



MILES COMMUNITY COLLEGE ANNUAL STRATEGIC PLAN 2017-18



Prepared by the Faculty, Staff, and Students of MCC

MILES COMMUNITY COLLEGE 2715 Dickinson St., Miles City, MT. 59301

Miles Community College Annual Strategic Plan 2017-18

MISSION

Miles Community College prepares students for success and provides opportunities for lifelong learning through quality programs, community outreach, and partnerships.

CORE THEMES

Student Success

Academic Achievement

Workforce Training and Partnerships

Community Outreach and Lifelong Learning

Board of Trustee's Major Initiatives and Expectations:

- **Improve NCLEX scores and BSN partnerships**
- **Continue to establish plans for enrollment growth, student success, and promoting academic excellence**
- **Enhance workforce development and transfer program**
- **Review grant management and new grant opportunities**
- **Continue legislative advocacy and development contingency plans related to future of eastern MT community colleges**
- **Complete Academic Program Prioritization**
- **Maintain fiscal stability and invest in items related to strategic plan**
- **Complete facilities long-range master plan**
- **Complete athletics master plan**
- **Enhance online and ITV services and courses**
- **Continue to improve alumni relations**
- **Continued development of enrollment data dashboards**
- **More focus on academic program development, visibility, and marketing**
- **Establish organizational structure to improve endowment/foundation outcomes**
- **Establish organizational structure to improve athletics management, expansion, and visibility**
- **Increase amount of service projects and community outreach efforts for students**

Core Theme One: Student Success

Core Theme Mission Alignment:

Core Theme One, Student Success, supports the Miles Community College Mission of preparing students for success by implementing initiatives to engage and retain students so that they can identify and progress toward their educational goal.

Key Strategies (KS):

1. Optimize Student Transition to College
2. Engage Student in Academics, Athletics, Student Life, and the Miles City Community
3. Diversity Program and Degree Offerings
4. Expand Online and Distance Delivery of Education and Student Support Services
5. Enhance Counseling and Advising Support Services

Core Objectives:

Key Strategic Objectives	Key Strategies and Metrics Alignment	Action Items
Core Objective #1 Create a 7 year Strategic Enrollment Plan (SEP)	KS1 SSM4	<ol style="list-style-type: none"> 1. Enrollment Action Team will identify various enrollment strategies and prioritize based on enrollment gain, ability, and return on investment. 2. Create action plans for each strategy. 3. Have campus representation review and help with decision-making.
Core Objective #2 Sustain an annual strategic enrollment plan to increase overall enrollment	KS1 SSM4	<ol style="list-style-type: none"> 1. Develop annual recruiting goals. 2. Develop a marketing plan that supports recruitment. 3. Create a student-centered and robust MCC website with all pages updated and assessed for accessibility. 4. Review use of Financial Aid and waivers in the recruiting process. 5. Refer to Core Theme #2 for academic programs and enrollment plans. 6. Review use of online and distance education options to enhance enrollment. 7. Create a FAQ sheet and website to address myths related to transferability of credits. 8. More MCC events on campus for high school and junior high school students. 9. Concentrate on local adult learner markets and implement strategies aimed at attracting more adults to various short-term training and degree programs. 10. Increase Faculty engagement with high school peer instructors. 11. Develop events to bring HS counselors on campus to provide campus updates and help with recruitment.

<p>Core Objective #3</p> <p>Increase graduation rates and total amount of degrees awarded.</p>	<p>KS1 KS5 SSM 2</p>	<ol style="list-style-type: none"> 1. Help students successfully complete their program of study by providing early intervention programs including a comprehensive SOAR (orientation) program. 2. Collect data on non-retained potential completers. Contact them regarding course offerings and finishing a degree. 3. Develop an advising task force to evaluate and make recommendation to the advising process on campus. 4. Develop a degree-completion advising audit form, electronically preferred, that shall be used by advisor and student. 5. Collect data on non-credit supplemental labs 6. Athletic department will develop strategies within their Athletic Master Plan to increase graduation rates of athletes
<p>Core Objective #4</p> <p>Increase student retention</p>	<p>KS1 KS5 SSM1</p>	<ol style="list-style-type: none"> 1. Create a retention data table and dashboard of new students, transfers, adults, and early alert students. 2. Increase fall-to-spring retention by initiating new programs and services for students identified through the early alert system. 3. Increase fall-to-spring and fall-to-fall retention for adult learners through early alert systems and specific orientation programs. 4. Develop new student life and housing programs designed to address personal issues related to student development and engagement. 5. Utilize Student Satisfaction Inventory data to assess student satisfaction and determine strategies for maintaining and improving satisfaction. 6. Continue to build structured advising programs to assist students during registration process. 7. Continuing exploring the implementation of 60 minute classes to offer “advising days”. 8. Review programs for pre-registration process each semester. (nursing as example)
<p>Core Objective #5</p> <p>Provide a quality student experience</p>	<p>KS1 KS2 KS5 SSM8 SSM7</p>	<ol style="list-style-type: none"> 1. The college will provide a wide variety of opportunities for students to be involved in extra-curricular activities and enhance their overall experience while attending MCC. 2. Hire a PT Counselor for mental wellness purposes. 3. Provide annual training and services to support a safe learning environment for students. <ul style="list-style-type: none"> • Title IX and sexual assault prevention training 4. Provide annual training and services to support a safe working environment for faculty and staff. <ul style="list-style-type: none"> • Title IX training • Mental Health and student behavior issues will be addressed through intervention team and training 5. Celebrate cultural events and diversity months.

		<ol style="list-style-type: none"> 6. Create opportunities to enhance community engagement opportunities for students and implement service learning projects through specific courses. 7. Participate in Campus Compact and create an action plan to increase more service learning projects and faculty involvement. 8. Offer affordable textbook options. 9. Offer affordable and healthy meal plan options. 10. Work on policies related to a Tobacco Free Campus 11. Develop a tool to assess student-athlete satisfaction with their overall experience at MCC 12. Review the potential to add weekend hours to the Café as a way to improve the student experience while living on campus
<p>Core Objective #6</p> <p>Athletics programs guided by a strategic plan and built on Title IX objectives.</p>	<p>KS2 KS5 SSM7</p>	<ol style="list-style-type: none"> 1. Complete a five year plan to identify direction of Athletic Department and sport teams. 2. Develop a five year plan to ensure MCC is in compliance with Title IX and sports equity. <ol style="list-style-type: none"> a. Review implementation of new women’s sport team. 3. Develop new fundraising activities (Pioneer Club) and generate new revenue by sport (camps). 4. Create Athletic Hall of Fame program – integrate all sports. 5. Analyze organization and determine best structure to meet needs of a growing athletic department. 6. Develop a working model toward continued active compliance with the NJCAA

Success Metrics (SSM) for Core Theme One – Student Success:

1. Student Retention Rate
2. Student Completion Rate
3. Overall Full-Time Equivalent Count (15 credits = 1FTE)
4. Overall Headcount
5. First Time Students who Complete a College-Level Math Course with 45 Credits
6. First Time Students who Complete a College-Level Writing Course within 45 Credits
7. Athletic Enrollment
8. Student Organization Enrollment

Core Theme Two: Academic Achievement

Core Theme Mission Alignment:

Core Theme Two, Academic Achievement, supports the Miles Community College Mission of preparing students for success: first, by engaging in effective educational practices; second, by assessing the entering students’ level of academic preparation; third, by placing them in courses appropriately; fourth, by preparing them as needed to enroll in college-level courses; and finally, by providing quality academic programs that prepare students for entry into the job market or for transfer to a four-year college.

Key Strategies (KS):

1. Enhance Pathways for Achievement
2. Become Regional Leader in Academic Programs
3. Create Optimal Environment for Student Development
4. Emphasize Faculty and Staff Development

Core Objectives:

Key Strategic Objectives	Key Strategies and Metrics Alignment	Action Items
<p>Core Objective #1</p> <p>Analyze current programs to enhance enrollment</p>	<p>KS1 KS2 SSM1 SSM2</p>	<ol style="list-style-type: none"> 1. Complete Academic Program Prioritization Process (PPP) to assess current academic programs. 2. Implement APPP review process on a yearly basis. 3. Develop metrics to review student success and support programs and offices.
<p>Core Objective #2</p> <p>Analyze research and data to determine future trends and development of new programs.</p>	<p>KS1 KS2 SSM1 SSM2</p>	<ol style="list-style-type: none"> 1. Analyze and create new certificate and two-year degree programs designed to support new industry in the area. 2. Improve advising process for students not accepted in nursing program. 3. Analyze and create plans to strengthen use of online/distance learning modalities. 4. Analyze new Ag and Energy related programs as part of the Agri-Energy Innovative Center. 5. Establish yearly plans to involve all advisory boards in program assessment.
<p>Core Objective #3</p> <p>Prepare students for entry into the job market through career and technical academic certificate and degree completion.</p>	<p>KS1 KS2 SSM3</p>	<ol style="list-style-type: none"> 1. Support students graduating with a Certificate of Applied Science or Associate of Applied Science with attaining employment in the field within six months of graduation. 2. Prepare student to pass recognized licensure or certification exams on their initial attempt. 3. Continue to review specific strategies/action items to improve NCLEX scores to meet accreditation standards. Conduct analyses to determine if new strategies have helped increase NCLEX scores.

<p>Core Objective #4</p> <p>Assess student and instructional engagement and improve all assessment activities</p>	<p>KS4-9</p>	<ol style="list-style-type: none"> 1. Utilize CCSSE data to enhance engagement and interaction to ensure mean scores reach national and top tier levels. This will involve a full review of CCSSE data with IR team and faculty to create annual action plans. 2. Institutional Research team will establish annual assessment metrics.
<p>Core Objective #5</p> <p>Provide students with hands-on learning experiences.</p>	<p>KS5 SSM5</p>	<ol style="list-style-type: none"> 1. Establish an internship program. 2. Review apprenticeship partnerships like Construction Trades. 3. Build program faculty links with workforce to create new work-based learning experiences.
<p>Core Objective #6</p> <p>Prepare students holistically for transfer to institutions for bachelor or other academic degree completion</p>	<p>KS1 SSM1</p>	<ol style="list-style-type: none"> 1. Work with MSUB and OCHE to track academic and degree completion success of MCC transfer students. 2. Establish new articulations and pathways with four-year institutions to increase amount of students starting at MCC and transferring to obtain a four-year degree. 3. Develop a joint marketing program with four-year institutions in which articulations are established. 4. Review curriculum alignment and articulation with four-year institutions. 5. Improve transfer core awareness in the advising process so core is completed earlier. 6. Provide student success workshops for students transferring from MCC to a four-year institution. 7. Invite faculty from four-year institutions to MCC to meet students, provide guest lectures, and assist students with the transition. 8. Ensure academic rigor for students in the general studies and general education courses and assess student outcomes.
<p>Core Objective #8</p> <p>Grow the use of online and distance education courses and degree programs.</p>	<p>KS3 SSM4</p>	<ol style="list-style-type: none"> 1. Upgrade ITV system to improve interaction with students and decrease technical difficulties. 2. Identify new online and distance academic programs. 3. Connect online programs to articulation agreements and pathways. 4. Review and enhance classroom technologies and furniture requirements.
<p>Core Objective #9</p> <p>Assess impact developmental courses have on progression and completion</p>	<p>KS1 SSM5 SSM6</p>	<ol style="list-style-type: none"> 1. Continue redesigning developmental courses to intentionally lead to gateway courses. <ul style="list-style-type: none"> • Bridge programs • Continue to review placement processes • Review placement data and assess possibility to rebuild math courses. 2. Develop a supplemental learning assistant program for Writing and Math courses.

Success Metrics (SSM) for Core Theme Two – Academic Achievement:

1. Number of Students Enrolled in Transfer Programs
2. Number of Students Enrolled in Career-Technical Programs

3. Career-Technical Job Placement Rates
4. Student:Faculty Ratio
5. CCSSE Active and Collaborative Learning Score
6. CCSSE Student Effort Score
7. CCSSE Academic Challenge Score
8. CCSSE Student-Faculty Interaction Score
9. CCSSE Support for Learners Score

Core Theme Three: Workforce Development and Partnerships

Core Theme Mission Alignment:

Core Theme # 3, Workforce Training and Partnerships, supports the Miles Community College Mission of preparing students for success and providing opportunities for lifelong learning by offering workforce training and continuing education programs, and by establishing partnerships with industries, other higher educational institutions, and secondary schools.

Key Strategies (KS):

1. Sustain and Enhance Current Industry and Education Partnerships
2. Establish and Grow New Industry and Education Partnerships
3. Expand Opportunities for Embedded Student Learning Experiences
4. Become Eastern Montana’s Center for Workforce Development

Core Objectives:

Key Strategic Objectives	Key Strategies and Metrics Alignment	Action Items
Core Objective #1 Workforce training activities are evaluated and established to meet regional needs	KS1-4 SSM1-3	<ol style="list-style-type: none"> 1. Work closely with local leaders and community to provide special workforce and enrichment opportunities. 2. Conduct WF needs assessment through use of EMSI projects: Gap Analysis and Analyst 3. Meet annually with all program advisory boards to assess industry needs and curriculum. 4. Create job placement and training relationships with local businesses such as Transco, Healthcare, and many others 5. Work closely with MT. DOL (apprenticeship models).
Core Objective #2 Create and assess workforce linkages between secondary and postsecondary education	KS2-4 SSM4	<ol style="list-style-type: none"> 1. Enhance dual enrollment efforts by expanding in new market areas such as Glasgow, Circle, and counties/communities around Miles City. 2. Continue to assess and adapt Pioneer Express (4+1) program with CCDHS and potential outreach to other high schools. 3. Identify specific pathways in CTE fields. – NEW AG or other CTE Program connections with HS. 4. Complete development of Construction Trades pilot program including NWCCU competency-based learning approval.
Core Objective #3 Create and assess partnerships with other higher education institutions and industries to provide additional	KS1 KS2 SSM6	<ol style="list-style-type: none"> 1. Monitor and adhere to WIOA changes 2. Collaborate with other higher education partners to create additional pathway programs. 3. Achieve goals of TAACCCT 4 – HealthCARE.Montana 4. Enhance Sidney and DCC partnerships to increase accessibility of workforce and course offerings for Richland County residents. <ul style="list-style-type: none"> • MCC will work with DCC to analyze potential course and workforce offerings in Sidney.

degree program opportunities		
Core Objective #4 Miles Community College will participate in statewide efforts to educate tomorrow's workforce today.	KS1 KS4 SSM1-4	<ol style="list-style-type: none"> 1. Continue to work with Sidney area regarding workforce development needs and high school partnerships – such as their 3+1 model. 2. Establish focus groups and town hall meetings with local industry and business to review new workforce needs and planning for implementation. 3. Based on focus group and town hall data, align educational offerings with the needs of a changing economy and workforce in our region. 4. Engage the private sector to build partnerships to enhance educational opportunities. 5. Maintain Big Sky Pathways connections. 6. Align workforce and community education services to support a continuum of lifelong learning.

Success Metrics (SSM) for Core Theme Three – Workforce Development and Partnerships:

1. Number of Industry and Education Partnerships
2. Number of Programs aligned to Third-Party Industry Exam Standards
3. Workforce Development Annual Enrollment
4. Student Academic Partnerships: Internships, Clinicals, Practicums
5. High School Early Start Enrollment
6. Articulation Agreements with College and Universities

Core Theme Four: Community Outreach and Lifelong Learning

Core Theme Mission Alignment:

Core Theme # 4, Community Outreach and Lifelong Learning, supports the Miles Community College Mission of providing opportunities for lifelong learning by engaging area residents through community outreach and personal enrichment activities.

Key Strategies (KS):

1. Optimize the Student Experience Through Community Involvement
2. Expand Continuing Education Learning Opportunities
3. Enhance Community Outreach to Meet the Needs of the Community
4. Cultivate and Promote a Culture of Lifelong Learning in the Region

Core Objectives:

Key Strategic Objectives	Key Strategies and Metrics Alignment	Action Items
Core Objective #1 Serve as the community outreach center in eastern Montana and Miles City	KS2-4 SSM1	<ol style="list-style-type: none"> 1. Review current status, adjust and create strategies to expand community outreach offerings. 2. Conduct a survey to establish list of community outreach courses. 3. Utilize trend data to best align offerings with demand. 4. Utilize the new Ag Advancement Center to promote ag related community outreach programs – MSU Extension, Ft. Keogh, 4-H, FFA, local industry leaders, etc.
Core Objective #2 Offer adult lifelong learning programs	KS2-4 SSM1	<ol style="list-style-type: none"> 1. Utilize website to feature classes/event 2. Provide technology training 3. Provide personal enrichment in an open and friendly environment 4. Create and implement non-credit agriculture courses
Core Objective #3 Offer educational opportunities for the youth of Miles City and the surrounding communities	KS1 KS3 SSM1	<ol style="list-style-type: none"> 1. Develop Kids Kollege classes that are offered throughout the year 2. Develop Kids Kamps during the summer 3. Develop educational tours 4. Implement STEM related activities 5. Utilize website and social media to market all planned activities 6. Athletic department and Centra will expand outreach and services offered to the community (camps, etc.)
Core Objective #4 Offer new Civic Engagement and Service Learning opportunities for	KS1 SSM2 SSM4	<ol style="list-style-type: none"> 1. Implement service learning development training for faculty and help connect with external resources to promote service learning projects for students. 2. Establish community service programs for athletic teams and student organizations.

students through courses and community outreach initiatives.		<p>3. Adopt a Service Saturday program for faculty/staff and students.</p> <p>4. Track community service hours.</p>
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Success Metrics (SSM) for Core Theme Four – Community Outreach and Lifelong Learning:

1. Community Education Enrollment
2. Student Civic Engagement Hours
3. Faculty and Staff Civic Engagement Hours
4. Service Learning Projects

Core Theme Five: Essential Functions - Resource, Facilities, and Auxiliary Management

Core Theme Mission Alignment:

Core Theme # 5, Resource, Facilities, and Auxiliary Management, supports the Miles Community College Mission of preparing students for success and providing opportunities for lifelong learning by offering updated educational and living facilities, auxiliary services that promote positive student life, and having the resources necessary to monitor, manage, lead, and improve the learning environment.

Core Objectives:

Key Strategic Objectives	Strategies and Metrics Alignment	Action Items
<p>Core Objective #1</p> <p>Auxiliary services shall be fiscally sustainable and serve the needs of students and community members.</p>		<ol style="list-style-type: none"> 1. Review current business model and begin to establish plans to enhance revenue for all auxiliary services. 2. Increase annual residence hall occupancy through better promotion, marketing, and communication plans. 3. Increase summer conferencing program and room occupancy. 4. Increase Café and Pioneer Mercantile usage and revenue. 5. Create new pricing structure for Café catering. 6. Create a Centra Advisory Board to assess Centra services and make suggestions to improve and build membership. 7. Create new event management and space rental process to ensure appropriate communication, service to the customer, adherence to all MCC policies, and billing procedures.
<p>Core Objective #2</p> <p>Recruit, develop and retain qualified faculty and staff.</p>		<ol style="list-style-type: none"> 1. Implement salary increases. 2. Review overload expenditures and potential faculty burnout in key areas. 3. Conduct a market analysis of salaries and make appropriate adjustments. 4. Create professional development for full time faculty and staff. <ul style="list-style-type: none"> • Use Faculty Development days to increase professional development of faculty and staff. • Continue customer service training.
<p>Core Objective #3</p> <p>Review MCC organizational chart to optimize human resources to enhance priorities such as enrollment, student success,</p>		<ol style="list-style-type: none"> 1. Review the organizational chart of MCC to enhance the following areas: <ul style="list-style-type: none"> • Marketing • Enrollment management and student life • Athletics • Academic support • Workforce training and community enrichment/education

<p>academic achievement, athletics, endowment activities, workforce, and facilities.</p>		<ul style="list-style-type: none"> • Faculty needs based on program development and enhancement • Review amount of adjunct faculty vs. full time need • Institutional Research and Banner coordination • College Relations • Alumni • Career Center
<p>Core Objective #4</p> <p>Departmental procedures are established and shared campus wide.</p>		<ol style="list-style-type: none"> 1. Have key personnel conduct PD and essential functions audit to outline procedures and timelines important to their duties and tasks. 2. Review need for cross-training in key areas.
<p>Core Objective #5</p> <p>Establish a comprehensive long-range and systemic facilities and technology master plan.</p>	<p>Building Our Future section of Vision 2020</p>	<ol style="list-style-type: none"> 1. Complete the creation and implementation of a campus facilities master plan. Work with Board of Trustees for final approval and review. 2. Review new Banner capabilities and begin to assess future of current Banner contracts during FY18 and FY19. This will include monthly Banner User meetings and a full review of new “cloud” Banner technologies and elimination of contract with UM.
<p>Core Objective #6</p> <p>Obtain, allocate, and manage financial resources based on available funding sources</p>		<ol style="list-style-type: none"> 1. Build relationships with legislators, OCHE and BOR <ul style="list-style-type: none"> • Attend legislative session and communicate with local legislators regarding MCC needs. • Participate in OCHE/BOR committees and initiatives. • Attend BOR meetings • Have one Trustee attend each BOR meeting. 2. Monitor and obtain grants. 3. Review budgeting process and budget planning cycle to maximize transparency and timeliness.
<p>Core Objective #7</p> <p>Create opportunities to further Health and Wellness education for faculty and staff and the community</p>		<ol style="list-style-type: none"> 1. Analyze need and cost for 3,600 sq. ft. addition on west side of Centra. 2. Assess health and wellness partnerships with Holy Rosary Hospital 3. Remodel weight and cardio rooms 4. Review Tobacco Free Campus policy implementation 5. Increase participation in MUS Wellness Incentive Program 6. Implement Counseling services by hiring new counselor position 7. Offer childcare services for student, faculty, and staff – includes facilities and contract with provider.
<p>Core Objective #8</p>		<ol style="list-style-type: none"> 1. Hire new MCC Institutional Advancement Officer to help manage MCC Foundation functions, scholarship drives,

<p>Build and active, future-oriented partnership with the MCC Foundation to include annual campaigns, cultivate new donors, stewardship of current donors, scholarship drives, event planning, and alumni relations</p>		<p>annual giving, event planning, campus marketing and strategic planning, and communication with all donors.</p> <ol style="list-style-type: none"> 2. MCC Foundation will meet with Board of Trustees once a year to establish common goals and initiatives. 3. Support the Endowment Board with the Ag Advancement Center fundraising efforts. <ul style="list-style-type: none"> • President and other staff participate in donor solicitation • Update alumni list
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