



College!NOW Comprehensive Two-Year Mission Retreat November 3-4, 2011

*Montana Office of the Commissioner of Higher Education,
John E. Cech, Ph.D., Deputy Commissioner for Two-Year and Community College Education*

Staff, faculty and administrators from Montana's five Colleges of Technology (COTs) gathered together with representatives from the Office of the Commissioner of Higher Education, two-year college programs, Flathead Valley Community College, the Governor's office, and various consultants for a retreat held on November 3-4, 2011 on the UM Missoula campus. **Goals** of the retreat were as follows:

- Review and discuss feedback from the Montana Listening Sessions held in Billings, Butte, Great Falls, Helena, and Missoula throughout the month of October (communities which have a COT)
- Delve into the comprehensive mission planning process by individual COT campus
- Allow opportunity for active networking, sharing and learning
- Create a "unified voice" for two-year colleges while respecting individual identity
- Facilitate commitment to broaden the engagement of faculty, staff, students, and community members at each COT campus
- Identify needs and encourage requests for additional consulting assistance and other resources
- Create an environment of stronger commitment between two- and four-year education
- Create time for each College of Technology to focus on their respective comprehensive mission expansion plans

The meeting was co-chaired by Deputy Commissioner John E. Cech and Chancellor Rolf Groseth. Key facilitation assistance was provided in communication and engagement throughout the meeting by Dr. Allison Kadlec and Isaac Rowlett from Public Agenda (a NY firm funded by Lumina to provide support) and Annie Glover and Adam Pimley from Strategies 360 . Additional College!NOW staff provided ongoing support and small group facilitation.

Meeting participants included:

MSU Billings COT: Dr. Marsha Riley, Dean; Mr. Rich Pierce, Department Chair for General Education; Dr. Rita Kratky, Director of Student Services; Mr. Dan Carter, Director of University & Government Relations

MSU Great Falls COT: Ms. Judy Hay, Assistant Dean of Student Services; Ms. Leanne Frost, Division Director for Developmental Education & Transfer; Ms. Mandy Wright, English Faculty; Ms. Lanni Klasner, Director of Outreach & Marketing

Montana Tech of the University of Montana COT: Dr. Donald Blacketter, Chancellor, (Montana Tech); Dr. John Garic, Dean; Ms. Vickie Petritz, Faculty; Mr. Bill Ryan, Faculty; Ms. Michelle Tauscher, Faculty; Ms. Cricket Pietsch, Student Affairs

UM Helena COT: Dr. Daniel Bingham, Dean and CEO; Mr. Mike Brown, Assistant Dean of Student Services; Dr. Jean Bailey, Gen Ed & Business Ed Division Chair; Dr. John Hartman, Gen Ed-Science Instructor; Ms. Sarah Dellwo, Registrar

UM Missoula COT: Dr. Perry Brown, Provost (UM Missoula); Dr. Barry Good, Dean; Mr. Kevin Brockbank, Associate Dean/West Campus; Ms. Lynn Stocking, Associate Dean; Ms. Cec Gallagher, Retention Coordinator; Mr. Kyle Pucko, Admissions Rep/Enrollment Services.

OCHE, Community Colleges, College Programs, State of Montana, and Consultants: Dr. John Cech, Deputy Commissioner; Ms. Susan Jones, Senior Program Specialist; Dr. Thomas Gibson, Director of eLearning Business Development; Mr. Chuck Jensen, Vice President of Administration & Finance, FVCC; Mr. Bob Hietala, Dean MSU Gallatin College Programs; Ms. Janet Heiss Arms, Director of Developmental Ed, MSU Gallatin College Programs; Dr. Rolf Groseth, Chancellor, MSU Billings; Ms. Pat Wise, Economic Development Specialist, Governor's Office; Dr. Anne Clark, Evaluator, Collaborative Research Associates; Dr. Alison Kadlec, Sr. Vice President, Public Agenda; Mr. Isaac Rowlett, Public Engagement Associate, Public Agenda; Ms. Annie Glover, Director of Public Affairs, Strategies 360, Mr. Adam Pimley, Senior Vice President, Operations, Strategies 360.

Overview of Day One

Day one consisted of a review of and follow-up discussion regarding the feedback gathered from 14 listening sessions held in five locations: Helena, Billings, Missoula, Butte and Great Falls. Listening session data consisted of feedback and notes taken on-site at each session as well as data gathered from online follow-up questionnaire results. Initial information was shared to help the meeting participants better understand the process used, the composition of the audience, summary data, and raw data. A qualitative review followed that outlined eight general themes that emerged from the listening sessions:

- Theme 1-Changing the Organizational Culture
- Theme 2-Expanding the Comprehensive Mission is Important
- Theme 3-Funding and Facility Issues
- Theme 4-Expanding Services to Support Students
- Theme 5-Workforce and Community Connections
- Theme 6-Embedded COTs have Unique Issues to Address
- Theme 7-Flexibility/Responsiveness
- Theme 8-K-12 Coordination

Facilitated small group discussions were held to discuss individual plans, concerns, needs, opportunities and next steps on a broad scale for each COT campus. Report out by individual campus:

MSU Billings COT-Want further internal discussion on workforce development and the comprehensive two-year mission; want to establish clear definition of two-year mission elements. They would expand internal and external constituent discussions and engagement. Suggestions included the development of additional survey and focus groups. Overarching goal is to more clearly define the comprehensive two-year college's role in their region.

MSU Great Falls COT-Have established a unified two-year voice and has strong connections with K-12. MSU GF's strategic plan aligns with the comprehensive community college mission. Have some problems with 2+2 programming (as per student feedback); there is a need to educate four-year schools to understand that the changes with the two-year schools are not intended create competition for their students. Establish "Mythbusters" to articulate this.

Montana Tech COT- Discussed moving toward the comprehensive two-year mission. Gaps to address include establishing an advisory board, a "one-stop shop", new course development, building better relationship with the community, offering dual credit, and working to develop stronger relationships with the local ABE program and more developmental education on-site. Spoke about the importance of focusing attention on student retention.

UM Helena COT-Have established much of the comprehensive mission, but still working on incorporating ABE/GED on the campus and also improving assessment. Will need more physical and staffing resources if expansion continues. Need more outreach to K-12 and community and would support efforts to help public better understand two-year education.

UM Missoula COT-Important to further broaden the circle of involvement on the COT campus. This will help shore up gaps in extending the comprehensive mission (e.g. transfer course offerings, ABE/GED on site, adding general Associate of Science degree, etc.)

Overview of Day 2:

A summary of day one segued into a discussion of the next steps that included a review of the BOR-approved timelines. Discussion breakout groups were created by roles and responsibilities on each campus. Groups were: faculty, public relations, staff, presidents/chancellors, and college deans/CEOs.

Overriding Themes from Breakout Sessions:

- Create a unified voice and mission of 2-year education that communicates the unique value of these institutions
- Maintain affiliation and overarching message coordination with UM and MSU parent organizations
- Allow for localization; one size does not fit all

- Prioritize robust program needs, such as seamless transfer, so that the mission expansion truly drives the rebrand

While there was some skepticism about the need to rebrand, as well as some uncertainty about resources being available to support the mission expansion—there is consensus and excitement for the opportunity to promote two-year education, define its unique identity within the higher education community.

In the afternoon the small discussion groups reassembled based on COT affiliation to discuss “where do we go from here and what do we need to get there”?

MSU Billings COT-Will create talking points to help clarify elements of comprehensive mission with faculty and staff; gathering input from advisory board. Resources needed- assistance from Strategies 360 to help with survey; assistance from Anne Clark with analysis of recent CCSSE results, funding for messaging.

MSU Great Falls COT-See opportunity to further expand the reach of two-year education via rebranding/would like to further engage Strategies 360 to accomplish this. Resources/support needed for a stronger transfer relationship with four-year schools – increase 2+2 programs, offer face-to-face meetings between transfer staff, create a student “transfer club” and build a “SharePoint” site to create better information exchange. Need travel funds for face-to-face meetings with MSU and UM transfer staff.

Montana Tech of the UM COT-See opportunity to conduct statewide marketing efforts to promote two-year education. See opportunity to have more students who need first two years of education. COT is forming an advisory board. Resources needed-would like a consultant to help them identify community needs and what can be accomplished via prioritization. Resources included a request for assistance from Public Agenda to help with the development of their comprehensive two-year mission expansion planning and communication.

UM Helena COT-See opportunity to provide more services and a broader array of programs to the community and to students. See the benefit of being part of the unified message for two-year education in Montana. Resources/support needed-help expand what we already have, but will need money to do much of the expansion.

UM Missoula COT-Does a lot already, but will become even further engaged with the community and provide more services to students. Will form an advisory board. Need to build a strategic plan that articulates from MUS, UM and COT strategic plans. Resources needed- professional facilitator to help with initial internal and external meetings.

Next Steps:

December 9, 2011 – Individual Plans from each COT are due to Deputy Commissioner's office.

December 15-16, 2011 -Rebranding/Renaming Summit at MSU Bozeman will further widen the circle and engage more participants.

January 19-20, 2012 – Presentation to the Montana Board of Regents will include a draft comprehensive mission expansion plans for each COT and outline of resources needed during expansion/phase in for each COT. Initial rename/rebrand concept will be presented.

December, 2011 – February 2012-Finalizing Comprehensive Mission Expansion Plans will include a final version of the comprehensive mission expansion plans for each COT campus, identifying resource needs and issues , an individual timeline, and creating a unified summary.

March 1-2, 2012—Board of Regents->Agenda Discussion/Action will involve a presentation of the five COT comprehensive mission expansion plans, a resource discussion, a rename/rebrand recommendation, action to approve plans, and action to approve new names/brand.