited 15 countries and 47 out of 50 states in the U.S. His childhood led to a love for travel and different cultures. He discovered at an early age that "there's a big world out there, and we have much to learn."



CCC Graduates - 2013 Commencement

Student Overcomes Obstacles and Finds Academic Success



Justin Wilgus

Coconino Community College 2013 graduate Justin Wilgus shared his story at the May 10 Commencement. While at CCC, Wilgus was part of the TRIO program and CCC2NAU program, which helps students transition to NAU. He joined Phi Theta Kappa, the College's honor society, in 2011 and this year was named a national 2013 Coca-Cola Community College Academic Team Gold Scholar. He's received scholarships from the Raymond Educational Foundation, Soroptimists International of Flagstaff and Dreamkeepers.

In Wilgus' spare time he sits on the board of the Foundation House, a sober living house, and volunteers at the Coconino County jail by talking to inmates.

Wilgus is also on CCC's First Team All-Arizona Academic Team. The honor comes with the tuition waiver from the Arizona Board of Regents, which he will use to attend Northern Arizona University to study geology. His ultimate goal is to attend Stanford University for his master's degree.

Wilgus told the audience about his struggle to overcome a difficult home life as a child, growing up poor and at times homeless, and how, for a few years, he struggled with substance abuse and eventually pulled himself from addiction. Now Wilgus speaks of how rewarding his life has been to derive positivity from negative experiences.

Below is an excerpt from his speech:

"I do not regret my past nor do I wish to shut the door on it. I know I would not be where I am today without my past challenges. And it is extremely rewarding to derive positivity from negative experiences. I'm aware of the magnitude of my transformation and it's important for me to be of service to people who are struggling with the same difficulties that I have overcome. I am currently the Chairman on the Board of Directors for the same sober living house I lived in 5 years ago. One of my most rewarding service positions is volunteering at the Coconino County Jail where I am able to share my experience and hope with inmates who are struggling with addiction..."

"I am so grateful to be where I am today and I know that without help, none of my good fortunes would be possible. People helped my family when we were homeless, people cared for me when I was in my addiction, and people helped me to be successful in college. These people deserve recognition. I want to thank the [CCC Scholarship Committee] and financial aid for making college a more economically-friendly environment; The Trio program; CCC2NAU; the tutors in the student center, my advisors, and the faculty who has provided you and me with support and outlets to be successful. And I want to thank God, my mom Peggy, my girlfriend Kelly, my friends and my family. I love you all. I want to personally thank Coconino Community College for providing me with a solid educational foundation which has been instrumental in transforming me from a social degenerate to a person with useful life skills and a lot to offer the world."

Students Inspire Full-Time Faculty of the Year, Ruth Foster



Ruth Foster

Ruth Foster was a journalist for more than a dozen years, before she realized she enjoyed teaching more than she enjoyed writing.

She was getting a master's degree in English and working as a teaching assistant when she decided that she wanted to pursue teaching.

Foster, who teaches developmental reading at Coconino Community College, was named 2012 Full-Time Faculty of the Year. Students nominate instructors for the honor.

"I really like helping students be successful," Foster said. "It comes naturally and fits along with my journalism background."

Foster joined CCC as a part-time instructor in 1993 and became a full-time instructor five years later. She has taught everything from creative writing to reading. She has a master's degree in English and is a certified reading specialist. She says she finds her inspiration from her students and is honored that this award is chosen from student nominations.

win an iPad.



Join CCC's Alumni & Friends!

Have You Taken A Class Or Graduated From CCC?

To win, complete and submit this form by September 1, 2013 at the Flagstaff Lone Tree Campus front desk or the Office of Institutional Advancement or send to:

Ofelia.Gonzalez@coconino.edu
Phone 928.226.4374 or Fax 928.226.4106
2800 S. Lone Tree Road, Flagstaff, AZ 86005

name: _____
address (most current): _____
city: _____ state: _____
phone: _____
email: _____

Graduation Year
Degree