Implementation Team Retreat  
Wednesday May 11, 2011  
Helena College of Technology  
Lecture Hall 125

**Attended:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Institution</th>
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<tbody>
<tr>
<td>Barry Good</td>
<td>Dean</td>
<td>UM Missoula COT</td>
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<tr>
<td>Bob Hietala</td>
<td>Dean</td>
<td>MSU Gallatin College Programs</td>
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<tr>
<td>Brenda Hansen*</td>
<td>Vice President Student Services</td>
<td>FVCC</td>
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<tr>
<td>Daniel Bingham</td>
<td>CEO/Dean</td>
<td>UM Helena COT</td>
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<td>Joe Schaffer</td>
<td>Dean</td>
<td>MSU Great Falls COT</td>
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<tr>
<td>John Cech</td>
<td>Deputy Commissioner</td>
<td>OCHE</td>
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<tr>
<td>John Garic</td>
<td>Dean</td>
<td>MT Tech UM COT</td>
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<tr>
<td>Larry Strizich**</td>
<td>College of Tech Sciences</td>
<td>MSU Northern</td>
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<tr>
<td>Karl Ulrich</td>
<td>Provost</td>
<td>UM Western</td>
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<tr>
<td>Stefani Hicswa</td>
<td>President</td>
<td>MCC</td>
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<tr>
<td>Sue Jones</td>
<td>Special Projects Manager</td>
<td>OCHE</td>
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<tr>
<td>Vern Gagnon</td>
<td>Interim Dean</td>
<td>MSU Billings COT</td>
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<tr>
<td>Victoria Clark</td>
<td>Interim Director</td>
<td>Bitterroot College Programs UM</td>
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<tr>
<td>Bill Macgregor</td>
<td>Director</td>
<td>Transferability Initiatives, OCHE</td>
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*attending for Jane Karas  
**attending for Greg Kegel

**Attended via Conference Call:**

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<tr>
<td>Anne Clark</td>
<td>Evaluator</td>
<td>CRA</td>
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<tr>
<td>David Hall</td>
<td>College!NOW Coordinator</td>
<td>OCHE</td>
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Highlights since January 2011

- Completed $14.7 million TAACCCT grant app.
- Every 2yr. college & 5 tribal colleges
- On May 23rd there will be 3 interviews of Communications RFP offerors at HCT
- Bring different departments together for Pathways, i.e. Department of Labor
- Consider rotating meeting locations among campuses

CAMPUS SUMMARIES

Miles City
- Goal
  - 6 months have OCHE data warehouse
  - 1 year student data warehouse
- Currently have no monthly finance reports for past year
- 3-4 layoffs
- Unemployment 4-5%
- Coal mining has increased
- Basketball team got MONDAK title

Billings
- Finances are down
- 5 faculty openings, but can't fill all
- Enrollment up 30%
- Need energy sector
- Challenge:
  - Can't fill all core course work for general education
- Positive:
  - Billings will receive a piece of WTC

Havre
- Searching for chancellor. Need one by January
- A youth built “Gen2” & is now going to DC
- Diesel Program to include new “Equipment Manager” option
- Welding Certificate now adding AA in “Manufacturing”
- Bio-Energy Degree

Bozeman
- City gave $1.5 million to fund new programs
- Dual Enrollment with high school
- Work Force program
  - Currently 2
  - Next week have 4
  - Currently doing research project in Gallatin and Park Counties to assess what industries need and the needs of the future.
- Developing Transfer Degree
Great Falls
- Past 2 yrs. redesigned campus
- 1 yr. ago analysis of what to redesign
- Since Jan. been undergoing reorganization
- Struggle
  - in recruiting dean for Admin. & Finance
  - the 4 finance fiscal models are guesses
- Change
  - remove traditional faculty admission.
    - 1 student has one advisor
  - re-haul academic support
- Merge library & distance education
- Tuition
  - no increase
  - flat tuition structure
- There were K12 funding cuts

Helena
- Finished building remodel phase
- Struggle
  - Name/Identification/Recognition
    - why students come here?
    - Need long-term consistent message
      - currently use local message of “here's what's happening today”, but message changes day to day.
  - High turnover
- Course remodel and expansion

Butte
- In state of flux w/out chancellor
- New effort with a marketing company to rebrand
- Challenges/Opportunities
  - What are we? Independent view? Partner w/campus?
  - New program w/ National Guard
  - Hotel owner wants hospitality training
  - Medical marijuana is a big industry

Dillon
- Positive:
  - 1 yr. restructuring program.
  - Secondary education double major
  - Developmental math strategy
  - Copper Springs Ranch donated funds for Tech. Program facility.
  - Equine Center being created
Bitterroot
- Morale is good
- Economically weak
- More students b/c no jobs
- Completed 5yr. Strategic plan
- In process to sign lease to add 3 classrooms that are already part of building
- Name/Identity
  - Bitterroot good name
  - where are we with MUS?
  - no degrees
  - looking into blended models
- Funding
  - no baseline funding
  - will MUS dedicate annual funding?

Missoula
- Morale is down
- didn't get building
- Good news
  - won National competition in engineering
    - tech. student developed car part on back of car that causes airflow to push down on car
- Embedded COT
  - Identity?
- President supports
- In general faculty don't see higher ed. as problem
- They have prevented needed 100 & 200 level courses
- Trouble with faculty senate & university senate. A generalization is they don't understand 2yr. edu.
- Things are better than 5 yrs. ago
- 2013 provide services students need of full comprehensive community college

Kalispell
- Increased enrollment
- 1st year more students for AA & AS
- Want to work on retention of enrolled students
- Morale is up
- This is 1st yr. of Scholars Program & will increase enrollment next yr.

DISCUSSION
- Retention is good, but need to look at the fact that students do what they need to do and move on to jobs.
- Missions role & scope
  - 2yr. education is powerful
  - communicate success & work on success
B.H.A.G

- In USA MT 2yr. enrollment is the lowest in the Western states
- 2yr. education not a focus in local or state government
- Regions want competition between schools, so COTs can't have same programs

DISCUSSION

- If students are taking 2yr. developmental courses, then they should be at a 2yr. college not 4yr.
- There should be a seamless transfer from 2yr. to 4yr. colleges.
- Need to address internal challenges first.
  - MSU Missoula views COT Missoula faculty as 2nd rate.
  - MSU Missoula views COT as threat-hat COT takes away students from 4yr.
- There needs to be clear statements from upper admin. that College!NOW is a mandate and COTs need to be supported.

GROUP DISCUSSION: Action steps to increase Montana’s statewide two-year education enrollment to the national average of 46% by 2020

ACTION STEPS

Group 1
- Recommend to Regents that they appoint an ex-officio member from the community college.
- Recommend that one regent be designated as 2yr. college advocate & be oriented with respect to 2yr. history, issues & demographics.
- Be proactive in developing meaningful BOR agenda items to keep the needs of 2yr. education at the forefront.

Group 2
- Full branding 2yr. education
  - “It's Everywhere”
- Focus on marketing
- New norming process
  - viable, ideal option
  - focus training parents & counselors
- Policy
  - facilitated by OCHE
  - enacted by BOR
  - tiered enrollment/admission
  - transfer value
- Price
  - sell locally/advisory board
- Populations
  - students will be coming anyway-recession
  - other groups-haven't thought of college
- College
- FAFSA awareness
- threshold pricing
- Flexibility
- red tape
- application fee

Group 3
- Image
  - targeted education/marketing to high school counselors. (ongoing)
- Clear Message/Signals
  - from universities to the community about value of 2yr. school
- Internal Issues-course acceptance
  - looking to university administrator & regents to make College!NOW a mandate-clear signals.

DISCUSSION
- Need to educate policy makers on 2yr. college.
- Differential admission standards
- The regents business model is changing b/c their lacking money
- Bitterroot has local advisory council
  - has community invested
  - members include:
    - legislator
    - business owner
    - representative from each community
    - a student
    - UM member
    - city chamber
- College!NOW
  - once money runs out what are barriers to continue?
    - Have mechanisms in place, so problem won't occur.
      - Single Access Portal
        - website for 8th graders to adults to learn about higher education in MT.
      - Curriculum coordination group
      - Interstate transfer collaboration
GROUP DISCUSSIONS: What other workgroups need to be established? How can we best use College!Now resources to achieve our BHAG and five C!N strategies?

Group 1
If College!Now’s Strategy 1 goes, all other strategies should follow. If Regents approve our Vision with a charge to the flagship universities, everything else should fall into place.

Group 2
What's Currently Missing?

- Funding workgroup/resources
- Policy workgroup-mission could be implementation team, if each workgroup advances.
- Additional Instructions to each group
  - will this cost anything?
  - Where will the funding come from?
  - Policies
- Create a proposal pkg with recommendations & make BOR make a decision
- Admission Policy-Provisionals
- 2yr. Flagships & 2yr. System-Expectations for each institution.

Group 3

- Single Access Portal
  - Information
  - Interaction
  - Decision
- Workgroups to consider role of Single Access Portal
  - I Team?
  - Lumina is interested & money might be available
- Curriculum Coordination
- Interstate Possibilities
- Are all our 2yr. degree completions counted toward our 46% goal? (Northern & Western)
  - Yes.
- Why Raise to 46%?
  - not serving all our students/potential students
- Why is it at 21%?
  - Affordability issues
  - access issues
  - image issues
  - understanding of what is offered
- Counselors not fully versed on what 2yr schools do
- Flagship Schools
  - open-door administration takes everyone
- Admissions Practice
  - developmental cases are enrolled in 4yr. program?
- Competition for FTE money
- Whose student is it?
  - 4yr. school or 2yr. school?
- Goal
  - seamless transition for the students
• Advisory Council?
  • At your discretion
    • per program or holistic
• Realistic Threshold? 46%
• Horizon vs. Reality
• Male vs. Female students
• We don't know how we'll get to fall CC mission by 2013
• What does it mean to get the job done?
• Sustainability?
  • What are the barriers when Lumina walks away?-need mechanisms
• Adult friendly-need to consider sustainability

Concerns from Bitterroot
• Portal for colleges
  • Some people don't have credit card or money for application fees.
  • Some don't know how to use computer.

GOALS

6 Month Goal:
• Identify barriers and what needs to be addressed
  • faculty/turf
  • level of achievement (perceived) COT students
  • tracking funding (check) HC vs. FTE
• Inventory of what we have toward 2yr. mission
• Recommend to Regent Hamilton to adopt & implement the mission & vision (2yr.)
  • new committee-develop process for implementation
  • mission has teeth & is reviewed annually
• Recommend ex-officio to rep. (from CC trustees) on BOR
• Branding
  • Establish baseline data for exploring attracting adult students (consistency implementation)
• Engage campus constituency
  • “If there was one thing that would help us get to our College!NOW goal, what would it be?”
  • bring this back to I Team

12 Month Goal:
• Launch initial branding roll-out by spring or fall 2012
• Branding
24 Month Goal:
- Governor appoint board member to represent 2yr. education (As well as ex-officio)
- Continue to extend/review comprehensive values/mission to all 2yr. programs
- Branding
- Price, practice & policy in relation to adult population/students
- Adult degree completion model?

Ongoing:
- Engage w/tribal colleges & 2yr.
- Engage & leverage advisory councils

DISCUSSION/CONCERNS
- How will mission apply to Bitterroot & Gallatin College programs?
- Lumina Instrumentation
  - analysis of people w/some college to then give people AS if they have enough credits?
- Western Governors Association
  - competency based education
- Common course numbering updates only once a year is in consideration