

Appendix B

Miles Community College

Vision 2020

Strategic Plan





PIONEERING OUR FUTURE

A FIVE YEAR VISION

START HERE —
Go Anywhere



MESSAGE

from the Team

As the Vision 2020 team, we were charged with the complex process of examining where the college is now and envisioning the directions our college should be headed over the next five years. We took the task to consider the growth and long-term viability of the college quite seriously.

Our Vision 2020 team is a diverse, dimensional group representing many stakeholders. We communicated honestly with each other throughout a well-organized process during which everyone became vested in our task and the vision we were building. The practice of creating our five-year vision brought the campus community together.

Even though we are a small campus, separate divisions do still exist. We took great care to work across division lines not only to build the vision itself, but also to intentionally build a vision that leads the college towards a more institutionally integrated way of enhancing lifelong learning and building pathways for students to work towards their completion goals: careers and transfer.

As a college, we will continue to contribute in meaningful ways to the betterment of eastern Montana and the broader region by focusing over the next five years on the strategies described on the following pages.

**Miles Community College belongs to our students, to our community,
and to our region—we're your community college.**



Vision 2020 | TEAM

SARAH PETT, CO-CHAIR
KYLENE PHIPPS, CO-CHAIR
KEITH CAMPBELL
MIKE CORYELL
PAULA DEMARS
GEORGE DICKIE
JESSIE DUFNER
JERRY FORMAN
JENNA JANSSEN
RITA KRATKY
ROSS LAWRENCE

KARLA LUND
STERLING SILVER
MIKE MINTZ
ERIN NIEDGE
BERT PEZZAROSS
GARTH SLEIGHT
LISA SMITH
SUE STANTON
CHASE TAIT
DON WARNER
JACKIE MURI, FACILITATOR

MESSAGE

from the President

Miles Community College has a long history of providing access to quality education in Miles City, Custer County, and the southeast region of Montana. As we look toward the future, we shall continue the tradition of providing access to an excellent education while meeting the needs of this great community. We shall also continue to be an economic engine, provide strong workforce training, collaborate with our K-12 education partners, create state-of-the-art learning facilities, cherish our alumni, put the best student-athletes on the court and field, and deliver the right academic programs to meet the needs of this region using both traditional and distance learning modalities.

As the President of Miles Community College, I am extremely pleased with the outcome of the MCC Vision 2020 process. A vision of future goals and aspirations is important to any organization. As George Washington Carver once said, *"Where there is no vision, there is no hope."* Because of the incredible work of the Vision 2020 Committee, including the guidance of Jackie Muri (Holy Rosary Healthcare) and leadership from Kylene Phipps and Sarah Pett, we have articulated our HOPE! **Hope for the future. Hope for our students. Hope for our community.**

MCC will not take our responsibility to be visionary lightly. We will continue to find efficient, effective, and collaborative ways to achieve each and every desired outcome as stated in this document, which so eloquently tells a story of how one campus can work together to create vibrant learning experiences. Each theme introduced offers a look into the overall general purpose of any community college, but brings focus to what MCC currently does well and will do well in the future. Thank you for your continued interest in Miles Community College and supporting us for 75 years.

Go Pioneers!





As we look toward the future, we shall continue the tradition of providing access to an excellent education while meeting the needs of this great community.

LAYING THE FOUNDATION

MISSION

MILES COMMUNITY COLLEGE PREPARES STUDENTS FOR SUCCESS AND PROVIDES OPPORTUNITIES FOR LIFELONG LEARNING THROUGH QUALITY PROGRAMS, COMMUNITY OUTREACH, AND PARTNERSHIPS.

CORE THEMES

1. STUDENT SUCCESS
2. ACADEMIC ACHIEVEMENT
3. WORKFORCE TRAINING AND PARTNERSHIPS
4. COMMUNITY OUTREACH AND LIFELONG LEARNING

MILES COMMUNITY COLLEGE CURRENT STATE

- After several semesters of decreasing or flat enrollment, Miles Community College has worked to achieve an enrollment increase of 14.3% from Fall 2014 to Fall 2015.¹
- Unlike many two-year colleges in the state, MCC offers a more comprehensive college experience by providing both an athletics program of 101 students and campus housing for 175 students.
- MCC has made significant progress towards redesigning developmental education pathways using nationally recognized best practices.
- MCC recognizes the value of data-informed decision making and has created an Institutional Research team to lead campus data collection.
- The college offers flexible learning environments including face-to-face, online, ITV, and field experiences. Currently 51% of students take either all or some courses online.

VISIONING THE FUTURE

In early 2015, a dynamic group was brought together to formulate a clear vision for Miles Community College. This document summarizes twelve months of high-value work completed by the MCC Vision 2020 Team comprised of internal stakeholders: students, faculty, staff, administration, and governing board members as well as vested community champions including business, government, education and economic leaders, alumni, and potential students.



All three of MCC's major stakeholder groups—students, society, and taxpayers—benefit from the presence of the college as demonstrated by an economic impact analysis² completed in 2014. The investment made by the state and local taxpayers in the college returns more to government budgets than it costs and creates a wide range of benefits to society. The positive impact the college has on the region will only continue to increase in breadth in the future.



The team analyzed the current state of the institution, surveyed community perceptions, and researched emerging trends and nationally recognized best practices in higher education to create the key strategies that will guide Miles Community College's visionary focus and growth through 2021.

As a regional academic leader, Miles Community College already creates value in many ways. The college provides exceptional educational opportunities, enables students to have fulfilling and prosperous careers, and provides a highly skilled workforce to the regional business community. The college will continue this work and make fiscally-sound decisions as stewards of taxpayer dollars.

Miles Community College's presence in the town, county, and region will grow in substantial, intentional, and sustainable ways in the years ahead. By the end of 2016, the college will have a new main entrance off Haynes Avenue, the Armory will have been refurbished as the new home of the Heavy Equipment Operations and CDL Training Program, and the Ag Advancement Center will be under construction. However, the visual impressiveness of these projects will only begin to tell the story of a growing Miles Community College.

Reference: ¹ % Change calculated using Fall 2014 headcount and Fall 2015 headcount. ² 2014 Economic Impact Study.

STUDENT SUCCESS

My time at MCC prepared me well both to complete my bachelor's degree at MSU Billings and to continue my education in graduate school at Notre Dame. At MCC, I received excellent support from the faculty in a welcoming and laid-back environment. It was a great opportunity for me to explore my academic interests and to get involved with leadership and volunteer work in the community. –Kasey Stanton



STUDENT-CENTERED LEARNING ENVIRONMENT

Miles Community College has a rich history of providing students with quality education that leads to life-enhancing success. The MCC Alumni Hall of Fame contains student success stories of celebrated legislators, business executives, community activists, researchers, artists, educators, veterans, and philanthropists.

Student success is central to the great work that takes place at the college daily: in the classroom, on the playing field, and in the community.

Ultimately, students attend college to further themselves and their educational credentials in pursuit of their desired career. In 2013, Miles Community College boasted an impressive job placement rate of 98% among career-tech graduates. Additionally, Miles Community College has been continuously recognized since

2011 as being among the top 10% of community colleges in the country by The Aspen Institute.

Building on the successful programs already established, opportunities exist to further support new students' transitions to college, engage students as they progress through programs, diversify program and degree offerings, and expand remote delivery of education and student support services.

The primary focus of the work that lies ahead is to support learning and the total student experience by starting with students' end goals in mind, and then rethinking and redesigning programs and support services to enable students to achieve their goals.¹ Miles Community College is focused not just on ensuring open access to students, but on facilitating open access that leads to success.



KEY STRATEGIES

Optimize Student Transition to College

Engage Students in Academics, Athletics, Student Life, and the Miles City Community

Diversify Program & Degree Offerings

Expand Online and Distance Delivery of Education & Student Support Services

Enhance Counseling & Advising Support Services

SUCCESS METRICS

	Current	2021
Student Retention Rate	58.69% ²	68%
Student Completion Rate	38% ³	48%
Overall Full-Time Equivalent Count (15 credits = 1FTE)	352.3 ⁴	545
Overall Headcount	506 ⁵	600
First Time Students who Complete a College-Level Math Course within 45 Credits	37.5% ⁶	75%
First Time Students who Complete a College-Level Writing Course within 45 Credits	61% ⁷	85%
Athletic Enrollment	101 ⁸	139
Students Organization Enrollment	95 ⁹	125

ACADEMIC ACHIEVEMENT



PREPARING TOMORROW'S WORKFORCE

Academic achievement occurs when high-value education with relevant content is offered by highly engaged and skilled faculty to interested and engaged students.

The Miles Community College Women's Basketball team, with a team GPA of 3.59, was recognized as the NJCAA Academic Team of the Year for 2013-2014. During the Fall 2015 semester, 30% of full-time students earned a GPA of 3.59 or higher—placing them on the President's Honor List. Ag students placed third at the 2016 Rangeland Cup Poster Contest at the Society for Range Management's Annual Meeting. Academic achievement and excellence are reached across campus at MCC by fostering an environment where academic rigor and academic support merge.

Miles Community College shares the same core curriculum standards with all accredited Montana institutions of higher learning. However, one of the aspects that differentiates

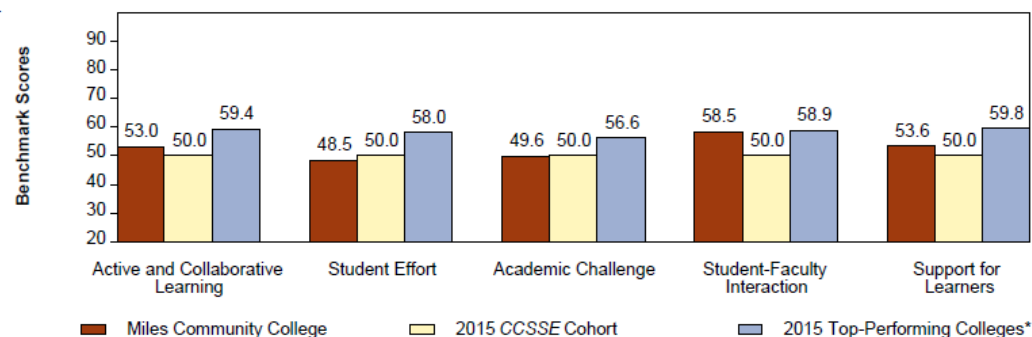
the academic experience at MCC is the individualized investment in students that faculty are able to make. MCC's student to faculty ratio of 11:1 is dramatically lower than both the national and the Montana University System averages of 18:1.

MCC's low ratio facilitates greater levels of student-faculty interaction and allows faculty to create high-challenge/high-support learning environments. MCC is committed to maintaining this student to faculty ratio as we continue to grow.

Miles Community College is ready to make every single one of our student's dreams our mission by committing to fostering the continued development of staff and faculty, by enhancing pathways for achievement, by further expanding student learning opportunities, and by becoming the regional leader in quality academic programs.



An assessment tool facilitated by the Community College Leadership Program at The University of Texas at Austin. In 2015, 307 community colleges participated.



When we found out that we placed third at the National Rangeland Cup Poster Competition and were able to go on the stage, it was a pretty big surprise to us. We knew we did well but we didn't know how well we did, and I think we were all a bit shocked that we actually got third place and that a community college can compete with the four-year colleges. –Laura Duchsherer

KEY STRATEGIES

- Enhance Pathways for Achievement
- Become Regional Leader in Academic Programs
- Create Optimal Environment for Student Development
- Emphasize Faculty & Staff Development



SUCCESS METRICS

	Current	2021
Number of Students Enrolled in Transfer Programs	249 ¹	295
Number of Students Enrolled in Career-Technical Programs	160 ²	200
Career-Technical Job Placement Rate	98% ³	98%
Student:Faculty Ratio	11:1 ⁴	11:1
CCSSE Active and Collaborative Learning Score	53.0 ⁵	All CCSSE Benchmark
CCSSE Student Effort Score	48.5 ⁶	Scores will be equal to
CCSSE Academic Challenge Score	49.6 ⁷	or higher than the 2021
CCSSE Student-Faculty Interaction Score	58.5 ⁸	Top-Performing
CCSSE Support for Learners Score	53.6 ⁹	Colleges



WORKFORCE TRAINING AND PARTNERSHIPS

Holy Rosary Healthcare's partnership with Miles Community College allows each organization to benefit from a local health care learning environment. This support and collaboration provides a unique, rewarding learning environment for future health care professionals in our community and region.
--Holy Rosary Healthcare

We have had great experiences partnering with MCC to host interns and with recruiting employees who have been recent grads of MCC.
--Stockman Bank

COLLABORATION AT NEW LEVELS

Through workforce training and partnerships, Miles Community College provides services of both a non-credit and credit nature that address local and regional industry needs in workforce training programs, workshops, and courses. Partnerships with local and regional industries also support experiential learning within academic programs through internships, practicums, and clinicals. These services form support and collaboration between the college and area industry needs.

The region's main industries—agriculture, business, construction, education, energy, finance, government, healthcare, tourism, and transportation—are the focus of the existing partnerships in place with several of the area's largest employers.

MCC has also expanded the region's access to educational degree offerings through collaborative relationships with area colleges and universities.

Looking ahead, Miles Community College is focused on strengthening existing industry and education partnerships and building new relationships. These partnerships expand embedded student learning opportunities, like internships. They support employer specific workforce development opportunities. Through dual enrollment, they provide early college access to high school students. And, finally, through articulation agreements, partnerships facilitate the seamless transfer of MCC students to four-year colleges and universities within the region.

KEY STRATEGIES

- Sustain & Enhance Current Industry & Education Partnerships
- Establish & Grow New Industry & Education Partnerships
- Expand the Opportunities for Embedded Student Learning Experiences
- Become Eastern Montana's Center for Workforce Development

REGIONAL INDUSTRY AND EDUCATIONAL PARTNERS

Agriculture	5	Financial Institutions	2
Business	2	Government	15
Construction	6	Healthcare	16
Education	18	Tourism	1
Energy	3	Transportation	2

Western Energy Company has been a supporter of the MCC Heavy Equipment Operator Program since its inception. The program provides a starting point for southeastern Montana residents to develop their skill set in equipment operation. Western Energy Company has been able to provide HEO internships yearly to many graduates of this program. Some of these interns have gone on to become regular Western Energy employees at the end of their internships. Our support of this program is not just as a feeder program to develop operators for our mine, but also to support the development of new skilled equipment operators for all of southeastern Montana.

–Western Energy Company

SUCCESS METRICS

	Current	2021
Number of Industry & Education Partnerships	70 ¹	100
Number of Programs Aligned to Third-Party Industry Exam Standards	11 ²	15
Workforce Development Annual Enrollment	766 ³	1,000
Student Academic Partnerships: Internships, Clinicals, Practicums	168 ⁴	200
High School Early Start Enrollment	129 ⁵	150
Articulation Agreements with Colleges and Universities	12 ⁶	20

Reference: ¹ as of March 2016 ² 2015-2016 catalog. ³ January-December 2015, includes Educators Conference and Summer Teacher's Institute. ⁴ 2014-2015 academic year, total number of students who participated in academic programs with partners. ⁵ Fall 2015-Spring 2016 data. ⁶ Fall 2015.

COMMUNITY OUTREACH AND LIFELONG LEARNING

PTK is a wonderful way to get involved in the community and make a lasting impact. It feels good to know that we can make a difference through our donations and personal involvement to organizations like the food bank, soup kitchen, and Kisses for Kaitlin.
—Phi Theta Kappa



GROWING OPPORTUNITIES FOR ALL AGES

Miles Community College's inclusive campus invites a sense of community among its students, faculty, and staff, as well as within the greater Miles City region.

The college both provides support to and receives support from the community through a dynamic mutually-beneficial relationship. The college is committed to further growing a philanthropic atmosphere on campus and in the community.

While faculty and staff already bring an array of expertise to both the college and community, MCC is dedicated to further integrating students into the community to enrich their educational experience. Service Learning Projects—such as students in a web design class helping a local business update its website—foster a greater community investment on the part of the students. Their increased investment benefits both the students and the community.

Another part of MCC's mission is to create and coordinate community outreach opportunities and services of a practical nature in the Miles City region. This programming serves a wide range of ages, expertise levels, and interests, and takes various forms such as civic activities, lectures, performances, tours, applied research, wellness opportunities, and demonstration workshops.

The college is committed to further increasing awareness of, access to, and support for the college's programs and services within the region. Miles Community College recognizes the value of lifelong learning and seeks to cultivate the continued curiosity of the region.



KEY STRATEGIES

- Optimize the Student Experience through Community Involvement
- Expand Continuing Education Learning Opportunities
- Enhance Community Outreach to Meet the Needs of the Community
- Cultivate and Promote a Culture of Lifelong Learning in the Region

The economic impact of the Miles Community College students is twofold, first they come to town as shoppers as well as students. The second, and probably biggest impact, is most enter the workforce upon their arrival. Miles City also engages with MCC student-athletes as a source of entertainment. College level athletics affords us a luxury most communities don't have.

—Miles City Chamber of Commerce

SUCCESS METRICS

	Current	2021
Community Education Enrollment	342 ¹	400
Student Civic Engagement Hours	2,530 ²	3,000
Faculty and Staff Civic Engagement Hours	2,538 ³	3,000
Service Learning Projects	4 ⁴	10



Reference: ¹ January-December 2015. ² 2014-2015 academic year, total hours students participated in civic/community engagements via student organizations. ³ 2014-2015 academic year, total hours staff and faculty participated in civic/community engagements. ⁴ SLPs completed within classes during the previous two academic years.

BUILDING OUR FUTURE



INFRASTRUCTURE GROWTH

Miles Community College will continue to intentionally care for, revitalize, and expand its physical and virtual presence into the future. Universal design is important to the creation of all physical spaces, virtual spaces, and instructional spaces.

The college is in the process of updating its facilities master plan and reviewing the anticipated needs of the campus and community in the coming years.

A robust technology infrastructure facilitates the daily work of the college. MCC maintains a five year strategic technology plan to guide the development of this infrastructure. Additionally, online and distance learning accessibility are paramount considerations as MCC works to receive and deliver accessible educational offerings remotely.

MCC is committed to being good stewards of taxpayer investments. This is why the college is committed to shifting ten percent of its energy consumption to renewable sources over the next five years. The Ag Advancement Center will have an electrical system designed to integrate with solar panels.

The facilities, technology, and resources that MCC provides to students, faculty, staff and the community are current and comparable to those at other colleges around the state, and the college is committed to maintaining them.

As the campus continues to grow enrollment, program offerings, and community outreach, our facilities, technologies, and infrastructures must grow and improve as well.



USDA-ARS Fort Keogh Livestock & Range Research Laboratory links up with MCC to provide field and lab experiences for students studying Natural Resources, Animal Science, and Heavy Equipment Operations. Our alliance results in MCC students working at the Fort during the school year or summer in various roles such as laboratory assistants, assistant livestock and range technicians or working in our front office providing customer service, entering data, and keeping people connected. We enjoy working with the students and the shared benefits of our partnership.

—USDA-ARS Fort Keogh Livestock & Range Research Laboratory



MESSAGE

from the 2015-2016 Board of Trustees

JEFF OKERMAN, CHAIR	2009-PRESENT
DR. MARK PETERSEN, VICE CHAIR	2010-PRESENT
DEBBIE MORFORD, SECRETARY	2013-PRESENT
RUSTY IRION	2007-2016
RYAN JONES	2016-PRESENT
DR. GARRET MCFARLAND	2005-PRESENT
SUE STANTON	2006-PRESENT
TAD TORGERSON	2014-PRESENT



2015-2016 BOARD OF TRUSTEES

Serving as Trustees is incredibly rewarding both from a personal enrichment perspective and from a community enrichment perspective.

Miles Community College has been in existence for 75 years and continues to be an important force in framing the identity of Miles City and Custer County. The college is a dynamic partner in economic development in our community and brings in students from diverse backgrounds who expand our outreach far beyond our immediate region.

Having local control through an elected Board of Trustees gives us the freedom to serve the community needs and adapt quickly to new challenges.

Miles Community College is a tremendously talented team of faculty, staff, administration, and trustees all of whom embrace the open access mission of community colleges and work to support positive outcomes in individual lives. Through this work, MCC, as an institution, brings greater community prosperity to the region.

*We embrace the goals of
Vision 2020 and look
forward to a bright future
of growth and achievement.*

2015-2016 Miles Community College Family



2015-2016 CAMPUS LEADERSHIP

DR. STACY KLIPPENSTEIN, PRESIDENT

DR. RITA KRATKY, VICE PRESIDENT OF ACADEMIC AFFAIRS

JESSIE DUFNER, VICE PRESIDENT OF ENROLLMENT & STUDENT SUCCESS

LISA SMITH, VICE PRESIDENT OF ADMINISTRATIVE SERVICES

ERIN NIEDGE, DEAN OF ENROLLMENT MANAGEMENT & EDUCATIONAL SUPPORT SERVICES

GARTH SLEIGHT, ASSOCIATE DEAN OF ACADEMIC AFFAIRS

KYLENE PHIPPS, EXECUTIVE DIRECTOR OF HUMAN RESOURCES & COMPLIANCE

DR. MIKE HARDY, PRESIDENT, MILES COMMUNITY COLLEGE FACULTY ASSOCIATION

BERT PEZZAROSSO, CHAIR, CLASSIFIED/EXEMPT STAFF GROUP

TIM BOUCHARD, PRESIDENT, ASSOCIATED STUDENTS OF MILES COMMUNITY COLLEGE



2015-2016 MCC GRADUATION

MCC ALUMNI HALL OF FAME

BRETT BADGETT	2001	JAMES LESLIE GRAHAM	2009
ALLAN CURTIS ANDERSON	2002	GEORGE M. DENNISON	2010
RANDY HOLLAND	2003	TONY HARBAUGH	2011
JAMES LUCAS	2004	GARY MATTHEWS	2012
CAROL M. HOFELDT	2005	PAMELA HURR	2013
HAROLD LUKE	2006	MICHAEL B. HAYWORTH	2014
LISA REID PERRY	2007	WAYNE M. HIRSCH	2015
DONALD HARTMAN	2008	SALLY J. COOLEY	2016

START HERE —
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Miles Community College

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