

MISSOULA COLLEGE

UNIVERSITY OF MONTANA

Mission

The Mission of Missoula College is to create a comprehensive, accessible, student-centered learning environment that fosters individual growth, facilitates workforce development, and provides a foundation for advanced academic achievement.

Vision of Excellence

We envision a future where Missoula College is recognized as a model of excellence for two-year education in Montana, empowering students to succeed in higher education, and continuing to serve the needs of the community and workforce. We elevate the awareness of two-year education as a result of our high retention, graduation and placement rates. Through this demonstration of excellence, more students will enroll in two-year colleges, more businesses and industries will partner with two-year schools, and the state will receive the benefits of a more educated citizenry/workforce.

INITIATIVE 1: IMPROVE/UPDATE FACILITIES

(#3 from UM Strategic Plan: Discovery and Creativity to Service Montana and the World)

(#4 from UM Strategic Plan: Dynamic Learning Environment)

| Initiative Name | Description | Outcomes | Completion Dates | Responsible Party |
|---|---|--|--|---|
| <p>Update facilities design for programs currently housed on East Campus.</p> <p>Develop comprehensive plan to improve/update West Campus facilities for Industrial Technology Programs</p> | <ul style="list-style-type: none"> • Secure matching funds required to meet legislative allocation requirements to construct new building on the East Broadway site. • Update building plans that include spaces appropriate for programmatic and support services that facilitate student success. • Develop a comprehensive master facility plan for Industrial Technology that assures adequate and appropriate classrooms, laboratory and office space that supports an effective learning environment. • Install the infrastructure to support better connectivity to the Internet allowing for instruction of current technology. | <ul style="list-style-type: none"> a) Matching funds secured for new building. b) Updated building plans that include spaces appropriate for programmatic and support services that facilitate student success. c) Ground breaking for new building. d) Establishment of a new master facility plan that guides planning and resource allocation to create a student environment that increases learning, retention and completion rates. e) Implementation of a system that provides the use of appropriate technology in the classroom and increases. | <ul style="list-style-type: none"> a) December 2014 b) Plan in writing Spring 2015 c) Summer 2015 d) Spring 2014, Placed on long-range plan Fall 2014, MUS System 5 to 6 years e) Spring 2015 | <ul style="list-style-type: none"> a) Dean b) Facilities Services c) President Engstrom d) Facilities Services, Dean, West Campus faculty e) Matt Riley, CIO |

INITIATIVE 2: ADMINISTRATIVE SUPPORT AND INFRASTRUCTURE

(#2 from UM Strategic Plan: Education for the Global Century)

(#3 from UM Strategic Plan: Discovery and Creativity to Service Montana and the World)

| Initiative Name | Description | Outcomes | Completion dates | Responsible Party |
|---|--|--|---|---|
| <p>Initiate administrative re-organization</p> <p>Increase staff support to respond to needs of student</p> | <ul style="list-style-type: none"> Assure administrative support to drive curriculum development; build community relationships that support student success such as apprenticeships and internships; pursue alternate funding sources to support program development; build relationships with dual credit, dev. Ed. Adv.; strengthen 2+2 and other transfer initiatives. Assure minimum levels of administrative support are available for additional administrative efforts in support of C!N (dual credit, 2+2, student services, developmental education, advising). Build framework of support and expertise to guide and expand use of innovation with emerging technology by students and faculty in the classroom and other instructional settings and to meet workforce development needs. Assure minimum levels of administrative support are available for additional administrative efforts in support of (C!N, dual credit, 2+2, student service, developmental education, advising). Grant writing opportunities for Missoula College. Fundraising for Missoula College. | <ol style="list-style-type: none"> New model for collaboration and delivery of student services directed to unique needs of two-year students within research-intensive university. Collaborate with continuing education providers that enables a more comprehensive delivery of services in the region resulting in increases in delivery of workforce development initiatives. Opportunity for multiple faculty members to be relieved of administrative responsibilities and return to full engagement with students in the classroom. Dedicated grant writer that identifies and obtains additional funding streams to support expanded mission. Undergraduate students with more marketable technological skills; increase success in learning; and increased opportunity for workforce development (increase completion rates that meet current demand). Increase rates in area that meet current business and industry demands. Assure front line student support. Students will receive help they seek promptly and completely. Survey faculty and staff regarding data needs and gaps. Collaborate with University of Montana Foundation to build a sustainable, growth-oriented development program for Missoula College. Efforts will be dedicated toward securing support through fundraising for student scholarships, college programs, unrestricted, and other issues as they arise. | <ol style="list-style-type: none"> AY15 Ongoing FY16 FY16 FY16 2.0 staff members (advising, AASc) by FY15; 1.0 staff member by FY16; (Associate Deans) 2.0 staff member by FY16; (1.0—Div. chairs; additional 1.0—AASc) by FY15 FY16 FY15 | <ol style="list-style-type: none"> Dean Dean Dean Dean Faculty Dean Dean Dean |

INITIATIVE 3: STUDENT ACCESS PARTNERSHIPS

(#1 from UM Strategic Plan: Partnering for Student Success)

| Initiative name | Description | Outcome | Completion Dates | Responsible Party |
|--|--|---|-------------------|--|
| <p>Partnering (Dynamic Learning environment) for student access, discovery and creativity to serve Montana and the world</p> <p>Increase the number of high school students and graduates accessing Missoula College offerings through collaboration and awareness with K-12</p> | <ul style="list-style-type: none"> • Increase awareness in order to increase numbers of regional high schools participating in dual credits/Big Sky Pathways, creating opportunities for secondary and post-secondary instructors to participate in professional development. | <p>a) Annually increase numbers of schools and students involved in BSP/DC leading to increased enrollment of students between the ages of 18-24.</p> | <p>a) Ongoing</p> | <p>a) Big Sky Pathways Program Director and Enrollment Services.</p> |

INITIATIVE 4: TRANSFER AND GENERAL EDUCATIONAL OPPORTUNITIES

(#2 from UM Strategic Plan: Education for the Global Century)

| Initiative Name | Description | Outcomes | Completion dates | Responsible Party |
|---|---|--|---|--|
| <p>Develop a stronger connection to 4-year programming by increasing transfer education opportunities and deliver a full offering of general education courses at Missoula College</p> | <ul style="list-style-type: none"> Acquire approval for delivery of the Associate of Science degree. Adequate faculty, staffing space equipment and supplies to effectively deliver the courses needed to fulfill AA and AS degree requirements. Develop an offering of General Education courses that would adequately fulfill MUS Core and UM Core requirements; adequate to deliver both AA and AS degrees, and equal to general education offerings at other community colleges in Montana providing a smooth transition for 2+2. Facilitate process for students to transfer to 4-year institutions, particular UM Missoula. | <p>a) Streamlined course offerings for students in transfer and 2+2 education programs annually increasing successful transfer students.</p> <p>b) Annually increase retention and completion rates of AA and future AS degree-seeking students.</p> <p>c) Clearly identified and offer all necessary courses to fulfill AA and AS degree requirements on the Missoula Campus.</p> <p>d) Assurance that students have a dependable pathway from 2- to 4-year programs.</p> | <p>a) Ongoing</p> <p>b) Ongoing</p> <p>c) Ongoing</p> <p>d) Ongoing</p> | <p>a) AASC Department Chair</p> <p>b) AASC Department Chair, Retention Coordinator and Faculty</p> <p>c) Division Chairs</p> <p>d) Academic Advising Center and Faculty All Missoula College personnel and related Faculty</p> |

INITIATIVE 5: DEVELOPMENTAL EDUCATION

(#2 from UM Strategic Plan: Education for the Global Century)

| Initiative Name | Description | Outcomes | Completion Date(s) | Responsible Party |
|--|--|--|---|---|
| <p>Increase effective delivery of MC developmental math, writing, and reading education</p> | <ul style="list-style-type: none"> • Implement the emporium model or other self-paced math delivery for developmental math. • Identify and implement a new and effective model of delivery for developmental writing. • Examine current trends in reading through literature review and research. | <ul style="list-style-type: none"> a) Appropriate equipment and software for developmental education laboratory and coordinator. b) Increased pass rates of students in developmental math courses and number of students to persist on to completion of appropriate college level math course. c) Increased pass rates of students in developmental writing courses and numbers of students to persist on to completion of appropriate college level writing courses. d) Determine appropriateness of offering reading instruction. | <ul style="list-style-type: none"> a) Lab Coordinator Fall 2015 b) Functioning lab Fall 2015 c) Ongoing d) FY15 | <p>All) Associate Dean, related faculty and Retention Coordinator</p> |

INITIATIVE 6: INSTITUTIONAL PLANNING AND PROGRAM REVIEW

(#5 from UM Strategic Plan: Dynamic Learning Environment)

| Initiative Name | Description | Outcomes | Completion Date(s) | Responsible Party |
|---|---|--|--------------------|---|
| <p>Institutional Planning and Program Review</p> | <ul style="list-style-type: none"> Creation of a decision-making process and resource allocation model driven and supported by data. | <ol style="list-style-type: none"> Develop a Missoula College Level Program Review Process that incorporates the UM and MUS Program Review processes. Development of a Missoula College Program Review Assessment Rubric to meet the needs of students, community identified workforce needs, and labor market demand. Create a resource allocation model that influences program expansion, contraction, creation and deletion that assures students have the opportunity to work in programs that are vital and responsive to contemporary workforce expectations. Develop a model for regular, meaningful participation in the planning cycle by constituents of the college. Produce an inventory of existing data to create an effective system for making that data available to faculty, staff and administrators for decision-making. Create a long-term data plan. Train faculty and staff in content and access of data bank. Survey faculty and staff regarding data needs and gaps. Continue a functional Data Management Committee at Missoula College. | <p>All) FY16</p> | <p>All) Administrative Council, program directors, and related personnel.</p> |

INITIATIVE 7: STUDENT SUCCESS

(#1 from UM Strategic Plan: Partnering for Student Success)

| Initiative Name | Description | Outcomes | Completion Date(s) | Responsible Party |
|--|---|---|--|---|
| <p>Create an adult friendly learning environment, student-centered advising, student success structure, academic support services through the following:</p> <p>Develop Academic Affairs and student services' organizational and communication structure for Missoula College</p> | <p>Establish sustainable funding to assure that MC students have access to academic, advising and support services, including services for students with special needs, which support student success in retention, completion and transfer.</p> <ul style="list-style-type: none"> • Identification of the variables that constitute an adult-friendly learning environment. • Identification of stakeholders. • Creation of an infrastructure including UM Mountain Campus and MC student services needs services that addresses MC student. • Identify metrics for assessing productivity and functionality of model. | <p>-For all components of the initiative, identified metrics for evaluation with the goal of increases in student success measures.</p> <p>-Sustainable funding identified.</p> <p>All) New/revise model for collaboration and delivery of student services directed to unique needs of students in a two-year college embedded within research-intensive university.</p> | <p>Identification completed June 2014</p> <p>a) Model completed and implementation begun Autumn 2014</p> | <p>Dean</p> <p>a) Associate Dean and Retention Director and appointed committee members</p> |
| <p>Develop effective practice models in Academic Affairs and Enrollment and New Student Services to create an adult-friendly campus serving a diverse population.</p> | <ul style="list-style-type: none"> • MC Academic Affairs and Enrollment & new Student Services will create and implement a service model, which includes components of 'adult friendly' programming and services. | <p>a) New service model implemented resulting in increases in the number of enrolled students, especially in adult student enrollment and increases in measures of student success.</p> | <p>a) Autumn 2014/ Spring 2015</p> | <p>a) Associate Dean & related personnel</p> |

INITIATIVE 7: STUDENT SUCCESS

(Continued)

| Initiative Name | Description | Outcomes | Completion Date(s) | Responsible Party |
|--|---|--|--|--|
| <p>Develop and implement a comprehensive, student-centered college advising model that is housed in adequate space.</p> | <ul style="list-style-type: none"> • Create an internal oversight committee to strengthen College partnerships between MC advising stakeholders, including faculty, advisors, staff and administration, clarifying each stakeholder's responsibilities. • Creation of an advising model for MC that will address applied certificates and degrees, transfer degrees, and professional certificates. | <ol style="list-style-type: none"> a) Coordinated advising services that facilitate timely registration with manageable advising loads for enrollment following the guidance of NACADA standards. b) Advising that enhances student retention, supports academic progress and facilitates 2-year to 4-year transfers. c) Adequate AAC office space. | <p>All) Ongoing</p> | <p>All) Dean, Director of Advising & related personnel</p> |
| <p>Grow a robust Learning Center</p> | <p>Assure MC students have access to tutoring/testing and other academic support services.</p> | <ol style="list-style-type: none"> a) Adequately spaced, fully equipped and funded Learning Center (LC). b) Established funding for LC Coordinator and tutor needs. c) Full complement of tutors available for MC students. | <p>All) Fall 2015 & continued</p> | <p>All) MC Administration & Director of Retention</p> |
| <p>Grow and continue a robust student success and retention Center/Program</p> | <ul style="list-style-type: none"> • Continuation of the Retention and Student Success office/functions with space and budget to address student and institutional needs and processes contributing to student success. • Clerical support for office. | <ol style="list-style-type: none"> a) Adequately spaced, fully equipped and funded office space and establish 1.0 FTE funding for Retention Director. b) Adequate administrative support. | <p>All) MC Administration– & Director of Retention</p> | <p>All) MC Administration– & Director of Retention</p> |

INITIATIVE 8: COMMUNICATIONS

(#4 from UM Strategic Plan: Dynamic Learning Environment)

(#5 from UM Strategic Plan: Planning and Assessment Continuum)

| Initiative Name | Description | Outcomes | Completion Date(s) | Responsible Party |
|--|--|---|---|---|
| <p>Develop a formalized Missoula College communications plan to include a crisis plan</p> | <ul style="list-style-type: none"> • Identify any existing communication methods or policies currently in use. • Develop a communication plan that will enhance communication; within the College, within the College and broader University, and within the College and community. • Develop strategies to use the communication plan to advance the mission of the college and achieve strategic goals of the college and C!N initiative. • Creation of a comprehensive communication plan for connecting with students and the Mountain Campus. • Establish a cohesive program/ structure that encourages adult participation and grows an adult-friendly campus that provides access to workforce training and educational opportunities. (CAEL). <p style="text-align: center;">Crisis Communication Plan</p> <ul style="list-style-type: none"> • Develop a Crisis Communication Plan and training model for MC stakeholders. | <ul style="list-style-type: none"> a) Approved Communication Plan policy. b) Website that effectively provides comprehensive materials to inform, support, and to engage College faculty, staff and students as well as community members. c) Communication plan for advancing the mission and goals of the College and C!N. d) Effective outreach to constituents of Missoula College. | <ul style="list-style-type: none"> a) FY15 b) FY15 c) Ongoing d) FY15 | <p>All) Administrative Council and subcommittees.</p> |

INITIATIVE 9: WORKFORCE DEVELOPMENT

(#3 from UM Strategic Plan: Discovery and Creativity to Service Montana and the World)

| Initiative Name | Description | Outcomes | Completion Date(s) | Responsible Party |
|--|---|--|--|--|
| <p>Strengthen workforce development efforts in the Missoula College community</p> | <ul style="list-style-type: none"> • Participate in a Workforce Clearinghouse that provides access (information for) to program/training opportunities offered by Missoula College and other entities in Missoula and the surrounding area. • Develop working relationships with business/industry through the Missoula College Advisory Board and Big Sky Pathways. • Develop and market Missoula College certificates and short-term training opportunities. | <ul style="list-style-type: none"> a) Partnerships between MC and UM/SELL to address workforce needs. b) Enhanced adult-friendly campus that offers pathways for individuals to move successfully to more advanced training/study as desired. c) Additional resources identified for training and/or educational opportunities for MC students. d) <ol style="list-style-type: none"> 1) Increased opportunities for student internships and employment through advisory committee work. 2) Increase in offerings of professional development/continuing education/training. e) <ol style="list-style-type: none"> 1) Increased opportunities for all student groups to gain skills to meet workforce demands. 2) Increased awareness of MC programs. | <ul style="list-style-type: none"> a) Ongoing b) Ongoing c) Ongoing d) Ongoing e) Ongoing | <p>All) Administrative Council, Faculty, relevant personnel and external partners.</p> |