

Montana University System
PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- Business Administration: Management - Associate of Applied Science
 - Business Administration: Entrepreneurship- Associate of Applied Science
 - Business Fundamentals - Certificate of Applied Science
 - Accounting - Associate of Applied Science
 - Dental Assistant - Certificate of Applied Science
 - Health Information Technology (Online Program) – Associate of Applied Science
 - Health Information Coding Specialist (Online Program) - Certificate of Applied Science
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

Please see the attached detailed individual Internal Program Review Committee summaries.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Please see the attached individual Internal Program Review Committee summaries.

Montana University System
PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Business Administration: Management - Associate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Business Administration – Management AAS. The program director will file a formal program improvement plan to address Recommendations 1-3.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The program is a low cost program for the institution.
2. The program's longevity and the credentials of the full- and part-time faculty.
3. The program's theory of providing students with stackable credentials, e.g., CAS is the first year of coursework of AAS, makes the beginning credential accessible.
4. The program has initiated and accomplished building an articulation agreement with MSU Bozeman (AS with Accounting and Business Coursework for transfer to MSU Bozeman program of study), and maintained good relationships with MSU Billings and Park University.
5. The program shares fiscal resources and faculty with the Accounting program.

Concerns

1. The composition of the advisory board is important in our ability to be responsive to community need, e.g., designing workforce development curriculum that meets the needs of local employers. The advisory board is comprised of community leaders, but it's unclear whether those leaders are representative of local employers.
2. Because the reasons students don't exit the program without achieving a credential are unclear, it's difficult to ascertain whether the workforce development offered by this program prepares students for the workforce. It's also unclear whether a business-oriented transfer curriculum would better serve students.
3. Because the Accounting program and Business programs share resources, it's necessary to review their financials in tandem and to keep them on the same program review cycle.
4. It may be necessary to educate local employers who express interest in workers with bachelor's degrees about the benefit of AS and AAS degree holders (i.e., explain the difference between an AS and an AAS and the value of the skillset of both).
5. The data from the Department of Labor about wages may not provide a true reflection of wages for

Montana University System

PROGRAM REVIEW

workers in our local communities.

Recommendations

1. The Committee recommends that the Program Director investigate what skills our graduates need for in-field employment. That is, does our current workforce development curriculum fit the needs of local and regional employers; would a re-packaged workforce development curriculum fit the needs of students and employers better; would additional transfer curriculum (i.e., articulation agreements and programs of study) meet students' and employers' needs better; or is there another solution to address the 8% degree production rate?
2. The Committee recommends that the Program Director explore the response of our community college peers to flagging degree production, specifically in workforce development programs such as Business (i.e., how industry changes are incorporated into the curriculum).
3. The Committee recommends the Program Director work with the Accounting Program Director to investigate the reasons why students don't achieve a credential, (i.e., the causes for attrition).

Montana University System
PROGRAM REVIEW

Table 1: Business Administration: Management - Associate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	91	19%	0%
2008-2009	107	14%	0%
2009-2010	104	6%	14%
2010-2011	115	25%	0%
2011-2012	117	11%	7%
2012-2013	122	18%	0%
2013-2014	141	0%	0%

Montana University System

PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Business Administration: Entrepreneurship - Associate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Business Administration - Entrepreneurship AAS. The program director will file a formal program improvement plan to address Recommendations 1-4.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The program's longevity.
2. The program is a fiscally low cost program for the institution.
3. The credentials of the full- and part-time faculty.
4. The program's theory of providing students with stackable credentials, that is, CAS is the first year of coursework of AAS, allows for better access.
5. The program shares fiscal resources and faculty with the Accounting program.

Concerns

1. The composition of the advisory group is important in our ability to be responsive to community needs, by designing workforce development curricula that meets the needs of local employers. The advisory board of this program is comprised of community leaders, but it's unclear whether those leaders are representative of local employers.
2. Because the Accounting program and Business programs share resources, it's necessary to review their financials in tandem and be reviewed within the same program review cycle.
3. Without having offered the full required curriculum (not offering the capstone course for several years due to low enrollment), we cannot fully assess the program.

Recommendations

1. The Committee recommends the Program Director work with the Accounting Program Director to investigate the reasons why students don't achieve a credential (i.e., the causes for attrition).
2. The Committee recommends that the Program Director investigate what skills our graduates need for in-field employment. That is, does our current workforce development curriculum fit the need of local and regional employers; would a re-packaged workforce development curriculum fit the needs of students and employers better; would additional transfer curriculum (i.e., articulation agreements and programs of study) and programs of study meet students' and employers' needs better; or is there

Montana University System

PROGRAM REVIEW

another solution to address the 3% degree production rate.

3. The Committee recommends exploring the viability of offering the Entrepreneurship curriculum in a different format (e.g., as a certificate, as a professional certification through Outreach, packaged with other courses, as a stacked credential, or in some other format that would allow for increased degree production).
4. The Committee recommends that the Program Director explore the how our community college peers respond to flagging degree production, specifically in workforce development programs such as Business (e.g., how industry changes are incorporated into the curriculum).

Montana University System
PROGRAM REVIEW

Table 2: Business Administration: Entrepreneurship- Associate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	n/a	n/a	n/a
2008-2009	n/a	n/a	n/a
2009-2010	n/a	n/a	n/a
2010-2011	8	n/a	n/a
2011-2012	15	n/a	n/a
2012-2013	23	n/a	n/a
2013-2014	19	0%	0%

Montana University System

PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Business Fundamentals - Certificate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Business Fundamentals CAS pending a thorough exploration of recommendation 1 below. The program director will file a formal program improvement plan to address Recommendations 1-3.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The program is a fiscally low cost program for the institution.
2. The program's longevity and the credentials of the full- and part-time faculty.
3. The program's theory of providing students with stackable credentials, e.g., CAS is the first year of coursework of AAS is consistent with current best practices.

Concerns

1. The composition of program advisory boards is important to our ability to be responsive to community need, (i.e., designing a workforce development curriculum that meets the needs of local employers). The advisory board of this program is comprised of community leaders, but it's unclear whether those leaders are representative of local employers.
2. It's unclear what value this program provides for students or GFC MSU in its current configuration. It may be possible to meet student and community needs better through a repackaged curriculum or a different delivery approach (e.g., Outreach).
3. It's unclear at present if the skillset taught in the program benefits employers by providing students more than what's available through high school Business curriculum.
4. Because the Accounting program and Business programs share resources, it's necessary to review their financials in tandem and review them within the same program review cycle.

Recommendations

1. The Committee recommends that the Program Director study the viability of continuing the CAS due to chronic low enrollment and degree production.
2. The Committee recommends the Program Director assess the value of repackaging specific employer-identified needs from the current CAS curriculum for delivery through Outreach.

Montana University System

PROGRAM REVIEW

3. The Committee recommends the Program Director return to the data in order to profile the students who are successful in attaining degrees: whether the CAS credential is being used as a stackable credential, whether the curriculum provides students with a competitive advantage in the workforce, and whether the credential is a momentum point for students.

Montana University System
PROGRAM REVIEW

Table 3: Business Fundamentals - Certificate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	1	n/a	n/a
2008-2009	3	n/a	n/a
2009-2010	0	0%	n/a
2010-2011	2	0%	0%
2011-2012	2	n/a	n/a
2012-2013	3	n/a	100%
2013-2014	1	n/a	0%

Montana University System
PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Accounting - Associate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Accounting AAS. The program director will file a formal program improvement plan to address Recommendations 1-3.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The Committee commends the program director for overlapping faculty with the business programs to benefit the students.
2. The Committee commends the program for its longevity; it is an asset to the institution.
3. The Committee commends the program director and her faculty for their professional credentials.
4. The Committee commends the program for all articulation agreements, including MSU's business concentration. This works for the Accounting students as well.
5. The Committee commends the program for the Big Sky Pathways and partnerships with the GFPS.
6. The Committee commends the program for having many of the courses available online; this is an asset to the program.

Concerns

1. The Committee is concerned that while this program isn't marketed as fully online, it has the potential to be marketed as fully online.
2. It may be necessary to educate local employers who express interest in workers with bachelor's degrees about the benefit of AS and AAS degree holders (explain the difference between an AS and an AAS and the value of the skillset of both).

Recommendations

1. The Committee recommends exploring dual credit options.
2. The Committee recommends exploring internships, externships or service learning opportunities in the community.
3. The Committee recommends the Program Director work with the Business Management Program Director to investigate the reasons why students don't achieve a credential, i.e., the causes for attrition.

Montana University System
PROGRAM REVIEW

Table 4: Accounting - Associate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	58	n/a	n/a
2008-2009	68	6%	0%
2009-2010	64	27%	0%
2010-2011	73	0%	0%
2011-2012	64	0%	0%
2012-2013	56	50%	33%
2013-2014	65	25%	17%

Montana University System

PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Dental Assistant - Certificate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Dental Assistant CAS. The program director will file a formal program improvement plan to address Recommendations 1-2.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The Committee commends the program for its shared space, resources and the clinic with dental hygiene.
2. The Committee commends the Program Director for reducing costs by buying supplies in bulk with dental hygiene.
3. The Committee commends the program for being a good, healthy, and solid program.
4. The Committee commends the program for the longevity of the program as an asset to the institution.
5. The Committee commends the Program Director for high retention and graduation rates in the cohort.
6. The Committee commends the Program Director for the large number of industry partnerships.
7. The Committee commends the program for its ability to prepare the students to begin their employment at a competitive wage.
8. The Committee commends the Program Director for the program and students' dedication to service.
9. The Committee commends the Program Director for maintaining an accredited program.
10. The Committee commends the program for providing the Great Falls community a sense of professionalism for Dental Assistants.

Concerns

1. The Committee is concerned about the Dental Assisting and Dental Hygiene intertwined budgets as it is hard to determine the true cost to the institution for these programs. Due to the above concern, the Committee recommends that they should be reviewed in the same year within the program review cycle.

Montana University System

PROGRAM REVIEW

2. The Committee is concerned about how to better market the advantages of obtaining a dental assistant certification vs on the job training.

Recommendations

1. The Committee recommends investigating the benefits of having the DANB Examination included as part of the overall program cost as a program/course fee.
2. The Committee recommends exploring Big Sky Pathways and dual credit options for students.

Montana University System
PROGRAM REVIEW

Table 5: Dental Assistant - Certificate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	31	n/a	n/a
2008-2009	35	75%	0%
2009-2010	33	91%	100%
2010-2011	33	69%	0%
2011-2012	29	94%	n/a
2012-2013	27	88%	n/a
2013-2014	24	71%	n/a

Montana University System
PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Health Information Technology – Associate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Health Information Technology AAS. The program director will file a formal program improvement plan to address Recommendations 1-4.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The program is online and offers many modes of delivery to students. Online flexibility makes the program available to students in many locations.
2. Because of the use of shared resources with Health Informatics and HICS, as well as shared faculty, it makes the programs more efficient. These are the most integrated of the programs we've reviewed.
3. The Committee commends the AHIMA approved program for addressing the needs of Great Falls and the greater community.
4. The Committee commends the program for having a good history of enrollment and excellent retention rates.
5. The Committee commends the program for excellent scores on certification exams.
6. The Committee commends the program for its cost per graduate which is comparatively low because the program is completely online.
7. The Committee commends the programs ability to prepare the students to enter the workforce at a competitive wage.
8. The Committee commends the Program Director for maintaining an accredited program.

Concerns

1. HIT and HICS and Health Informatics need to be reviewed together, as well because of the interaction between the programs.
2. There is concern for how to improve online faculty connections to campus and use of campus and college resources.
Communication between online faculty and the college could be enhanced especially with improved use of technology.

Montana University System

PROGRAM REVIEW

Recommendations

1. The Committee recommends that the program director work to increase the degree production rate.
2. The committee recommends the program director review prior years' enrollments, working with other health programs (i.e. HICS, MBC, MBS, and transcription), to research the causes for attrition.
3. The committee recommends the program director investigate the ways in which peer programs offered fully online connect faculty to the institution in order to give them a fuller, richer sense of participation.
4. The committee requests clarification on pass rates for the certification exam. How many students are taking and passing the exam? What percentage of graduates is actually taking the exam?

Montana University System
PROGRAM REVIEW

Table 6: Health Information Technology – Associate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	64	n/a	n/a
2008-2009	64	33%	18%
2009-2010	63	0%	13%
2010-2011	66	86%	50%
2011-2012	66	40%	43%
2012-2013	62	25%	50%
2013-2014	61	38%	33%

Montana University System

PROGRAM REVIEW

Institution: Great Falls College Montana State University (GFC MSU)

Program Years: 2014-2015

List of the programs reviewed:

- **Health Information Coding Specialist - Certificate of Applied Science**
-

Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:

The Internal Program Review Committee at GFC MSU recommends to the Board of Regents the continuation of Health Information Coding Specialist CAS. The program director will file a formal program improvement plan to address Recommendations 1-3.

Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.

Commendations

1. The program is online and offers many modes of delivery to students. Online flexibility makes the program available to students in many locations.
2. Because of the use of shared resources with Health Informatics and HICS, as well as shared faculty, it makes the programs more efficient. These are the most integrated of the programs we've reviewed. Kate is the program director of both HICS and Health Informatics.
3. This is a very low cost program in Health Sciences.
4. The program employs a proactive approach to acknowledging prior learning.
5. The program has proved to be quite responsive to a dynamic workforce environment.

Concerns

1. HIT, HICS and Health Informatics should be reviewed together because of the interaction between the programs.
2. There is concern for how to improve online faculty connections to campus and use of campus and college resources.
3. Communication between online faculty and the college could be enhanced especially with improved use of technology.

Recommendations

1. The committee recommends the program director review prior years' enrollments, working with other health programs (i.e. HIT, MBC, MBS, and transcription), to research the causes for attrition.
2. The committee recommends the program director investigate the ways in which peer programs that are offered fully online connect faculty members to the institution in order to give them a fuller, richer sense of participation.
3. The committee requests clarification on pass rates for the certification exam. How many students are taking and passing the exam? What percentage of graduates is actually taking the exam?

Montana University System
PROGRAM REVIEW

Table 7: Health Information Coding Specialist - Certificate of Applied Science

Year	Program Enrollment	Grad. Rates for full-time students within 150% of normal completion time.	Grad. Rates for part-time students within 150% of normal completion time.
2007-2008	39	n/a	n/a
2008-2009	23	71%	13%
2009-2010	22	83%	67%
2010-2011	16	20%	33%
2011-2012	18	100%	0%
2012-2013	16	50%	0%
2013-2014	20	0%	0%