

# Mission Expansion Plan



College!Now

February 2012

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## The Comprehensive Community College Mission

Historically, MSU - Great Falls College of Technology (MSU – Great Falls) has embraced and embodied all elements of the comprehensive community college mission. MSU - Great Falls’ 2009-2013 Strategic Plan, with its overarching strategic priorities, guides the College’s efforts and actions in realizing its vision and mission.

**Our Vision:** In the next decade, MSU – Great Falls will play a leading role in transforming the lives of our students, their communities, and the economic prosperity of Montana by responding to learner and community needs through the use of partnerships, innovation, outreach, and technology.

**Our Mission:** Our Mission is to foster the success of our students and their communities through innovative, flexible learning opportunities for people of all ages, backgrounds, and aspirations resulting in self-fulfillment and competitiveness in an increasingly global society.

The plan closely aligns with both the strategic plan of the Board of Regents and the University System’s two-year education agenda, College!Now. Currently, the plan includes four priorities (core themes) illustrating ways in which the College can improve its delivery of the comprehensive community college mission. **The four core themes of Academic Preparation, Transfer Preparation, Workforce Development, and Community Development provide the institutional framework for programming and services.** To achieve the objectives of the mission expansion as envisioned by College!Now, over the next five years, the College will focus on the following:

### Academic Preparation

- Reforming and redesigning the developmental education offerings to increase the rate at which students:
  - succeed in developmental coursework
  - enroll in and complete their first college-level courses
- Increasing access and success by the number of:
  - high school students in early college activities (Dual Credit) leading to college credit
- Identifying key points where students struggle along the continuum of student success
- Deploying pathways advisors in the Great Fall Public Schools to provide orientation services to college

### Transfer Preparation

- Redesigning the advising process to a “holistic” model
- Establishing more formalized articulation agreements with partner colleges and universities
- Constructing an Academic Center to better facilitate four-year and graduate education
- Developing a General Studies Certificate to recognize students who complete the MUS Core
- Increasing access and success by the number of:

- students transferring to a Bachelor’s degree program

### **Workforce Development**

- Creating a workforce development plan focused on regional/global markets; high wage/future demand job opportunities
- Developing a Health Science Certificate program, transferrable to AAS Health Sciences programs
- Maintaining close contact with community partners to focus on programming to serve the following industry sectors:
  - Agriculture
  - Business
  - Health Care
  - Manufacturing
  - Sustainable Energy
- Increasing access and success of the workforce by the number of adult students earning a post-secondary credential
- Providing just-in-time training for area businesses and their employees
- Building strong alliances with local businesses and industry to assess and meet the education needs

### **Community Development**

- Partnering with Great Falls Public Schools for ABLE, shared advisors, curricular alignment, “creating a college going culture,” and Continuing Education offerings
- Serving as a key partner in the Great Falls Workforce Development Initiative
  - Partner with the business community to better connect K-12 and College outcomes with the community’s needs
- Providing a venue for educational, cultural, and other community events

### ***Common Ground: Operationalizing the Strategic Plan***

The strategic plan calls for MSU - Great Falls to work closely with partners in education, business, and industry to enable more students to succeed in achieving their educational goals. The plan is a living document reviewed each year to ensure the College’s efforts are innovative, adaptable, and relevant to identified needs. This provides a foundation for a better future for the students of MSU – Great Falls, its community, and the state of Montana.

MSU - Great Falls also employs an institutional operational plan, *Common Ground*, that focuses on specific goals and tasks undertaken by the various units of the College to achieve the strategic plan goals and performance targets. *Common Ground* is a campus-wide initiative designed to elevate the

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College's students to a higher level of achievement by strengthening the 21<sup>st</sup> century learning experience.

In addition, the goals and tasks outlined in *Common Ground* will contribute to MSU - Great Falls achieving the goals of College!Now. The attached Appendix 1, *Common Ground* Mapped Goals and Tasks, aligns each of the *Common Ground* goals and tasks with the four priority areas found within the traditional comprehensive community college.

Although not specifically delineated in the strategic plan or specified in *Common Ground*, MSU - Great Falls is ready to move forward with the rebranding and renaming effort to further support all initiatives and goals.

## Goals for 2012 and Beyond

MSU - Great Falls continues to move forward with realizing the comprehensive community college mission; the College will focus on processes and activities supporting efforts towards becoming a comprehensive community college. The College will:

- A. Demonstrate full commitment to College!Now and rebranding MSU – Great Falls College of Technology by:
  - a. Engaging internal and external constituents in the rebranding processes
  - b. Expanding programs and services to ensure all elements of the comprehensive community college are offered
- B. Expand and strengthen K-12 Partnerships:
  - a. dual enrollment
  - b. college preparation
  - c. curricula alignment with K-12
- C. Further develop workforce and economic development initiatives
- D. Increase community partnerships and services by strengthening four-year college/university pathways to facilitate a seamless transfer processes/baccalaureate degree attainment

Appendix 2 further identifies, with timelines, resources, and assistance needed, the initiatives supporting efforts in becoming a comprehensive community college.

## Support, Technical Assistance, and Resources Needed

In addition to the support, technical assistance, and resources currently identified to be provided by College!Now, MSU – Great Falls is requesting support in the areas below to fully realize the comprehensive community college mission. Needs include:

- Funding to assist with rebranding elements (website redesign, signage, logo redesign, updating stationary, marketing materials, business cards, badges, etc.);

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- Human resources support to work on initiatives leading to the expanded mission. Such resources may include release time for faculty and staff needed to work through curricular alignment with secondary school partners, as well as university system partners;
  - Assistance with policies, procedures, and practices that may provide barriers for fully realizing the comprehensive community college mission. For example:
    - Flat spots and the unintended impact on FTE's and tuition generation
    - Program approval processes
    - Program duplication implications
    - Fee waiver absorptions and budget implications
    - Lack of state or federal support for Continuing Education/Workforce development initiatives
    - Mission specific implications and lack of funding to support underprepared students
    - Direction of the COT mill levy and budget implications
    - Lack of dual credit funding through Running Start Legislation and budget implications
    - Using the same lens to assess four-year education to make decisions/policy determinations for two-year education (i.e., data related reporting; one size fits all model)
    - Campus purchasing limits/caps
    - Position titling to reflect comprehensive community college model structure
    - Understanding and acceptance of the AA degrees throughout the Montana University System
  - Assistance with relabeling/rebranding the mill levy to facilitate the acceptance of the comprehensive community college brand;
  - Funding to serve as seed money or startup funds for new program development;
  - An understanding and removing of curricular alignment barriers;
  - Assistance with and funding for Workforce development program design, development, and implementation;
  - Increased support and resources for the unique demographics served by two-year colleges;
  - Clearly defined funding allocation model for two-year education; and
  - Increased uniformity while maintaining individual colleges' autonomy/flexibility.

## Core Themes Mapped to Common Ground Goals &amp; Tasks

Core Theme	Common Ground Goals	Common Ground Tasks
<b>Academic Preparation</b>	<b>Goal 1 Set and Achieve Institutional &amp; Student Success Goals</b>	<ul style="list-style-type: none"> <li>- Establish a new indicator that measures student success</li> <li>- Establish FY 12 goals for all Core Indicators</li> <li>- Identify the Bottom 10 Courses</li> <li>- Create a Institutional Report Repository</li> </ul>
	<b>Goal 3 Strengthen Student Support Services and Programs</b>	<ul style="list-style-type: none"> <li>- Redesign the advising process</li> <li>- Design and implement a mandatory student success course</li> <li>- Improve the "front door" experience for students.</li> </ul>
	<b>Goal 4 Enhance and Strengthen the Learning Process through Curricular and Pedagogical Reforms</b>	<ul style="list-style-type: none"> <li>- Reform and redesign the developmental education offerings</li> </ul>
	<b>Goal 5 Strengthen External Linkages with K12 and University Partners</b>	<ul style="list-style-type: none"> <li>- Pathways Advisors in GFPS</li> </ul>
	<b>Goal 6 Identify Key Points of Success and Challenge Our Students Face</b>	<ul style="list-style-type: none"> <li>- Identify key momentum points along the continuum of student success</li> <li>- Using findings, make recommendations to improve student outcomes at these key points</li> </ul>
	<b>Transfer Preparation</b>	
	<b>Goal 2 "Close the Loop" on the Assessment of Student Learning</b>	<ul style="list-style-type: none"> <li>- Finalize the establishment of common student learning outcomes</li> <li>- Identify common assessment protocols</li> <li>- Create rubrics for assessing various levels of student learning</li> <li>- Employ a college- wide system for storing outcomes data</li> <li>- Implement the assesement process</li> </ul>
	<b>Goal 4 Enhance and Strengthen the Learning Process through Curricular and Pedagogical Reforms</b>	<ul style="list-style-type: none"> <li>- Implement enhanced learning models to increase rate of success in Bottom 10 courses</li> <li>- Research and develop a Certificate of General Studies</li> <li>- Establish mechanisms for predictive analysis of student success</li> </ul>
	<b>Goal 5 Strengthen External Linkages with K12 and University Partners</b>	<ul style="list-style-type: none"> <li>- Establish articulation agreements</li> </ul>
<b>Workforce Development</b>		
	<b>Goal 4 Enhance and Strengthen the Learning Process through Curricular and Pedagogical Reforms</b>	<ul style="list-style-type: none"> <li>- Develop a means to evaluate incoming students basic computer skills</li> <li>- Research and develop a Certificate of Health Studies</li> </ul>
<b>Community Development</b>		

Appendix 2

Goal	TERM			RESOURCES			MONEY		AFFECTED AREAS				Additional Info
	Short	Intermediate	Long	Human	Technical	Money	New	Reallocation	Academic Prep	Transfer Prep	Workforce Development	Community Development	
Pathway Advisors	X			X		X		X			X	X	Currently the positions are funded through grant funds, Sustainability is expected through increased enrollment/retention.
General Studies	X								X				
Health Sciences Certificate	X										X		
Momentum Pts		X				X		X		X			
Advising Process		X			X	X	X		X	X			In need of software solution for management and campus communication for advising center Some travel needed for collaboration. changes in state's funding of dual credit
Articulation		X			X	X		X		X			
Dual Credit		X			X	X		X		X	X	X	
Developmental Education Redesign			X	X	X	X	X	X	X				
Workforce plan			X	X	X	X	X				X		
Industry Sectors			X	X	X	X	X				X		
Great Falls Workforce Development Initiative (GFWDI)			X			X		X			X	X	
Adult Friendly Programs			X	X	X	X	X	X	X	X			Feasibility study to better understand area needs for 4-year and graduate degrees to help us partner better with other universities we need to bring to our community; possibly new construction to accommodate local housing of 4-year partner institutions
Customize Business Training			X	X	X	X	X				X	X	
Business Alliance			X	X	X	X	X				X	X	
ABLE			X		X				X		X	X	
Community Events			X	X	X	X	X					X	
Academic Center			X	X	X	X	X		X	X	X	X	