



Comprehensive Two-Year Mission Expansion Plan

*City College at
Montana State University Billings*
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*Submitted to the Office of Deputy Commissioner
for Two-Year and Community College Education, Dr. John Cech*

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I. Introduction

With the presentation of this plan, City College joins with Montana's other institutions of higher education to redefine and expand its mission and goals to better serve the educational and economic needs of the citizens of Montana.

The plan is organized into four chapters. The first chapter provides a brief description of the history and development of the College to date followed by a chapter that contains descriptive data on student demographics and performance measures. Chapter three, the core of the plan, describes the action initiatives that the College has identified that will implement the expanded Mission and Vision set forth by the Montana University System Board of Regents in March 2011. All of the initiatives identify outcomes and timelines and the resources required for the initiatives to be implemented. The plan also provides a local blueprint for what can be accomplished by the College if national, state and local, and public and private resources can be secured to support the collective efforts of Montana's higher education system. Finally, the plan includes a chapter on how the College can develop and promote linkages to state policy priorities and other educational institutions in Montana.

Through these efforts the College plans to meet the Comprehensive Mission and Vision set forth by the Board of Regents. The College will strive to provide a comprehensive, accessible, responsive, student-centered learning environment that facilitates and supports the achievement of individuals' professional and personal goals, and enhances the development of Montana's citizens, communities and economy.

College History and Development

City College

City College at Montana State University Billings is an institution that has enjoyed considerable visibility in Billings and the surrounding region. The community has embraced the transformation from a Vocational Technical Center to a College of Technology and now a comprehensive two-year college.

In 1969, the Montana State Legislature created the Billings Vocational-Technical Education Center (BVTC) to serve the postsecondary technical training needs of adults. In 1987, by order of the Legislature, governance passed from the Billings School District to the Montana University System Board of Regents, making the BVTC one of five campuses of the Montana University System for postsecondary vocational-technical education. In 1994, the BVTC officially merged with Eastern Montana College to become the fifth College of Montana State University Billings. The merger and subsequent sharing of resources brought about new and improved student services, such as cooperative education, health services, career services, fee payment options, and credit transferability.

Montana System History

In 1939, the Montana Legislature authorized the State Board of Education to designate high schools as vocational training centers. In response to this authorization, the Office of Public Instruction established five vocational technical education centers. The Vocational Technical Center at Helena was the first to receive designation in 1939. The Billings, Great Falls, Missoula, and Butte vocational technical centers were all created in 1969 in response to the federal congressional approval of the Vocational Educational Amendments of 1968 and increased federal support. From 1939 to 1973, the State's community colleges and vocational technical centers were administered by the State Board of Education, which at that time oversaw K-20 education.

In 1972, the citizens of the State of Montana voted for a constitutional convention to review and amend the State's constitution. The 1972 Constitutional Convention resulted in the creation of the Board of Regents, responsible for oversight of the State's colleges and universities, and created the State Board of Public Education which was responsible for supervision of the kindergarten through 12th grade (K-12) public school system. While this constitutional change granted oversight to the Board of Regents for vocational programming at the community colleges and in the university system, it did not include oversight of the five vocational technical education centers, which remained connected with their local school boards, the Superintendent of Public Instruction, and ultimately the new State Board of Public Education.

Montana's five vocational technical centers did not come under the control of the Board of Regents until 1987 when the Legislature transferred governance of the centers to the Board of Regents from the Board of Public Education. During 1993-1994, the Montana Board of Regents engaged in a process of full-system restructure, looking for ways to make the entire postsecondary system more efficient and streamlined. The system at that time consisted of two flagship universities and six four-year units as well as the five vocational technical centers. During this time, the leaders of the vocational technical centers and the three community colleges collaborated on a proposal urging the regents to create a two-year education system which would include both the vocational technical centers and the community colleges. Ultimately, this proposal was not adopted by the regents. Instead, a "Two-University Model" was created which incorporated the five vocational technical centers, as well as each of the four-year institutions, under the supervision of one of the two universities. The structure was hierarchical; if vocational-technical centers were located in a city with a four-year institution, they were affiliated with that institution, which in turn reported to one of the two flagships. Only the centers in Great Falls and Helena were "free-standing," since neither town has a four-year postsecondary institution. Each of the vocational technical centers were renamed colleges of technology: College of Technology of Montana State University Billings; Division of Technology – Montana Tech (later renamed to College of Technology); Montana State University College of Technology – Great Falls; Missoula College of Technology of the University of Montana; and Helena College of Technology of the University of Montana. The Board of Regents' role in supervision and coordination of the three community colleges remained the same.

Montana's two-year colleges enjoyed significant growth between 2001 and 2011, with the colleges of technology growing 80.3% and the three community colleges, 14.8%, with the majority of the community college growth occurring at FVCC in northwestern Montana. In 2010, the Lumina Foundation awarded Montana a four-year grant titled College!NOW. The goals are to extend the comprehensive community college mission to the State's colleges of technology; improve access, student success, and efficiency through state-level coordination and collaboration; develop common core requirements and shared articulations for workforce and transfer programs; create capacity through curricular alignment, partnerships, and technology; and create funding incentives at both student and institutional levels

College Service Area

Billings, Yellowstone County

City College at Montana State University Billings is located in Billings, the county seat of Yellowstone County, the largest city in the state of Montana, and the principle city of the Billings Metropolitan area. The metropolitan area, the largest in over 500 miles, has a trade area of over 500,000 people and is located in the south-central portion of the state. The 2011 population estimates puts Billings over 105,600 residents, the only city in Montana to surpass 100,000 people, and is continuing to have the largest growth of any city in Montana. With the Bakken oil fields in eastern Montana and western North Dakota, and as well as other energy development in the area, Billings is experiencing substantial growth.

Billings is the trade and distribution center for most of Montana, Northern Wyoming, and western North and South Dakota, and is the retail destination for this region. With more hotel accommodations and restaurants than any area within a five state region, the city hosts a variety of conventions, concerts, sporting events and other activities. Billings is home to many regional and corporate headquarters. It serves as the regional hub for medical services, higher education, business services, retail and distribution, and travel and lodging.

In 2009, *Fortune Small Business* magazine named Billings the best small city in which to start a business, Billings has a diverse economy including a large and rapidly growing medical corridor that includes inpatient and outpatient health care; a large service sector including retail, hospitality and entertainment; is home to 3 oil refineries, a sugar beet refining plant, a coal fire generation plant, commercial and residential construction, building materials manufacturing and distribution, professional services, financial services, banking, trucking, higher education (4 local campuses, 19 other institutions have a physical presence/classes here), auto parts wholesaling and repair services, passenger and cargo air, cattle, media, printing, wheat and barley farming, sugar beet refining, milk processing, heavy equipment sales and service, business services, consumer services, food distribution, agricultural chemical manufacturing and distribution, energy exploration and production, surface and underground mining, metal fabrication, and many others providing a diverse and robust economy.

Major corporate headquarters include Stillwater Mining Company, Kampgrounds of America, First Interstate Bank, Tractor and Equipment Company, Optimum, and CTA Architects. Fortune 500 firms with branches in Billings include ExxonMobil, Wal-Mart, Phillips 66, Wells Fargo, General Electric and Montana-Dakota Utilities.

Employment in the Billings area is robust and the following table provided by the Montana Department of Labor and Industry lists the top private employers in Yellowstone County, 2nd Quarter 2011.

Yellowstone Top 20 Private Employers in Yellowstone County based on 2nd quarter 2011 data:
(in alphabetical order)

Business Name	Size Class#
Advanced Employment Services	7
Albertsons Food & Drug	8
Avitus Group	9
Billings Clinic Health System	9
CHS Inc. (Cenex)	7
ConocoPhillips	7
Costco	7
Employee Benefit Management Services (EBMS)	7
ExxonMobil	7
First Interstate Bank	8
Food Services of America	6
McDonalds	7
Rocky Mountain College	6
St. John's Lutheran Home	8
St. Vincent Healthcare	9
Sysco Food Services	7
Target	6
Wal-Mart	9
Wells Fargo	8
Yellowstone Boys and Girls Ranch	7

City College - MSUB

The mission of City College at Montana State University Billings is to be the College of first choice, dedicated to the development of workforce capacity by providing top quality learning opportunities and services to meet a variety of career choices and customer needs by being responsive, flexible and market-driven.

City College provides the comprehensive two-year college mission including: university transfer education, career preparation, developmental education, GED preparation through a partnership with School District No. 2, and workforce training.

The training programs offered at City College are continually upgraded to meet the changing dynamics of business and industry. Presently, 19 Associate of Applied Science (AAS) degree programs, 7 Associate of Science (AS) programs, one ASN (RN) program, and 14 certificate of applied science programs are offered. Enrollment annually has exceeded 1,400 full-time and part-time students. Professional training and continuing education classes are provided to more than 2,000 individuals from many different industries. Students enrolled in AS and ASN programs have articulated options with other Colleges within MSU Billings and across the State to continue their education toward a baccalaureate degree or beyond. Students enrolled in AAS degrees may pursue their baccalaureate through either a Bachelor of Applied Science degree or a Bachelor of Liberal Studies degree option.

City College provides individuals with training (or re-training) to obtain excellent "in demand" positions available at many area employers. Graduates of City College become licensed practical nurses, registered nurses, surgical technicians, paramedics, firefighters, automobile technicians, diesel technicians, power plant operators, process plant operators, computer system technicians, computer desktop support specialists, computer programmers, and computer-assisted drafting and design technicians. These examples are just a few of the career possibilities awaiting students earning a Certificate, Associate of Applied Science degree, Associate of Science degree or Associate of Arts degree from the City College.

As one of the colleges of Montana State University Billings, City College supports the mission, vision, core values and strategic initiatives of the university as listed below:

Montana State University Billings

Mission

MSU-Billings provides a university experience characterized by:

- Excellent Teaching
- Support for Individual Learning
- Engagement in Civic Responsibility
- Intellectual, Cultural, Social & Economic Community Enhancement

Vision

Montana State University-Billings will be recognized as a regional leader for:

- Teaching & Learning
- Translating Knowledge into Practice
- Researching for the Future
- Accepting Leadership for Intellectual, Cultural, Social & Economic Development Beyond University Boundaries

Core Values

Integrity

MSU-Billings' actions are ethical & principled to assure dignity & equity for all

Educational Excellence

MSU-Billings provides distinctive programs & challenging educational experiences for a diverse university community

Student Achievement

MSU-Billings provides academic support & administrative services to foster academic & professional achievement of the university community

Community of Learners

MSU-Billings respects & nurtures variety in intellectual contribution & scholarship enriching both the university & its extended community

Meaningful Engagement

MSU-Billings supports all members of the university community in their individual growth toward confidence, individual sense of purpose & acceptance of civic responsibilities

Responsiveness

MSU-Billings meets the changing needs of our learners with informed action & innovation based on current standards of educational & technical excellence

University Strategic Initiatives

Programs

Create and maintain distinctive, vital academic programs and services for 21st Century learners

Faculty Excellence

Cultivate excellence in & outside the classroom, in scholarly endeavors & exemplary service through faculty & staff development, support for scholarship, continuing assessment, & recognition of professional service

Needs of Learners

Identify the needs of all learners & provide access to a university experience that fulfills both individual goals & societal needs

Social Equity

Model social equity and consciousness by assuring that all members of our campus community grows because of their University experience

Research Initiatives

Increase the stature, professionalism & research initiatives of all academic programs & student services

Economic Access

Augment local, state & regional economic development through the strength of the University's financial base & our learners' contributions to their communities

Global Engagement

Increase staff, faculty & student awareness, understanding, & involvement in the international community

University Infrastructure

Ensure an administrative, operational and physical infrastructure that fully supports excellence

College!NOW – Mission Statement

College!NOW is a multi-year initiative led by the Montana University System to make two-year higher education more accessible, better coordinated, better understood and, as a result, better utilized statewide. The initiative is being supported by Lumina Foundation for Education, which selected Montana as one of seven states to participate in a national effort to develop innovative, cost-saving strategies for delivering high-quality education to greater numbers of students.

In May 2011, the Montana Board of Regents adopted a common two-year education mission statement seeking uniformity among the State's public two-year colleges to provide the following programs and services (Montana Board of Regents, May 19-20, 2011). Prior to adopting the common two-year education mission statement, Montana's public two-year education did not have an agreed upon common mission.

The Mission of two-year education in Montana is to provide a comprehensive, accessible, responsive, student-centered learning environment that facilitates and supports the achievement of individuals' professional and personal goals, and enhances the development of Montana's citizens, communities and economy.

- Transfer Education through the Associate's Degree
- Workforce Development, including Certificates and Applied Associate's Degrees
- Developmental and Adult Basic Education
- Lifelong Learning
- Community Development

College!NOW Vision Statement

Montana's two-year education: Transform lives and create opportunities through educating the citizens of the state of Montana.

In May of 2012 to further the comprehensive mission of two-year colleges the Montana Board of Regents voted to approve the re-branding and renaming of Montana's five Colleges of Technology, as well as the Bitterroot College Program at the University of Montana and Gallatin College Programs at Montana State University. The new names approved by the Board of Regents are: Bitterroot College University of Montana (Hamilton); City College at Montana State University Billings (Billings); Gallatin College Montana State University (Bozeman); Great Falls College Montana State University (Great Falls); Helena College University of Montana (Helena); Highlands College of Montana Tech (Butte); Missoula College University of Montana (Missoula).

City College Vision for Its Future

City College continues its long history as a higher education institution that responds to the needs of the city and surrounding communities. The College remains true to its guiding purpose of meeting the growing regional demand for two-year degrees and one-year certificate programs that lead graduates to immediate employment. It is rapidly evolving its role as the communities' comprehensive two-year college. By expanding its course offerings and services City College is becoming a foundational entry point for students seeking baccalaureate degrees at MSU Billings and other Montana Universities.

City College is advancing its reputation within the region and state through the adoption of a comprehensive two-year college mission that includes university transfer education, career education, developmental education, workforce training and community development.

Expand programs and courses for university transfer education

City College offers a number of Associate of Science degrees for students who intend to continue their higher education endeavors towards the goal of attaining a baccalaureate degree and beyond. City College will increase the number of degree pathways for students seeking Associate of Science degrees.

City College will increase its course offerings of classes that are intended to transfer to universities and expand services that assist with the transfer process for students seeking baccalaureate degree completion.

Maintain rigorous and relevant career and technical education degrees for immediate employment

Faculty continuously monitor program outcomes through the help of Program Advisory Committees comprised of professionals working in the specific career fields. In this way, graduates exit the programs with relevant current training for employment. City College offers 27 Associate degrees (AAS, AS and ASN) and 14 Certificate of Applied Science degrees (CAS).

City College and MSU Billings also delivers college courses via the internet as a way of overcoming barriers of time and place. Students say they need the ability to reach their academic goals in an environment that affords them freedom and flexibility, comfort and convenience, and more time for work and family.

City College On-line Degree Programs:

Associate Degree Programs

A.A.S. Accounting Technology

A.A. General Studies (Self-Designed)

A.S. General Studies (Self-Designed)

A.S. Human Resources-Applied Emphasis

A.S. Human Resources-College of Business Articulated Emphasis

Certificates of Applied Science

Accounting Assistant
Human Resources Management
Medical Coding & Insurance Billing

City College will increase the number and types of associate degrees and certificate programs as the community need dictates as well as delivery formats.

Continue to support developmental education to increase student success

City College is committed to serving all students including those who are under prepared for college level course work. The College offers several levels of pre-college math and writing courses. These classes are imperative to the success of adult students who have been out of high school for many years and for traditional aged students needing remediation.

The Academic Support Center provides services that support the academic success of students at MSU Billings and City College. All developmental level courses in math, reading, and English are taught on the City College Campus, and tutorial assistance is provided in the Learning Labs to address the academic needs of students.

The Academic Support Center at City College provides drop-in tutoring for individuals and small group study sessions in a variety of areas, including math, reading, English, computer applications, anatomy and physiology, drafting and design, and other specialty areas as needed. The Center also provides computers and support materials such as handouts and texts for students' academic use. The Center conducts student-centered workshops throughout the year, focusing on such needs as improving reading comprehension and preparing resumes.

City College will increase student success by developing a transition program for students completing developmental education to college level coursework.

Recognition as significant provider of regional workforce education and training

Through City College's Workforce Training Center, a variety of special programs have been developed to meet specific training needs of business, industry, and other organizations through contract training, continuing education courses, workshops, and seminars. Specialized programs can be developed at the request of individuals and employers and are conducted on the job site or on campus. City College will continue to partner with industry recognized associations such as the Rocky Mountain Education Center at Red Rocks Community College in providing certified OSHA and safety education. And City College will seek out collaborations and partnerships in health care and energy sectors as a means to serve the community and region.

City College will secure resources to hire a Workforce Development Director to grow the offerings and the ability of City College to provide customized contract training.

Engage the community

City College has a robust relationship with local and regional community members and organizations. A multitude of collaborative initiatives are in progress at any one time throughout the year. The College created a 25-member National Program Advisory Board which is integral to the long-range development of City College. Administrators, faculty and staff participate in various community efforts including outreach sessions held at City College to engage community partners for the enhancement of life-long learning opportunities.

City College will be deliberate in planning for the most effective connections to the community and will increase the number of community interest events each year.

Serving and responding to the community is central to the mission of City College. Student success in reaching education and career goals remains the focus of the institution, as well as life-long learning opportunities for all community members.

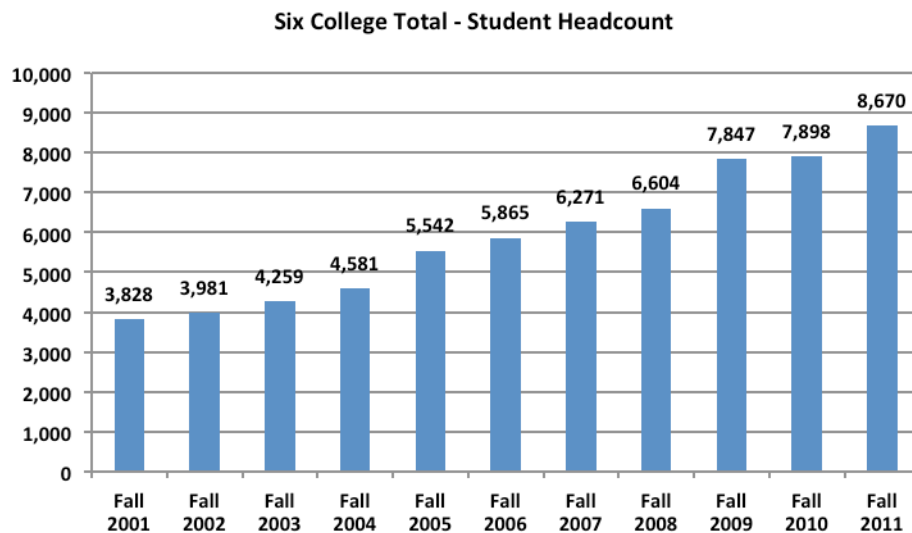
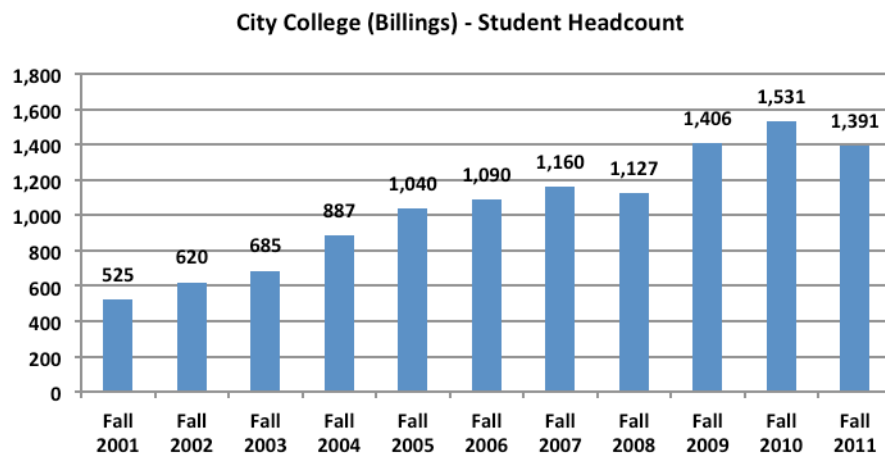
City College at Montana State University Billings has embraced its comprehensive two-year higher education mission. Renaming was completed on October 25, 2012 with the unveiling of two outdoor signs and revised public relations materials. Rebranding is an on-going process that involves the campus community, University colleagues, Billings local businesses and the region surrounding Billings.

II. City College Data

The following data depicts enrollment headcount, full-time equivalents for students and faculty, degree completions, retention, demographics, and other key elements of the student population. The data indicates that attention must be targeted to participation (particularly adult learners), retention, and degree completion rates, in addition to transfer rates to MSU Billings and other Montana four-year universities.

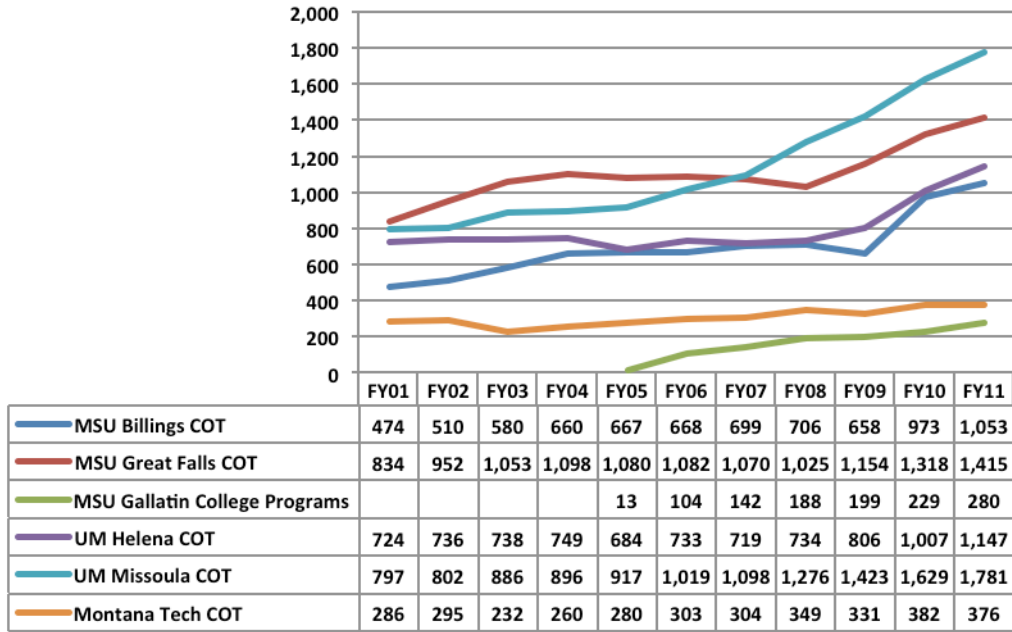
Student Headcount

The following data shows the student headcount over the past 11 fall semesters.



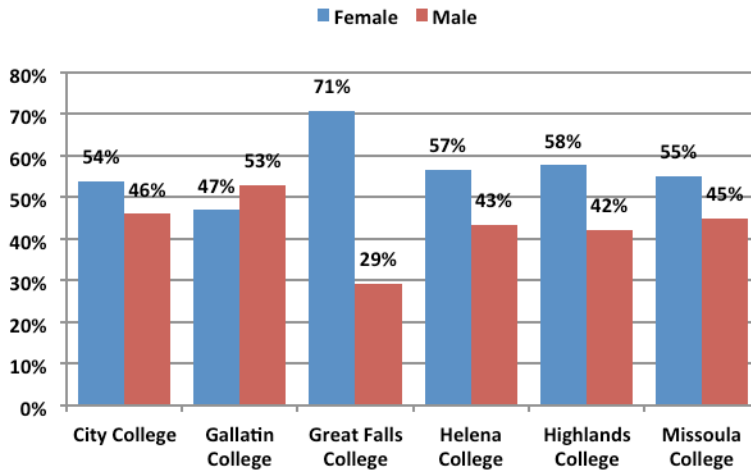
Student Enrollment Profile

Enrollment Profile (FTES)



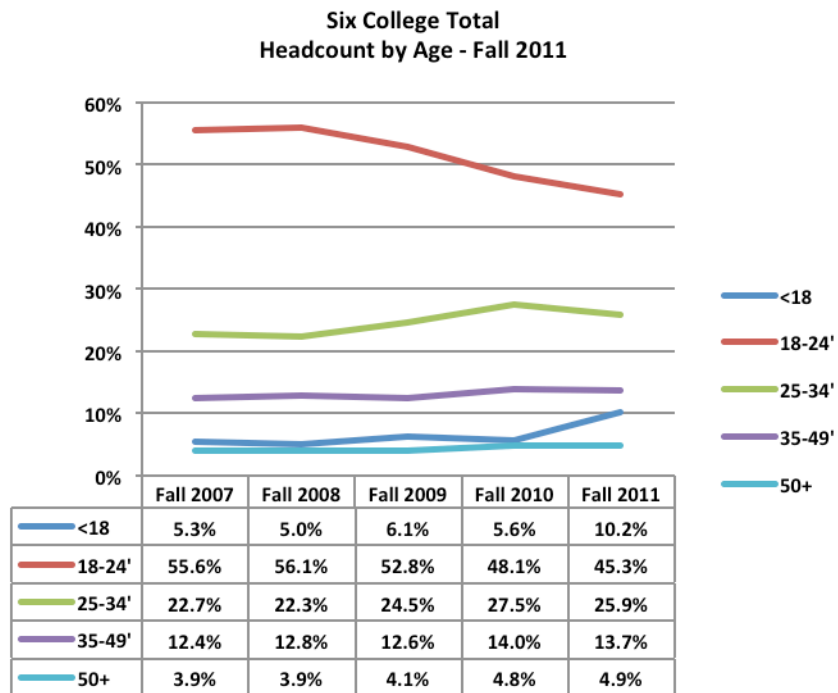
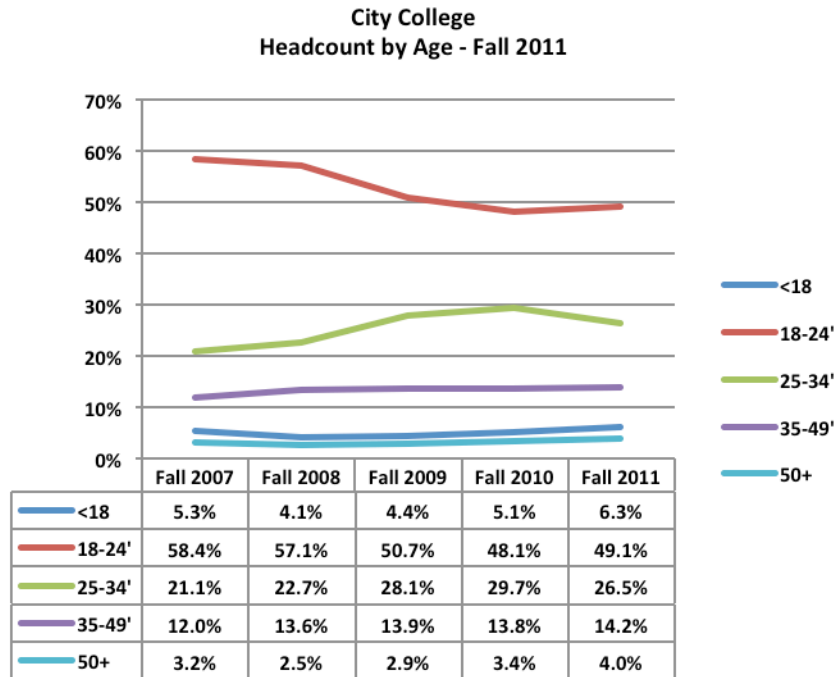
Student Gender Profile

Montana Colleges Gender Profile Fall 2011



Student Age Profile

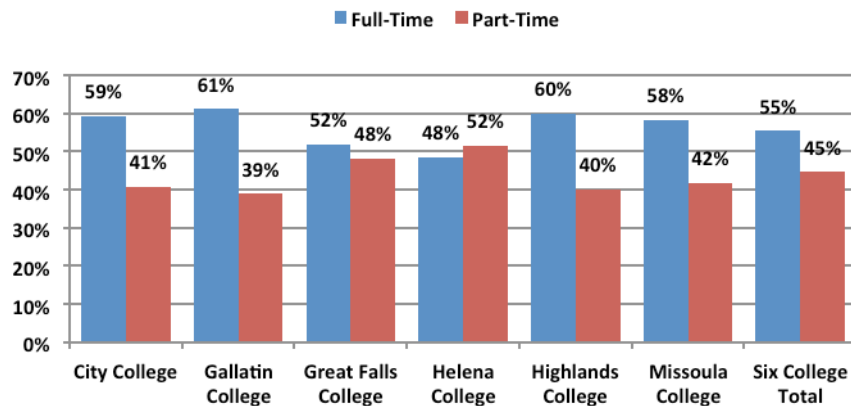
This graph shows the percentage trends in headcount by age range.



Student Full-time / Part-time Profile

The following data shows the full-time / part-time breakdown for each college during the fall 2011 semester. The six college total includes City, Gallatin, Great Falls, Helena, Highlands and Missoula Colleges.

Six College Total Full-Time / Part-Time Profile Fall 2011



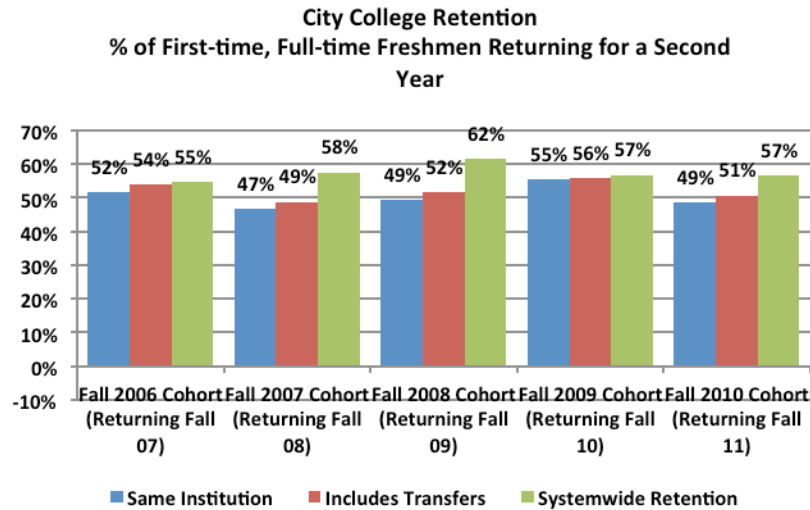
Degrees and Certificates

The table shows the numbers of degrees and certificates awarded during each of the school years.

Degrees and Certificates by College Summary						
	2007-08	2008-09	2009-10	2010-11	2011-12	% Change
City College						
Certificates of Applied Science Total	31	32	28	29	36	16%
Associate Degrees Total	203	189	196	211	291	44%
Total	234	221	224	240	327	40%
Great Falls College						
Certificates of Applied Science Total	61	54	63	62	64	5%
Associate Degrees Total	170	175	243	251	318	87%
Total	231	229	306	313	382	65%
Helena College						
Certificates of Applied Science Total	37	53	44	34	36	-3%
Associate Degrees Total	117	124	152	174	218	86%
Total	154	177	196	208	254	65%
Highlands College						
Certificates of Applied Science Total	5	30	20	38	34	580%
Associate Degrees Total	66	58	73	63	65	-2%
Total	71	88	93	101	99	39%
Missoula College						
Certificates of Applied Science Total	104	85	84	95	72	-31%
Associate Degrees Total	229	247	271	289	339	48%
Total	333	332	355	384	411	23%
Six College Total	1,812	1,873	2,124	2,252	2,491	37%

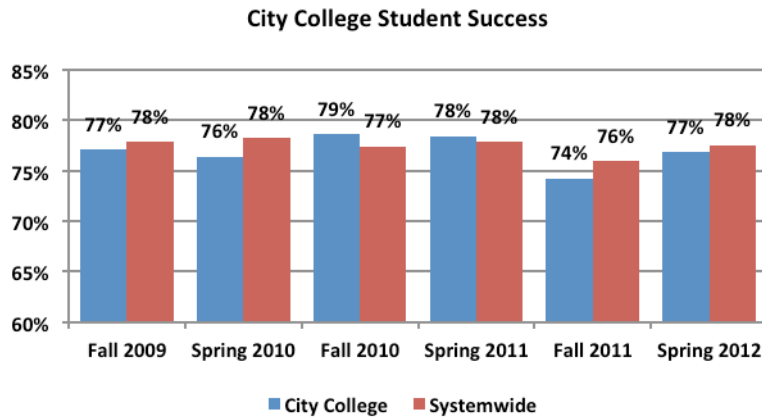
Retention

This data shows the percentage of first-time full-time freshmen who return for a second year.



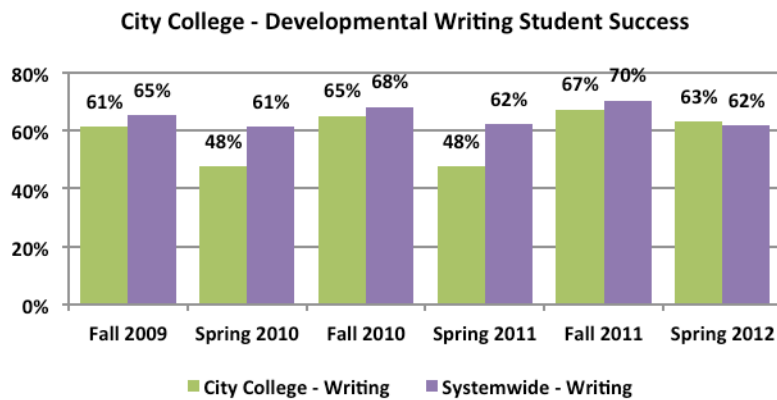
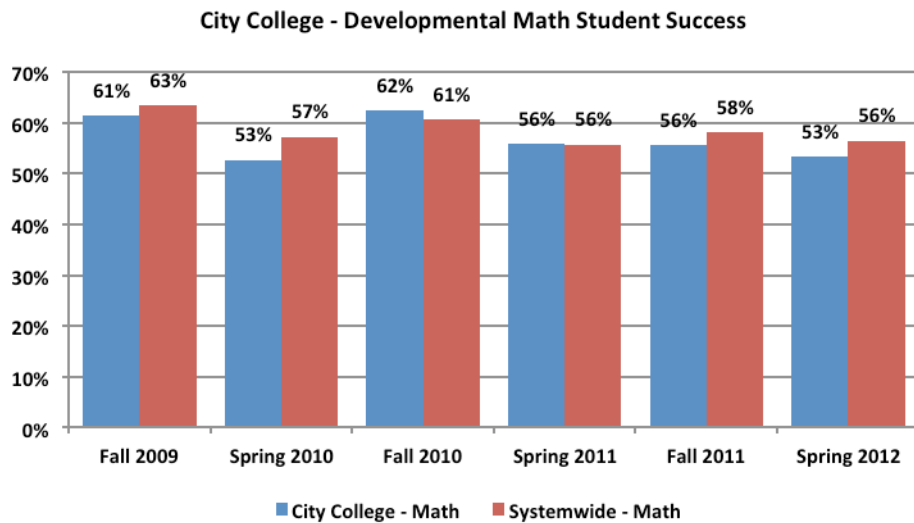
Success Rates

The following data shows student success rates for each of the past six semesters. Success is defined as a grade of A, B, C or P. The number of enrolled students included all students except those receiving grades of "I" (Incomplete) or "M" (EOT). Dual enrollment grades were not recorded.



Developmental Education Success Rates

Two graphs are shown for the college. The first shows the percentage of student success (earning an A, B, C or P) in developmental math courses. The second shows the same data for developmental writing courses.



Completion Profile

Percent of entering cohort (first-time freshmen) for each fall term, that earn degrees and/or transfer thru Spring 2010 in the Montana University System. Fall 2001 data represents completions/transfers over a nine year period. Fall 2005 data shows the percentage over a five year period.

City College - Completion and Transfer Profile									
	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009
Earned CAS	12%	8%	4%	3%	4%	4%	2%	4%	0%
Earned AA/AAS	23%	36%	26%	17%	18%	15%	12%	6%	0%
Transferred to 4-yr	4%	6%	10%	11%	17%	18%	15%	9%	1%
Earned AA/AAS, tran, earned BA	1%	3%	1%	0%	1%	0%	0%	0%	0%
Transferred, earned BA	1%	1%	2%	4%	2%	1%	0%	0%	0%
None of the above	59%	48%	57%	64%	58%	63%	70%	81%	99%
	100%	100%	100%	100%	100%	100%	100%	100%	100%

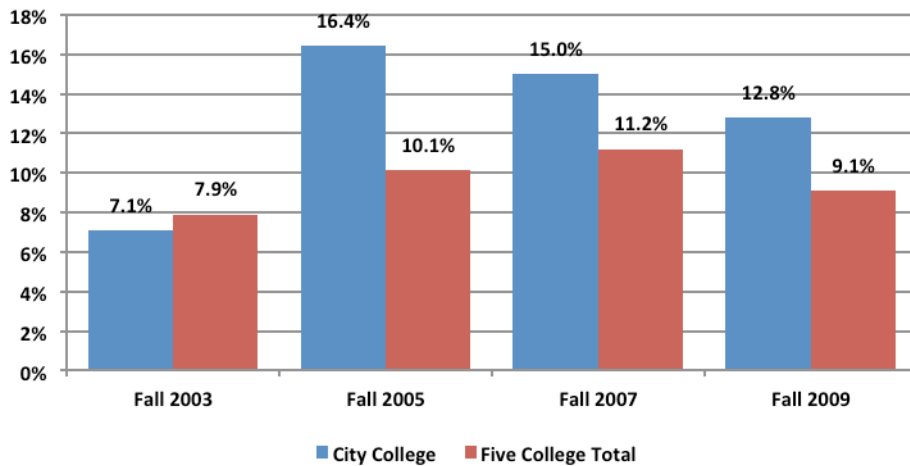
System wide - Completion and Transfer Profile									
	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009
Earned CAS	5%	6%	5%	7%	5%	5%	5%	4%	2%
Earned AA/AAS	23%	26%	23%	17%	16%	15%	13%	7%	0%
Transferred to 4-yr	10%	9%	10%	11%	12%	14%	12%	7%	2%
Earned AA/AAS, tran, earned BA	3%	1%	1%	1%	1%	0%	0%	0%	0%
Transferred, earned BA	3%	4%	3%	3%	2%	0%	0%	0%	0%
None of the above	56%	54%	58%	62%	63%	65%	70%	81%	96%
	100%	100%	100%	100%	100%	100%	100%	100%	100%

Transfer Rates

Data shows the percentage of first-time degree-seeking students who transfer to a 4 year campus in a fall semester either one or two years out. Five College data includes City College, Great Falls, Helena, Highlands and Missoula.

City College - Percentage of Students		
First-time Degree-seeking Cohort	Transferred to a Four Year Campus Within Two Years	Five College Total
Fall 2003	7.1%	7.9%
Fall 2005	16.4%	10.1%
Fall 2007	15.0%	11.2%
Fall 2009	12.8%	9.1%

City College - Transfer Rates to Four Year Colleges



Demographic Data

Following is summary demographic information obtained for a geographic sample area for the College. The area is circular with a radius of 30 miles and the college at the center. Comparable data for the State of Montana and the Nation are also provided.

City College - Geographic Sample Area Demographic Profile			
	City College (30-Mile)	Montana	USA
Population	153,960	998,373	310,704,322
Population Growth	1.2%	0.7%	0.7%
Median Age 2011	38.4	40.0	37.2
Median Age 2016	39.0	40.7	37.6
Age 20-34 Growth 2011-2016	5.2%	2.9%	3.2%
Median Household Income	\$ 46,724	\$ 42,087	\$ 50,227
Per Capita Income	\$ 25,491	\$ 23,593	\$ 26,391
Ethnicity			
White Alone	90.6%	89.5%	72.4%
Black Alone	0.6%	0.4%	12.6%
American Indian Alone	4.2%	6.3%	0.9%
Asian Alone	0.6%	0.6%	4.7%
Pacific Islander Alone	0.1%	0.1%	0.2%
Some Other Race Alone	1.2%	0.6%	6.3%
Two or More Races	2.7%	2.5%	2.9%
Hispanic Origin (Any Race)	4.7%	2.9%	16.6%
2010 Consumer Spending on Education (Avg)	\$ 1,019	\$ 856	\$ 1,220
2010 Consumer Spending on Education as a % of MT	119.0%	100.0%	142.5%
2010 Educational Attainment (25+ years of age)			
Less Than 9th Grade	2.6%	3.0%	6.3%
9th to 12th Grade, No Diploma	4.8%	5.6%	8.5%
High School Graduate	32.1%	31.8%	29.6%
Some College, No Degree	22.7%	23.2%	19.9%
Associate Degree	8.6%	8.7%	7.7%

Bachelor's Degree	20.5%	18.8%	17.7%
Graduate/Professional Degree	8.8%	8.8%	10.4%
2010 Associate Degree or Higher Attainment	37.8%	36.4%	35.7%
2010 Employed Population 16+ by Industry			
Agriculture/Mining	4.1%	7.8%	1.8%
Construction	5.7%	6.9%	6.5%
Manufacturing	3.6%	3.9%	9.6%
Wholesale Trade	5.4%	2.9%	3.2%
Retail Trade	13.1%	11.5%	11.4%
Transportation/Utilities	6.7%	5.3%	4.9%
Information	2.0%	2.0%	2.3%
Finance/Insurance/Real Estate	6.4%	5.2%	7.1%
Services	48.4%	47.9%	48.0%
Public Administration	4.6%	6.7%	5.1%
Source: ESRI business Analyst Online; Data from the U.S. Census 2010 and 2000; Analysis by College Brain Trust			

III. Initiatives

The following initiatives outline a vision for the future of City College.

Transfer Education through the Associate’s Degree

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
1	Increase Program Offerings	<p>Increase local opportunity for education at City College.</p> <p>Conduct a Needs Assessment to determine the degrees that should be offered.</p> <p>Develop a priority list of and determine the schedule for the courses to be offered in a variety of formats.</p>	<p>Introduce 3 new degree pathways</p> <p>Increase enrollment by 2% as a result of new degree offerings.</p>	Fall 2014 and on-going	Dean	1.0 FTEF	5-a
2	Expand General Education	Add six classes on campus that meet general education transfer criteria. Fall 2013 add 3 classes and Spring 2014 add 3 additional classes	Increase student enrollment by 100 students by AY 2014	Spring 2014 and on-going	Associate Dean	1.0 FTEF	1-a, 1-e, 5-d, 5-e
3	Expanded Scheduling	Schedule evening classes that fulfill transfer requirements: Four evenings per week, 4 – 9:30 p.m. (six classes Fall 2013, six classes Spring 2014, eight classes Fall 2014, eight classes Spring 2015)	Increase enrollment in evening courses by 50 students. Note increase in item #2. Fifty percent of enrollment increase will come from evening students.	Spring 2014 and on-going	Associate Dean & Department Chairs	Part-time faculty budget for salary and benefits	1-a, 1-e
10	Strengthen K-12 Partnerships	<p>Develop partnerships with K12 post- secondary schools in surrounding areas with these and other options</p> <ul style="list-style-type: none"> Big Sky Pathways Digital Academy Dual Enrollment 	Increase high school student dual enrollment by 50 students each year	AY 2014 Ongoing	Associate Dean	Current Faculty/Staff	2-b, 3-f, 3-e

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
11	Develop and initiate a transition program from pre-college to college level courses	Offer new bridge program to improve transitions from developmental education coursework to college level courses	Increase 10% retention of current students completing developmental courses	AY 2014 Ongoing	Faculty	.5 FTE	2-b
12	Expand Student Engagement	Introduce five new clubs for students. Provide opportunities for students to form academic clubs and interest groups. Increase student involvement through ASMSUB and student leaders.	Increase by 50% the student participation rates in CCs extra-curricular activities from AY 2013 to AY 2014	AY 2014	Student Life Retention Coordinator	Current Student Services Staff	5-d

Workforce Development, including Certificates and Associate of Applied Science Degrees

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
8	Develop Industry Certificate programs of less than 15 Credit Hours	Develop two certificate programs that increase job training and student access to careers utilizing existing courses and new course development	Implement 2 industry certificate programs annually Add 2 new course offerings annually	AY 2014 and on-going	Associate Dean	Current faculty and staff; curriculum development stipends	1-d, 2-c
9	Expand industry training courses	Develop workforce education responsive to business and industry needs. Offer five non-credit classes each semester	Increase enrollment by 10% as compared to FY 2012 enrollments	AY 2014. On-going	Workforce Director	1.0 FTE	2-a

Developmental and Adult Basic Education

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
5	Improve Student Success Strategies	Convene Advising and Retention City College Team & Faculty Chairs to assess needs and identify sources, processes, and successful practices in the Recruiting and Advisement of new students at exemplary colleges.	Implement 2-3 best practices strategies during AY 2014. Measure retention of students who enroll, and persist at City College as a result of these new practices.	AY 2014 and on-going	Director Student Services	Current faculty and staff resources	1-f, 5-a
7	Increase student retention	Strengthen early grade alert system by having all faculties participate in early grade alert system. Developing communication flow plan for first year students at City College. Continue implementation of College Success Course, Strategies course and First Year Seminar course.	Increase retention from 55% to 57% for Fall 2014 to Fall 2015	Fall 2015	Retention Specialist	Current faculty and staff	4-b

Lifelong Learning

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
4	Increase Adult Learner Populations	Target marketing and enrollment strategies to adult learners in the service region	Increase enrollment by 10% of target adult learner population	AY 2014 and on-going	Student Services Director	Current Staff	5-a, 5-e
14	Expand lifelong learning	Schedule one course per semester of interest to community that enhances knowledge in various areas.	Increase overall participation in classes and events by 60 participants, annually	AY 2014, on-going	Workforce Director Associate Dean	Current faculty/staaff	5-d

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
16	Increase outreach to enhance participation rate from local service region	Conduct local marketing and outreach to increase the presence of City College in the community Create a flow of potential new students by outreach to local business, K-12, community organizations, and job service.	Present information about City College to a minimum of 10 groups or community organizations during AY 2014	AY 2014, on-going	Dean	Consulting assistance	

Community Development

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
13	Improve Diversity Awareness	Develop a diversity awareness strategy and delivery of services through a campus Diversity Center	Conduct a diversity awareness survey and incorporate results into awareness strategy	Fall 2015, on-going	Dean	.25 FTE	1-c, 1-l, 2-d, 1-h
15	Enhance Community Partnerships	Hold series of events of interest to community , Hold two Program Advisory Committee meetings each year that advance collaborations with various community constituents	Increase annual participation on Program Advisory Committees by 50%	Spring 2014	Dean and National Advisory Board	Budget for NAB Meeitngs	1-a,5-a, 5-b
17	Improve partnerships with Tribal Colleges	Schedule outreach meetings with Tribal Colleges regarding academic programs, grant and workforce training opportunities	Hold at least 2 outreach meetings during AY 2014 with tribal colleges	AY 2014	Dean	Current faculty/staff	

Branding and Marketing

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
1.	Local branding program	Develop City College MSUB brand identity and leverage traditional marketing, online and social media to help define and promote the unique City College brand within MSUB and to the local and regional community.	Increase awareness of the unique identity of City College within MSUB. Increase the number of communications with internal and external constituencies by 10%	June 2013, ongoing	Administrator	Funds required for dedicated outreach to prospective students and faculty, and tools to carve out a unique identity on campus.	5-a, 5-d, 5-e
2.	Website development and maintenance	Create user-friendly web pages integrated with social media campaign to increase accessibility to information on City College's programs, services, and opportunities in coordination with MSUB.	Optimize online tools to enhance new student recruitment and increase enrollment by 5 percentage points.	June 2013, ongoing	Administrator	Additional funding for staff.	5-a, 5-d, 5-e
3.	Sustained local marketing and brand building program	Develop and implement a sustained brand-awareness and marketing campaign to promote the College's opportunities, programs, and services using traditional advertising media and online advertising media.	Increase the number of inquiries about City College by 8% through enhanced brand recognition and improved awareness.	June 2013, ongoing	Administrator	Funds required for dedicated outreach to prospective students.	5-a, 5-d, 5-ec
4.	Local market research on Bakken workforce development opportunities	Undertake market research specifically related to the Bakken oil fields to better understand workforce development opportunities and partnerships with corporate employers.	Increase workforce development training, increase partnerships with businesses and communities in the region, increase programs specific to local corporate and community needs.	Ongoing	Dean/CEO	Funds required to undertake market research.	5-a, 5-b, 5-d, 5-e
5.	Local market research on veterans, active military families, and Native Americans	Conduct market research to customize marketing and programming to more effectively recruit and retain these prospective student groups.	Increase number veterans, people in active military families and Native Americans enrolled in City College 5 percent (inclusive of below item)	June 2012 – Fall 2013	Administrator	Funds required to better understand prospective student needs and ways to undertake effective prospective student outreach and program development.	5-a, 5-e
6.	Targeted marketing and outreach programs	Develop and implement a comprehensive marketing and recruitment plan specific to different prospective student demographics, including Native American students, active military, veterans and their families.	Increase enrollment by 5 percent through better awareness of the college's services, programs and opportunities among these prospective student groups.	June 2013, ongoing	Administrator	Funds required for dedicated outreach to prospective students.	5-a, 5-d, 5-e
7.	Local grassroots marketing and brand building program	Develop and implement a sustained grass roots marketing program to build awareness of the brand and promote the College's opportunities, programs and services utilizing events, social media, earned media, and community partnerships.	Increase enrollment by 5 percent through better awareness of the college's services, programs and opportunities among prospective students.	June 2013, ongoing	Administrator	Funds required for dedicated outreach to prospective students.	5-a, 5-d, 5-e

IV. Linkages to State and National Priorities and Other Educational Institutions in Montana

City College at Montana State University Billings strives to build key linkages targeting state and national priorities through its focus on educational access, teaching excellence, civic engagement and community enhancement. Partnerships with education, business, industry and policy makers allow for more effective alignment of resources addressing the educational and training needs of Montana citizens.

K-12 System

In order to facilitate a stronger relationship with the K-12 system, City College has targeted the following initiatives:

- Focusing traditional student service recruiting activities to integrate all college and career choices.
 - City College has expanded its student recruiting efforts to reach beyond traditional mass-market college fairs. These include two college/career fairs sponsored by secondary school districts. The Billings Career Center, one the largest source of CTE students for City College, produces a full-day event to give their students an intense look at both college and career options designed for CTE students. The Bridger school district created a similar career fair for the smaller high schools within the City College region
- Partnering with City College regional school districts to implement the Perkins based Big Sky Pathways.
 - The Big Sky Pathways is a Perkins related initiative organized by OCHE and OPI with the goal of helping secondary school teachers, counselors and administrators create a system of career based academic planning that leads from the freshman year of high school through two years of a postsecondary experience. City College is working with the region's school districts to implement Big Sky Pathways at each high school.
 - City College hosted the first two years of Big Sky Pathways by bringing secondary CTE teachers, academic teachers, counselors and administrators on campus to meet with college faculty. Each high school was responsible to create one pathway.
 - Now, local school districts are planning to expand the Big Sky Pathways from a few pathways to all pathways for all students. City College is playing a key role in this partnership by helping school district find gaps in the knowledge and skills taught from the freshman year of high school through two years of postsecondary. City College is also working with school districts to implement the Montana Career Information System (MCIS), an initiative of the Montana Department of Labor. MCIS enables middle school students and their parents to complete interest surveys used when they enter high school. MCIS is then used by students, counselors, parents, and teachers to design a pathway that includes required academic courses from their freshman year through completion of their two-year postsecondary experience.

Other Two-year and Community Colleges

City College is an active partner in the vision of expanding access, creating efficiencies, and utilizing the expertise of all Montana University System 2-year institutions. Evidence of working cooperatively to further the postsecondary needs of Montana citizens is demonstrated by a variety of activities including common course numbering and joint grant applications like the recent TAACCCT “Montana Training Network”.

- City College has worked closely with Montana’s two year colleges to implement a system a common course numbering. Working in groups known as Faculty Outcome Learning Councils (FLOC) City College instructors, along with instructors from Montana’s two-year colleges worked out a system of equivalent courses with identical names. One primary benefit of the FLOC common course numbering process is to establish a foundation for statewide articulated courses. Known as START agreements, college and high school instructors teamed up to use the common course objectives, along with nationally recognized assessments, to give high school students the opportunity to earn free college credit while they are still in high school.
- Joint grant applications further develop partnerships and consortiums to address the education and training needs throughout the state and region. One example is the MTN consortium project led by City College that created an educational response network. The **MTN Centers, a virtual and physical network**, located on all consortium partner campuses include innovative delivery technologies designed to serve workers throughout Montana who need training to gain full-time employment, advance in their career paths, or update their skills to remain current in industry standard technologies.. Although the application was not funded in the current cycle, the cooperative spirit by partners continues to expand and support the College!Now initiatives for Montana.

Four-Year Universities

As an embedded two-year college within a four-year university (Montana State University – Billings), City College has embraced the fundamentals of transfer education through their Associates Degree. The affiliation with MSU Billings establishes a foundation and infrastructure that enables students to take advantage of the benefits of a Montana two-year education plus the benefits of a baccalaureate degree.

- The association of the two institutions has increased student benefits in four areas. The first is in the expansion of general education course offerings. Through the MSUB College of Arts and Sciences, City College is able to offer students more opportunity for completing university general education courses and coursework that applies to bachelor’s degrees.
- Second, a combined student services organization has resulted in the creation of on-campus services (admission services, advising, registration support, career counseling, health services, testing and library services) at City College that dovetail with the university campus.
- Third, the link between MSUB and City College establishes an academic support planning process that improves the coordination of course scheduling as well as the transition from pre-college courses to college level courses. Consequently student needs are better served.

- And finally, access and opportunity is improved for the underserved populations requiring postsecondary education for their success. Broad arrays of University services are available to all students in support of their individual needs during their time at City College.

Tribal Colleges

City College partners with tribal colleges in a number of ways, including grant applications, delivery of workforce training classes, and opportunities for faculty professional development. Future activities include outreach sessions with goals of development of academic program partnerships; grant and workforce development opportunities, with a focus on shared regional workforce training needs, such as energy development.

Businesses in the Local Area, the State and the Region

City College personnel are integrated into the business community through a variety of organizations to seek input and alignment with community and regional workforce initiatives.

- Billings Chamber of Commerce
- Big Sky Economic Development Committees
- Beartooth Resource Conservation and Development
- Billings Downtown Rotary
- Numerous community and professional organization

The college actively engages industry through committees, leadership roles, and resource development activities to strengthen academic programs and workforce training opportunities.

- City College National Advisory Board
- Program Advisory Committees
- Custom Workforce Training Courses
- Industry partnerships for program funding
- Career Fairs and Expo

Community Leaders

Community leaders have been working together to create a Regional Workforce Development Strategy Forum in response to the acute demand in the region for a skilled and trained workforce supporting economic development and community advancement. The Forum will take place in March 2013 and engage key regional leaders and representatives.

- Partnership—The following organizations are serving on the steering committee for this Forum event: Big Sky Economic Development, City College MSU-Billings, Billings Chamber of Commerce, State Job Service—Billings Region, and the Business Expansion And Retention (BEAR) Resource Team. Other partners that need to be engaged in this effort include: Billings Public Schools, Rocky Mountain College, and the key industry sectors of healthcare, energy, financial services, regional distribution/transportation, agriculture, and retail/wholesale trade.

- Purpose—the Regional Workforce Development Strategy Forum is intended as the catalyst for the consideration and development of a comprehensive, regional workforce development strategy. The strategy would focus our current resources toward the goal of meeting our workforce needs today and in the future, as well as creating a vision that intends to shape the workforce we desire to have in ten years.
- Following the Forum consideration will be given to forming a Workforce Development Board, or similar structure, that would include all the key stakeholders, including representation from key industry sectors in our region. This group would be the “keeper of the vision” for workforce development—developing the strategy, setting goals, and measuring outcome.

Policy Makers

City College, as one of the colleges of Montana State University Billings, engages with policy makers by participating in community forums, providing candidate forums on campus (Governor, Senate, U.S. House of Representatives, county and local offices) and facilitating opportunities.