

Comprehensive Mission Implementation Plans – Project Status Update

October 29, 2012

Plan Framework

The College Brain Trust (CBT) consulting team, in cooperation with the Deputy Commissioner for Two-Year and Community College Education and Commissioner's staff, developed a standardized framework for the strategic plans being developed by: Bitterroot College, City College, Gallatin College, Great Falls College, Helena College, Highlands College, and Missoula College. The goal is to help the seven colleges produce plans that can be placed side-by-side and contain the same elements. This framework includes the following four chapters:

- 1. Introduction to the College** – College history and development, College service, College!NOW Mission Statement, College!NOW Vision Statement, College's vision for its future
- 2. Data** – Data (for each college) was obtained from Associate Commissioner Trevor. The consulting team provided interpretive narrative and distributed it to each of the colleges. The data included: Student enrollment trends, service area analysis, student success, retention metrics, transfer and completion data.
- 3. Initiatives** – These are initiatives that the colleges would like to undertake to help the college become a more comprehensive institution. The consulting team laid out very specific guidelines for these initiatives. Each initiative will provide details including: measurable outcomes, responsible party, required resources, completion date, a link to one or more of the College!NOW strategies.
- 4. Linkages** - to State and National Priorities and Other Educational Institutions in Montana

Questions from the Colleges

Since the September visits to OCHE and the seven colleges, the consulting team has been responding to questions from the colleges. Primarily, this has been to clarify the framework and to review early drafts.

Site Visits

During the week of September 10-14, three CBT consultants visited OCHE and the seven campuses, where they met with the Deans/CEOs, implementation teams, advisory boards and college representatives. They reviewed the colleges' Comprehensive Mission Expansion Plans, reviewed the project timeline, toured the facilities and met with stakeholders. The discussions were focused on identifying ways in which the colleges can better meet the expanded comprehensive mission.

City College

- CBT Consultant and Dean Marsha Riley met with Chancellor Rolf Groseth and members of his Leadership Team. The University and City College are working collaboratively to align the strategies of the City College's Strategic Plan with the University's Strategic Plan. City College has a solid start on their Implementation Plan. The CBT Consultant met with all the college's committees, including their University partners, to review the status of the college's initiatives, consider baseline documents, and to determine what is needed for the College's final Implementation Plan.

Great Falls College

- Great Falls College is well on its way with its Mission Expansion Plan. The College has a number of major documents, which will provide the foundation for their Implementation Plan including: “Common Ground” goals and tasks; Operational Plans; Strategic Priorities, and their recent Accreditation Report. The College has a strong culture of assessment and research. This is good.
- Meetings with the College’s Committees focused on implementation topics and strategies.

Highlands College

- Highly productive and positive meeting with the College Dean, staff, students and the Chancellor and Provost of Montana Tech. University leaders shared their vision for how Highlands College can continue to be a partner as it expands its mission. Students expressed appreciation for the two year option to gain higher education which was a better fit for their current needs. Discussed with the Dean ideas for initiatives that will advance the expanded mission as set forth by the Board of Regents. Highlands College, which has a long history, has already moved ahead to begin to inform the community about its new role and identity.

Gallatin College

- Very productive and positive meeting with the College Dean, faculty, staff and the Provost of Montana State University. Also meet with City and County administrators. City and County administrators also expressed great support for a comprehensive two-year college and are engaged in active discussions about how to develop local resource support. The College has major facility and staffing needs to enable implementation of its mission.

Bitterroot College

- The meetings at Bitterroot College included a very productive session with the College Director Victoria Clark, students and faculty. The students have a great deal of pride in the college and provided valuable input for how to enhance services and programs. All of the stakeholders are enthusiastic supporters of the college and discussed some of the main challenges facing the college. One of the main challenges is how to deliver quality student services to a growing student population. Another challenge is making it easier for students to transfer to a four-year university.

Helena College

- Meetings at Helena College were held with Associate Deans, staff and faculty members. The College has a very good implementation plan draft that will require some additions and modification. Some of the main challenges identified included those associated with students transitioning to a four-year institution. Many effective programs are in place at the College including Access to Success and Youth Build. The rebranding has been mostly implemented.

Missoula College

- Productive meetings were held with Dean Barry Good, faculty, administrators and the College Advisory Council. The College has implemented a planning structure that includes working groups. These groups are a natural to work on the implementation plans and have begun to do so. The rebranding effort was discussed as well as resources needed to accomplish it. Facilitating transferability for students was another priority identified.

Next Steps

- Colleges to complete draft plan (with assistance from CBT) by 11/2/12
- CBT will work with colleges to hone the plans. CBT will collaborate with Strategies 360 to review initiatives that have an impact on branding, 11/2/12 – 12/14/12
- CBT will work with Montana's public two-year colleges to create executive summary of a statewide two-year education plan including the seven public two-year colleges and three public community colleges.

Statewide Two-Year Education Plan:

The CBT team will work with the deans and CEOs of the seven public two-year colleges as well as the presidents of the three public comprehensive community colleges to create an executive statewide executive summary for public two-year education in Montana. This plan will succinctly articulate the capabilities of Montana's public two-year colleges as well as identify opportunities for collaboration including: statewide two-year brand, developmental education, curriculum development, secondary to postsecondary pathways, dual enrollment, workforce development, and statewide transfer degree opportunities.