Comprehensive Two-Year Mission Progress Update

January 2015
MISSION STATEMENT

The mission of City College MSU Billings 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.

As one of the colleges of Montana State University Billings, City College MSU Billings supports the mission of the university as listed below:

Montana State University Billings Mission

The MSU Billings experience—fully embracing Access & Excellence on all levels—is characterized by:

- Strong Commitment to Teaching Excellence
- Support for Individual Learning
- Engagement in Civic Responsibility
- Intellectual, Cultural, Social & Economic Community Enhancement

MSU Billings is an urban university serving a diverse constituency with diverse needs and expectations. This means all areas of the university have a responsibility to enhance the intellectual, social and economic qualities of the Billings community and our students. Our relationships are built with people and the contributions those people make now and in the future.

We constantly assess student achievement, community involvement and stewardship of our resources to ensure continuing educational excellence in alignment with goals outlined in the Board of Regents strategic plan and the Montana State University “OneMSU” concept.

1.0 INSTITUTIONAL CHARACTERISTICS

1.1 Profile

MSU Billings is a community embedded within a city, which allows the university to serve an important niche in the region, state and in the Montana State University system.

- Located in the Montana’s urban center, MSU Billings has evolved into a comprehensive urban university.
- Programs in demand from our constituents range from short-term workforce training to two- year degrees to bachelor’s degrees and master’s education.
- Through its connection to MSU and our shared land-grant mission, MSU Billings is committed to bringing higher education opportunities to the citizens of Montana in a variety of dynamic and relevant formats.
- We mirror the diverse and evolving nature of the city, both in student demographics and in reciprocal relationships and partnerships throughout the community.
City College MSU Billings 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.

1.2 Role
MSU Billings has deep connections to Billings and south-central and eastern Montana in many meaningful ways.

• **We provide access to education and workforce solutions** to local, regional, national and international constituencies through traditional, non-traditional and general-interest learning opportunities as well as through online formats, adult-focused formats and to high school students via University Connections and dual credit/dual enrollment/concurrent enrollment programs.

• **Our reach extends to Montana’s historically underserved ethnic minorities who are working and living in the urban area.** American Indians of the Fort Belknap, Fort Peck, Crow and Northern Cheyenne reservations, and members of Billings’ Hispanic community, historically concentrated on the city’s south side, are getting new access to higher education through outreach efforts.

• **We remain aware, agile and responsive** to the diverse and ever-changing needs of a growing number of minority groups in the city.

• **We are well-positioned to partner with other entities** to increase overall educational achievement of the region.

• **Faculty and staff are committed to providing expertise and assistance** to advance Board of Regents strategic initiatives:
  
  o **Research and graduate education**, continually engaging our students in urban-based service learning, lab experiences, turning theoretical study of a subject matter into full personal investigation and practical application.
  
  o **College!Now**, providing two-year education and transfer opportunities through City College. City College serves as the comprehensive two-year arm of the university, providing certificates, university transfer associate degrees, associates of applied science, and workforce development experiences. Through partnerships with Billings School District 2, City College also provides dual credit/concurrent enrollment, Adult Basic Education and GED access.

City College MSU Billings 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 MSU Billings is becoming a foundational entry point for students seeking baccalaureate degrees at MSU Billings and other Montana Universities.
City College MSU Billings 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, work force training and community development.

- **Transferability**, ensuring student can have seamless movement between units of the Montana University System.
- **Maintaining a strong educational pipeline**, providing early access to higher education to high school students and home-schooled students through dual credit, concurrent enrollment, tech prep and other early entry programs.
- **Distance learning**, integrating technology and teaching in new formats for the next generation of students, especially adult learners. Because 40% of MSU Billings’ student body is over twenty-five years old, and many attend part-time, the flexibility provided through an online format is critical to their success as they juggle education, work and family responsibilities.
- **Graduates in the College of Allied Health Professions** are prepared to fill vital healthcare-related jobs including hospital administration, rehabilitation/counseling, human services, health and human performance services, athletic training, and outdoor adventure leadership.
- **Arts and Sciences graduates** not only advance to masters and doctoral programs, but also provide vitality to communities in which they live, enhancing social cultural and civic awareness.
- **Graduates in the College of Business** have the marketing, accounting, finance, management and entrepreneurial skills to contribute to business and economic stability and growth in Montana.
- **College of Education graduates** are well prepared to take on challenges in all areas of education—pre-school through grade 12—in the 21st century.
- **City College graduates** have the most up-to-date hands-on training and education to enter the technology, energy, trades and healthcare-related workforce.
- **The graduate program** has had steady enrollments over the past five years, with the majority of students in education, allied health and communications fields. Demand from the community, however, will necessitate careful planning for future growth in areas such as business, health informatics and gerontology.
- **More than 6,500 residents enhance their lives** and the community by customized education, short-term workforce training and personal enrichment through MSU Billings Extended Campus.
Over the past decade, MSU Billings has positioned itself as a leader in eLearning. Responding to demands to enhance access, the university developed an online presence that now offers 204 individual courses with twenty-four programs and nine concentrations, the most of any institution in the Montana University System. Between fall 2009 and fall 2014, online course enrollments have increased by 56% and 54.6% of our students are taking at least one online course. This growth has helped serve the needs of place-bound students across rural Montana as well as to provide flexible options for adult learners.

As a public institution, MSU Billings takes its public service role seriously and works hard to support two key entities located within the university, but have wide reach to the community, state and region. Both are recognized by the Board of Regents and state leaders as critical elements of the university’s mission.

- **The Montana Center for Inclusive Education (MCIE)** is located in the College of Education building and interfaces with community organizations and COE pre-service and in-service programs. The Center serves individuals with disabilities both directly and indirectly, of both the campus and broader communities. The MCIE has a long history of providing services, education and training to special needs populations in Montana and Wyoming, focusing on employment, rehabilitation counseling, transitioning, hearing conservation, community integration and collaboration.

- **Yellowstone Public Radio (KEMC/KBMC/KYPR)** provides news and cultural programming for more than 35,000 listeners residing in Montana and Northern Wyoming. KEMC/YPR provides valuable communication linkages to areas of Montana not served by local news outlets. KEMC/YPR provides valuable public access to the Montana Legislature and the Montana University System that would not otherwise exist.

- **Montana Regional Education Service Area 3** services for in-service educator preparation are provided by MSU Billings: [http://www.msubillings.edu/smart/](http://www.msubillings.edu/smart/).

### 1.3 Distinct Characteristics & Strengths

Institutional uniqueness: MSU Billings’ greatest distinction and greatest opportunity literally surrounds us: the city itself. Billings is the largest medical, financial and retail hub between Spokane, WA, Denver, CO, and St. Paul, MN. And as an urban university, strong partnerships will continue to be imperative for MSU Billings to be efficient and effective.

- Students have a greater opportunity at MSU Billings to take part in cooperative education, real-world field experiences and internships than at any other unit of the Montana University System. With three major medical facilities, three energy refineries, major financial institutions and the state’s largest public school district located in the Billings area, our faculty and our students have opportunities available to few others in the Montana University System.

- Partnerships allow us to serve the dynamic, diverse and vibrant community needs that could not be met by any institution or private entity alone.
• We are not striving to be all things to all people. We are determined to follow our
traditional focus of being acutely aware of the community in which we reside,
making us particularly nimble at developing solutions to meet local and regional
needs.
• More than 40% of our students are over the age of 25, and for decades more than
60% of our student body has been female.
• Because we are in an urban setting, a large percentage of our students at City College
(46%) are part-time students, placing unique pressures on student services programs
there.
• Urban adult learners—full-time and part-time—are well served by the university’s
commitment to alternative learning modes, online options, child care, tutoring and
other student services that help them juggle work, family and education
responsibilities.
• Through unique partnerships, services and programs, City College continues its
transition into a comprehensive community college.
• There is well-established American Indian community in Billings and a growing
Hispanic community, with more of each demographic living and working in an urban
setting. Enrollment from those two groups reflects the dynamic nature of the
community at large. Because of its proximity to at least four American Indian
reservations, the university also benefits from a strong longtime connection to tribal
colleges and American Indian leaders. MSU Billings continues to provide a forum for
diversity of ideas, lifestyles and cultures. Diversity is embraced through the Montana
Center for Inclusive Education, student organizations or faculty and/or community
initiatives. Awareness of diversity issues will remain an important aspect of our
urban university.
• Connections with underserved populations on the South Side have been solidified
• Connections with underserved populations on the South Side have been solidified in
recent years with our advancement of programs through a community outreach
center at Garfield School to provide access to educational opportunities.
• Mirroring a state with a diverse American Indian population, MSU Billings has
developed strategies to infuse Indian Education for All throughout educator
preparation programs so that all students can better understand Montana’s cultural
diversity.
• MSU Billings is one of four universities in the Montana University System with an
embedded two-year college in its organization. City College has specific programs
with direct relationships to the community (oil refining, energy, health care) that
reflect its urban mission.
• MSU Billings is the only NCAA Division II institution in Montana and fulfills an
important role in providing male and female student-athletes with opportunities to
compete in seventeen collegiate sports, ranging from baseball to soccer to track and
field and volleyball.
Core themes: MSU Billings is committed to creating an environment of academic,
educational and service excellence. With that as our focus, we have identified four
core themes, which provide the foundation upon which the university’s 2013-2018 strategic plan has been built. Those themes are:

• Cultivating Teaching Excellence.
• Providing an Environment for Learning.
• Promoting and Engaging in Civic Responsibility.
• Enhancing the Community.

MSU Billings uses its unique position, as an urban university, to fulfill Montana State University’s shared land grant mission and provide invaluable education, outreach and services to the community as part of the “OneMSU” initiative.

Strategic planning and accountability: At MSU Billings, planning, accountability and strategic initiatives are analyzed with consideration of the Board of Regents Strategic Plan and provide a framework for decision making at all levels. Living and working within budget and resource constraints, MSU Billings uses all the tools in our toolbox to make well-informed and strategic decisions. These dynamic and evolving documents can be found at: http://www.msubillings.edu/GenInfo/accreditation.htm.

1.4 Areas of Commonalities
MSU Billings shares some commonalities with other units of the Montana University System in areas of education and outreach. As an institution whose primary objective is to provide undergraduate and graduate teaching and learning experiences, MSU Billings engages in similar educational activities as all other four-year campuses and the research universities.

2.0 ACADEMIC PROFILE

2.1 Academic Programs
Academics are the heart of MSU Billings, and the institution’s commitment to students and our academic profile is assessed through rigorous accreditation reviews by the Northwest Commission of Colleges and Universities, AACSB and NCATE/CAEP. Other programs (music, art and City College technical programs) undergo accreditation reviews that are critical for students who need to sit for licensure and therefore become eligible for jobs in their chosen careers.

• The university offers approximately eighty-two degree options through its five colleges. The colleges—Allied Health Professions, Arts and Sciences, Business, Education, and City College—offer pre-professional and certification programs and awards degrees at the associate’s, bachelor’s, and master’s levels.
• The sixth entity—MSUB Extended Campus—provides short-term specialty education and training for a broad constituency ranging from children to mature adults. The unit also provides professional services in support of conferences and special events. MSU Billings also offers post-master’s (non-degree) supervisor endorsement programs in Reading K-12 and Special Education K-12.
• MSU Billings offers:
o fourteen Certificates of Applied Science
o thirty-two Associate degrees
o twenty-eight Bachelor’s degrees
o nine Master’s degrees

General Education Program: MSU Billings’ general education program requires thirty-one credits of general education classes for an AA, AS, BA or BS degree. In contrast, the MUS system requires thirty credits. The difference is that MSU Billings requires an additional one-credit free-standing lab in the Sciences. For AAS degrees, the university requires twelve credits of related instruction work in general education including three credits in the categories of human relations, writing, computation and technology.

Faculty across the university have been engaged with the MUS transferability and common course numbering initiative to ensure students have seamless transfer options within the system.

Graduate Education Program: Graduate programs are centered on the activities of educating, serving and communicating. MSU Billings offers fifteen master’s degrees and options—six of them completely online—and is committed to ensuring all graduate students complement the theoretical study of a subject matter with investigation and practical application. A research course is required in all degree graduate programs.
Class Size Analysis, Student Faculty Ratios:

Table 1
Undergraduate Section Size, Fall 2014

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<tr>
<td><strong>Total</strong></td>
<td><strong>208</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

IPEDS Fall 2013 Enrollment Survey Student Faculty Ratio:
City College 17:1
University Campus 18:1

City College MSU Billings Programs:

Programs marked with a ∇ are also offered in an online format.

**Associate of Science Degree (AS)**

**Programs of Study in:**
- Business Administration ∇
- Criminal Justice
- Drafting & Design
- Fire Science
- General Studies (Self-designed) ∇
- Human Resources - General Applied Emphasis ∇
- Human Resources - College of Business Articulated Emphasis ∇
- Networking Technology

**Associate of Science in Nursing (ASN)**

**Associate of Applied Science (AAS)**
- Accounting Technology ∇
- Administrative Assistant
- Automobile Collision Repair and Refinishing
- Automotive Technology
- Computer Desktop/Network Support
- Computer Programming & Application Development
- Computer Systems Technology
- Construction Technology-Carpentry
- Diesel Technology
Drafting & Design Technology
Medical Administrative Assistant
Paramedic
Power Plant Technology
Practical Nurse
Process Plant Technology
Radiologic Technology
Surgical Technology (from the Missoula College University of Montana)
Sustainable Energy Technician
Welding and Metal Fabrication

Certificate of Applied Science Programs

Accounting Assistant
Assistant Drafter
Automobile Collision Repair
Automobile Refinishing
Automotive Technology
Construction Technology-Carpentry
Diesel Technology
Human Resource Management
Medical Coding and Insurance Billing
Networking Technology
Office Assistant
Sustainable Energy Technician
Welding & Metal Fabrication Technology
Welding for Energy Technology

2.2 Technology and Instruction

MSU Billings has been a leader in online education in Montana for a decade and has transitioned from the eCollege delivery platform to Desire2Learn (D2L) in Fall 2008. D2L is now used for MSU Billings Online as well as enhancement of on‐site instruction. D2L is also used by MSU and the Great Falls College MSU. MSU Billings recognizes the importance of technology in teaching and learning and offers 614 courses online annually, including full courses for 24 degree programs. About 40% of our students are getting their education through online formats, a format that fits the schedules and lifestyles of urban students. Instructional technology enhances program delivery by expanding our faculty’s ability to teach students synchronously and asynchronously through web conferencing, online instruction, and audio‐video formats such as windows media or podcasting. Thus instructional technology provides flexibility for students who have difficulty taking a class at a specific date and time and allows a faculty member to address multiple learning styles. Using technology will also allow MSU Billing to pursue innovative delivery methods (such as hybrid courses) to better accommodate adult learners.
MSU Billings has been proactive in moving from the old ITV systems to the newer telepresence systems. This allows our students and faculty to communicate through interactive video from classroom to classroom, from the D2L system to a home system, and take part of interactive groups using WebEX – telepresence – D2L integrated together.

2.3 Alternative scheduling

As the state’s urban university, it is important for MSU Billings to be creative and flexible in meeting the needs of students who have multiple responsibilities. Because 80% of the students who attend MSU Billings also work to make ends meet, the university has become a leader in developing alternative scheduling and modes of delivery. The university offers its general education core online so students can pursue their degree requirements while also raising families. Some majors are also offered entirely online, in a 2+2 format (for seamless transition from another college or from the online arena), in a seven and one-half-week format (half of the fifteen-week semester) and during evenins or weekends. Summer session classes contain three-, five-, eight-, ten- and thirteen-week options. These alternatives allow MSU Billings to fulfill its mission to a wide array of urban constituencies.

3.0 Collaborations with K-12

Partnerships with School District 2: As the largest school district in Montana, School District 2 provides plentiful opportunities for partnership to address key educational issues. The ongoing relationship addresses career/technical education via the Career Center and City College, providing adult education at City College, access to college courses in high school via the University Connections program and dual credit/concurrent enrollment programs, collaboratively addressing dropout rates, and finding common ground on retention and educational attainment for minority students. The College of Education maintains a long-running partnership with the district to provide high quality field experience placements for education majors, undergraduate and graduate.

- **Educator Preparation Programs and Diversity:** The College of Education students who engage in field experiences in Billings or elsewhere complete a diversity form indicating the types of diversity in classrooms/agencies: cultural, gender, academic ability, and socio-economic status. In conjunction with this effort, the Office of Public Instruction is working to develop a database that will follow individuals throughout their school career from kindergarten through college. When completed, this will provide a wealth of information for educator preparation programs in preparing candidates to work with a wide diversity of learners and in tracking the performance of our graduates. The College of Education is working with School District 2 to pilot a teacher-in-residence/co-teaching student teaching experience.

- **Montana Higher Education Consortium:** A College of Education special education faculty member serves as state co-chair. This group is made up of representatives of teacher education preparation programs across the state as well as Office of Public Instruction and K-12 representation.
• **Montana Office of Public Instruction Special Education Endorsement Project:** MSU Billings administers this alternative special education teacher preparation program for the state. Project candidates may matriculate through MSU Billings, UM Western, University of Montana, University of Great Falls or Carroll College for their course of study. Participants have a maximum of three years to complete the special education endorsement that is added to an elementary or secondary Montana Educator License.

• **Early Access to Higher Education:** Through the University Connections program, which offers MSU Billings undergraduate courses to high school students at a scholarship rate of $50 per credit, home-schoolers, rural Montana students and high school students in School District 2 are getting a head start on their college careers. The dual-credit agreement with School District 2 and with the Laurel schools initiated fall 2014 provides additional access to post-secondary education for high school students.

• **Training for Elementary Science Teachers:** Through a federally funded state grant the College of Education has developed a program that helps elementary science teachers in regional school districts adopt inquiry-based teaching for their classrooms.

• **Adult Basic Education GED Prep West:** This collaboration, begun in 2008, involves the Billings School District 2 Adult Basic Education Program, the Job Service and City College to provide a West Billings branch of GED preparation.

• **Dual Credit Opportunities and Continuing Education Opportunities:** MSU Billings has dual credit arrangements with Billings Senior High School, Billings West High School, Skyview High School, Laurel High School, and Park City High School, and offers continuing education opportunities for educators through the university conferences and courses for teacher certification and licensure. Offered in person and online, these are often available for Office of Public Instruction credit or continuing education credit. Dual enrollment/dual credit with School District 2 is a work in progress.

• **Workforce Education and Training:** In collaboration with Big Sky Economic Development, representatives from MSU Billings serve on the Workforce Council and on the steering committee of BillingsWorks, an initiative to enhance a skilled workforce through education, talent attraction and advocacy of community development.

### 3.2 Program Partnerships

Not only does MSU Billings have a number of important partnerships in the city, there are also key relationships that cross the state. For example, working with the Montana Department of Corrections, the U.S. Department of Justice and the Montana Women’s Prison, a pilot project was developed to provide academic and workforce training in the prison. That project is ongoing. Collaborations, affiliations and program relationships with other units of the University System are listed in Section 5.4.
3.3 Participation in System Initiatives
Consistent with the MSU Billings focus on student learning and its commitment to the community—and recognizing that continued strength lies in partnerships and collaborations at all levels—MSU Billings has the opportunity to collaborate more fully with OCHE on data/information systems and advancement of two-year education. Our faculty, staff and administration have implemented common course numbering to ease the transfer of credits between institutions throughout the state. University faculty, staff, and administrators serve on the Two-Year Education Council, the Prior Learning Assessment Taskforce, the Developmental Education Council, and other OCHE projects and initiatives. MSU Billings is also well positioned to be a leader in collaborative efforts on the MUS two-year education initiative as well as in future endeavors to expand access to higher education through non-traditional methods, whether that is through virtual engagement or other means. The MSU Billings staff also actively participates in the MSU Integration Initiative process, analyzing if some “back office” administrative duties could be done at one campus.

The key is balance. We will be shaped by the state system, the “OneMSU” initiatives and local demands to respond to workforce needs, build a strong and healthy community and enhance access for “non-traditional” learners, whether they are “non-traditional” by age or by circumstance. With a dynamic and diverse population in the city and enrolled in the university, strategic decisions will be imperative.

- Examples: The SWAMMEI grant has given City College the opportunity to expand a significant number of non-credit trainings, which include the CDL (commercial driver’s license) first session offered will be completed the week of January 12, 2015. The outcome of the CDL training is a CDL licensure by the participant. Additionally The Energy Essentials, with an Oil and Gas focus includes 16 individual training modules. Many of these modules result in NCCER credentials, other result in an industry specific credential. HealthCARE (TAACCCT IV) grant is underway at City College with dialog continuing amongst faculty, staff and AHEC group on preliminary plans under this grant.

3.4 Support for Campuses Affiliated with the University

A major opportunity for MSU Billings will be continued collaboration with other units of the University System on initiatives proven to be mutually beneficial or are on track for yielding positive results. Many of these collaborations also involve different academic departments and programs of the university.

Those areas include:
- ROTC program collaboration with MSU.
- Pre-engineering academic program with MSU.
- Master’s in Public Administration program with MSU.
- INBRE and EPSCOR collaboration with MSU.
• Infrastructure support for the MSU nursing program.
• Infrastructure support and collaboration for the Veterans Upward Bound program (MSU Northern).
• MBA program with UM.
• Surgical technology (AAS) program with Missoula College.
• Wind energy technology training program with Great Falls College MSU, MSU Northern and MSU.
• A creative 2+2 program with Flathead Valley Community College.
• Library resources and services with MSU.
• Participation in the Inland Northwest Research Alliance with MSU.
• Business Process Redesign (BPR) with MSU.
• Montana Campus Compact with UM and other units of the Montana University System.

3.5 Support/Collaboration with other campuses (CC’s, Tribal Colleges, other)

MSU Billings has a long history of collaboration with tribal colleges in the region as well as with public and private institutions that serve American Indians. Other notable partnerships and collaborations with other campuses and colleges include:

• **Strengthening Workforce Alignment in Montana’s Manufacturing and Energy Industries (SWAMMEI) Project:** In eight target occupations, the SWAMMEI project offers TAA-eligible, veteran and other low-skilled student populations an opportunity to access accelerated training anywhere in the state. City College specifically is participating in the following areas: Welding, Oil/Gas Training (non-credit), Commercial Driver License (non-credit), Energy Technology (Spring 2015) start date, Coaching (Inside Track Coaching), and cooperative endeavors in Manufacturing with Flathead Valley Community College and Entrepreneurship with Missoula College.

• **Articulation Agreements:** Agreements are in place with each tribal college in Montana.

• **Rocky Mountain College:** Development of 3+2 collaboration for the CAHP’s Athletic Training Program

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• **Montana Council of Deans of Education:** MSU Billings College of Education has involvement and leadership on this statewide organization with representation from Carroll College, UM, MSU Bozeman, UM Western, University of Great Falls, MSU Northern, Rocky Mountain College and Salish Kootenai College. The university also
collaborates with other colleges on Certification Standards and Practices for education as well as a statewide Special Education Advisory panel.

- **Montana Regional Education Service Area III (RESA III):** This regional educational service area funded through the Montana Office of Public Instruction in located in the Montana Center for Inclusive Education. The RESA offers professional development for regional educators in line with OPI requirements and initiatives. The previous Region III Comprehensive System of Personnel Development (CSPD III) that provides professional development for special educators has been subsumed under RESA III.

- **State Nursing Directors:** The University collaborates on this organization that has participation from MSU, MSU Northern, Great Falls College MSU, the Missoula College, Helena College, Highlands College, Flathead Valley Community College and Salish Kootenai College.

- **Athletic Training:** MSU Billings College of Allied Health Professions (CAHP) has established a collaborative agreement with Rocky Mountain College that allows students to complete both a Bachelor of Science degree in Exercise Science and Master’s Degree in Athletic Training within five years. The CAHP is pursuing similar agreements with Sheridan College.
City College MSUB
Implementation Plan – Progress Report January 2015

Purpose:
The purpose of this document is to provide a status update on all of the initiatives from the Implementation Plans that were presented to the Board of Regents in January.

Guidelines:
Below, you will find the list of those initiatives from your college’s plan. Please fill in the two columns, “Status” and “Implementation Notes”. Table 1 (Template Guidelines) has specific guidelines for filling in this template.

New initiatives should be documented on the blank New Initiative Matrix (separate document).

In either or both documents, please make sure you include initiatives (if relevant to your college) that will be part of the Tuning initiative, dual-credit initiative, statewide TAACCCT Grant Consortium or other sources.

The draft of these documents should be submitted to OCHE by January 20, 2015.

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<tr>
<td>Modified</td>
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<tr>
<td>Deferred</td>
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<tr>
<td>In the Implementation Notes, please describe the following:</td>
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<td>• Note the outcome</td>
</tr>
<tr>
<td>• Note % complete and process and/or resource issues that may be posing an impediment to progress.</td>
</tr>
<tr>
<td>• Note the reference number of the new initiative and add it to the New Initiative Matrix</td>
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<td>• Note the major issue or rationale for deferring action.</td>
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### a) Transfer Education through the Associate’s Degree

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| 1  | Increase Program Offerings  | Increase local opportunity for education at City College.                   | Introduce 3 new degree pathways                                          | In Progress| Big Sky Economic Development contracted with RDA Global and DCI to conduct a regional Target Industry Analysis for Yellowstone County, MT which outlines areas of regional assessment, target industry identification and analysis and marketing plans. The information gathered in this study along with additional sources of data will be used to help drive the development of new programs and training opportunities. The completion of this survey/analysis is targeted for completion in March 2015.  
   |                           | Conduct a Needs Assessment to determine the degrees that should be offered.  | Increase enrollment by 30-50 head count students over five years 2014 - 2019. | 30%        | - This survey results will be reviewed with faculty, City College NAB, and Billings Work to explore options for new workforce training, certificates or degrees needed at CC to meet local employment needs.  
   |                           | Develop a priority list of and determine the schedule for the courses to be offered in a variety of formats. |                           |            | - To date, one new degree program, an Associate degree (AS) with a concentration in criminal justice has been approved and is listed in the 2013-2014 catalog.  
   |                           |                                                                           |                           |            | - Three students were enrolled in this major in Spring 2013 and by Fall 2014 there are 13 enrolled in the AS criminal justice plan.  
   |                           |                                                                           |                           |            | Continuing next steps in the MSU Billings/City College, Academic Prioritization Process (APP) in 2014/2015 academic year. Including:  
   |                           |                                                                           |                           |            | - Moving certificates /degrees in designated action from APP of grow, maintain, integrate or phase out. For example the integration of Power Plant will be worked on in 2015/16.  
<p>|                           |                                                                           |                           |            | Explore with needs analysis the creation of new certificates or degrees. For Example: New programs under discussion Web |</p>
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| 10 | **Strengthen K-12 Partnerships** |  | City College was awarded the Strengthening Big Sky Pathways Grant. Through this grant, City College will hire a Career Pathways Coordinator (CPC). This coordinator, along with other key personnel, will work to increase Big Sky Pathways, Cultivate and Promote relationships between secondary and post-secondary schools, and expand opportunities for dual credit. Dual Enrollment Coordinator hired for fall 2014 semester and currently working with MSU Billings/City College faculty and high schools to develop more dual enrollment opportunities. Aug. 14, 2014 will be our next information session with Laurel H.S. parents and students on enrolling in dual enrollment math or English courses. CC Associate Dean, Florence Garcia is working closely with Dual Enrollment Coordinator, Kelly Pagano to build new opportunities with Dual Enrollment.  
- SD2 offers dual enrollment in M121 and WRIT 101  
- SD2 Career Center has dual enrollment option in Welding, M114 and construction 101 test out option.  
Spring 2015 – Search process begins for combined Dual Enrollment/Career Pathways Coordinator which will allow one contact working with City College and high schools. This model has proven successful for other two-year colleges in MT; high schools express the ease in only having one contact for DE/CPC. |
|   | Develop partnerships with K12 post-secondary schools in surrounding areas with these and other options: Big Sky Pathways, Digital Academy, Dual Enrollment, Concurrent enrollment; Early College (University Connections). | Increase high school student dual enrollment by 50 students each year  
- Fall 2014 yielded 52 enrolled in concurrent dual credit courses.  
- These courses include: College Algebra I, College Writing, Adult/Child Interactions, & welding. Spring 2015 there were two courses added: Western Civilization II and College Trigonometry concurrent dual credit courses. | In Progress 30% |
| 11 | **Develop and initiate a transition program from pre-college to college level courses** | Increase retention and reduce time from dev. ed. course to successful completion of degree required course(s) for students completing developmental courses.  
- Pilot WRIT 095/WRIT 101 course with an Accelerated Learning Program for spring 2015 with Joy Barber and Anne Cole. | In Progress 75% |
|   | Improve transitions from developmental education coursework to college level courses |   | Fall 2014 the Academic Success Center is fully implanted in the Academic Unit of City College with Chairsty Stewart, as Dept. Chair and Ben Barckholtz as Director. The ASC will follow the regular curriculum process of CC/MSU Billings and its members are in faculty roles with the Dept. Chair and Director of ASC participating in CC Dept. Chair and Leadership Team meetings. Also, ASC and Gen. Ed. faculty exploring ways to use EdReady in dev. ed.; college level courses. |
12 | Expand Student Engagement |
---|---
| Introduce five new clubs over the next five years for City College students |
| Provide opportunities for students to form academic clubs and interest groups. |
| Increase visibility of student ASMSUB and student leaders at City College. |

Increase number of clubs and opportunities for student participation in CCs extra-curricular activities.

Grow number of CC students in residence halls which will also result in enhancing student involvement on campus and correlates to higher retention rates for student first year success and degree completion.

Have ASMSUB hold advertised meetings at CC; ASMSUB Resolution Officer to hold appts. or office hours at CC; increase ASMSUB events at CC.

In-progress 60%

City College has added:
- Skills USA VICA club
- Student Leadership Team
- City College Connections (student newsletter)
- Student Veteran’s Organization
- Nursing Club
- Phi Theta Kappa chapter in spring 2013, and 12 new members in Fall 2014.

Continue to have two senators for City College representation on ASMSUB.

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### b) Workforce Development, including Certificates and Associate of Applied Science Degrees

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| 8 | Develop Industry Certificate programs of less than 20 Credit Hours | A) Develop two certificate programs that increase job training and student access to careers utilizing existing courses and new course development Spring 2015:  
- Two Industry Certificates start in Spring 2015: (1) Cert. of Technical Studies for 16 credits in Welding CTS & multiple NCCER modules; (2) Energy Technician I CTS is 18 credits and will include many NCCER module credentials; both are one semester in length, stackable and lead to a CAS with a second semester. | Implement 2 industry certificate programs annually | In Progress 30% | A) Continue work with SWAMMEI programs related professional certificates and stackable credentials.  
B) Under Perkins Grant the development and implementation of two 15 credit certificates:  
- Healthcare Service Specialist  
- Home Security/IT.  
Additionally, a new on-line CAS certificate is being developed for Project Leadership & Supervision. |
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<tr>
<td>27</td>
<td>SWAMMEI Grant Initiative</td>
<td>Develop workforce education responsive to business and industry needs. Offer one to five industry customized non-credit courses/workshops each semester. Fall 2014/Spring 2015: (1) CDL first offering that will be completed the week of January 12, 2015. The outcome of the CDL training is a CDL licensure by the participant. (2) Oil and Gas focus includes 16 individual training modules. Many of these modules result in NCCER credentials, other result in an industry specific credential.</td>
<td>Increase course offerings to industry and track enrollment FY 2014 for comparison to past and future terms. Seek to add more course offerings and grow in enrollment for credit programs or participant numbers if non-credit program.</td>
<td>In Progress 30%</td>
<td>The Workforce Training Center at City College continues to offer and develop targeted training programs for industry. In 2012, 168 individuals were served in a variety of custom and open enrollment courses. Topics (10) included welding, safety, confined space, mine safety, and national incident management. In 2013 = 190. The 2014 numbers can be reported in fall 2015. <strong>List of Modules for Energy Essentials</strong> 1) Employability Skills and Overview of Oil/Gas/Energy Industry – 8 hours (NCCER modules) 2) PEC Safeland Core Compliance &amp; H2S Awareness – 24 Hours (Industry recognized certificate) 3) PEC Safeland Basic and H2S Awareness – 10 Hours (Industry recognized certificate) 4) HeartSaver CPR with AED, HeartSaver First Aid – 8 hours (American Heart Association – Heart Saver certificates) 5) Introduction to Oil &amp; Gas Operations – 8 Hours 6) Fall Protection – 4 Hours 7) Defensive Driving – 4 Hours 8) OSHA 10 - 10 Hours (1.5 Days of Training per Federal OSHA) – We will have to work with Montana Dept. of Labor and Industry – Safety Division to schedule the trainer. (Industry recognized certificate) 9) Pressures and Forces – 4 Hours 10) Well Production - 4 Hours 11) Spill Prevention and Reporting - 4 Hours 12) Aerial Work Platform/Rough Terrain Forklift – 8 hours (JLG Certification – Industry recognized) 13) Confined Space – 8 hours (Industry-recognized certificate – OSHA standard) 14) Basic Rigging – 8 hours (NCCER Industry-recognized certificate) 15) Heavy Equipment Operation – 16 hours (Skid steer, Backhoe – NCCER Modules) 16) Crane Operations (NCCCO Industry-recognized certificate) – 8 hours</td>
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### c) Developmental and Adult Basic Education

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| 5 | Improve Student Success Strategies       | City College Advising and Retention Committee & Department Chairs along with CC Student Services are invited to jointly visit one or two local comprehensive community colleges to observe and identify sources, processes, and successful practices in recruiting, retention, and advising. | Implement 2-3 best practices strategies during AY 2015. Identify measureable outcomes related to student success/retention to these two best practices to be implemented and tracked.                           | In Progress | In order to identify successful strategies for community colleges, City College’s Student Services is in the process of planning trips to both Northwest Community College and Flathead Valley Community College to observe and study their recruitment, retention, transfer centers and advising services. From these trips, City College hopes to develop our best practice strategies that can be implemented in AY 2014-15 and/or subsequent AY 2015/16.  
• Spring 2015 MSUB City College formed as part of the Chancellor’s initiatives a campus wide Student Success Committee. The outcomes of this committee will offer new initiatives across MSU Billings City College with student success. |

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| 7  | Increase student retention   | Strengthen early grade alert system by having all faculties participate in early grade alert system. Monitor and Modify retention communication flow plan for first year students at City College. Continue implementation of College Success Course, Strategies course and First Year Seminar course. CC Advising and Retention Committee will have new membership for AY 2014-15 and continue to work on improvements with advising and retention at CC.  
• This committee reports to VCSA and CC Dean, with the CC Associate Dean being a liaison to this committee for assistance. | Increase fall to fall retention from Fall 2012 of 52% to 54%. Fall 2013-14 fall to fall retention was 51% | In Process 30% | Many faculty members are using the Early Alert System at City College. The EAS allows faculty to complete the EAS form at mid-term for students that are missing assignments, performing poorly on tests or quizzes, or failing to attend class. This form is given to the Director Student Success and Retention who makes contact with the student and offers assistance to the student in an attempt to overcome any roadblocks that are hindering their success.  
A formal communication flow plan for City College first year students has been created. The Student Services Department has also created an Advising and Retention Committee that is charged with improving advising services by professional and faculty advisors.  
City College continues to offer a 1 credit College Success Strategies Course (A&SC 101). There are 52 students enrolled in this course this semester. Also, a section of the 2 credit First Year Seminar Course (A&SC 11) was added Fall 2014. There are 17 students enrolled in this course in addition to the 52 enrolled in A&SC 101. Outcome measurement period is from Fall 14 to Fall 15.  
City College also created an Advising and Retention Committee that is charged with improving advising and retention practices at City College. It has co-chairs from Student Services Dir. and Faculty representative, the remaining membership is made of Student Services staff in advising and retention, plus two–three full-time faculty with advisees. Note: This committee is currently (spring 2015) being revisited pending the outcomes of the university wide effort on student success committee that has been developed by Chancellor Nook beginning in spring 2015. Charge to committee includes looking at university wide student success related to First year experience, retention, living learning communities, advising, etc. |
## Lifelong Learning

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| 4  | Increase Adult Learner Populations | Target marketing and enrollment strategies to adult learners in the City College service region Prior Learning Assessment (PLA) MSU Billings has members on the PLA taskforce including Chancellor Nook. | Create more adult learner friendly features, on CC website. Enhance services for PLA and advertise those options on website and in community. MSU Billings participation in PLA Taskforce offerings including:  
  - Webinars  
  - Training with PLA policy  
  - Promotional materials | In Progress 30% | City College is targeting adult learners in the *What’s Your Plan?* advertising campaign. A website called *What’s My Plan?* is a social media marketing campaign for two year college education in Montana, and City College is the pilot institution in this campaign. The pilot began in June 2013 and ended Fall 2014. The efforts continue with WYP under MSU Billings CC resources only. WYP features stories from former and current students that resonate with prospective students in the adult learner population. With new MSU Billings/CC web design coming in AY 2014/15 new pages with prominence will hold adult learner information on applying, adult learner services and resources, CAEL/PLA processes to better create marketing efforts to attract adult learners to City College/MSU Billings:  
  - New web design began implemented in Fall 2014 and portal device friendly.  
  - Additional webpages in Adult Learner are underway in Spring 2015.  
  - Master Calendar is being launched in Spring 2015 that enhance users ease in finding events/activities at MSU Billings City College. |
<p>| 14 | Expand lifelong learning     | Schedule one course per semester of interest to community that enhances knowledge in various areas. | Increase presence in Billings Community by increasing classes and events related to lifelong learning | In Progress 30% | Continue to offer prior courses and expansion of CC and MSU Billings Extended Campus partnership to offer more courses in AY 2015-165 such as social media and welding. |</p>
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<tr>
<td>16</td>
<td>Increase outreach to enhance participation</td>
<td>Increase the presence and outreach to the Billings and Montana community</td>
<td>Present information about City College to a minimum of 10 groups or</td>
<td>In Progress 50%</td>
<td>City College MSUB Dean was invited to speak to the Billings Downtown Exchange Club, the Realtor’s Association Executive Board, Billings Works, regional K12 Superintendents, Kiwanis, West end Rotary, City College All Program Advisory Committees, MSUB Foundation Advancement Council. City College Department Chairs plan to travel outside the Billings area in AY 2015-16 to present information about programs and degree offerings. AY 2015-16 CC Admin. and Faculty to work with NAB to create a standard presentation on CC all members can use to present in community about CC.</td>
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<td>rate from local service region</td>
<td>on City College. Create a flow of potential new students by outreach to</td>
<td>community organizations during AY 2014</td>
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<td></td>
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<td>local business, K-12, and community</td>
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<td>13</td>
<td>Improve Diversity Awareness</td>
<td>Develop diversity awareness on campus</td>
<td>Increase opportunities for faculty, staff, and students to engage in</td>
<td>In Progress 20%</td>
<td>AY 2014-15 is being planned with CC Leadership Team for which members will champion a workshop or event in conjunction with other staff/faculty/students to be offered on the CC campus. For example: Associate Dean Florence Garcia in conjunction with AIO will offered a workshop in fall 2014 related to building diversity awareness with faculty, staff on American Indian culture.</td>
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<td>Provide professional development to faculty &amp; staff on diversity</td>
<td>diversity awareness on CC campus.</td>
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<td>Resources: DIG committee under SA; workshops by AIO, Diversity Center,</td>
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<td></td>
<td>International Studies Office</td>
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<td>15</td>
<td>Enhance Community Partnerships</td>
<td>Hold series of events of interest to community. Hold Program Advisory Committee meetings each year that advance collaborations with various community constituents</td>
<td>Bring community members/organizations on City College campus to enhance their knowledge of CC/MSU Billings. Example Billings Works holds standard meetings on CC campus. Build NAB and Program Advisory Boards to full capacity with membership.</td>
<td>In Progress 40%</td>
<td>AY 2014-15: NAB meets three times a year; Program Advisory Boards meet 1 to 2 times per year. City College hosts 911 Remembrance Ceremony; City College Rebranding Anniversary; various department outreach or philanthropic events (i.e. auto dept. free auto winterization), EDC/EDA Billings Works meetings/events; Montana H.S. BPA competitions, Lewis and Clark Days, Billings Library Children’s summer workshops, etc. AY 2015-16 – NAB is working on building membership and increasing NAB role in advising growth of City College with enrollment, programs, workforce training, etc.</td>
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<td>17</td>
<td>Improve partnerships with Tribal Colleges</td>
<td>Schedule outreach meetings with Tribal Colleges regarding academic programs, grant and workforce training opportunities</td>
<td>Hold at least 2 outreach meetings during AY 2015-16 with tribal colleges</td>
<td>In Progress 50%</td>
<td>AY 20 14-15 Little Big Horn College leadership meets regularly with City College MSUB to work on SWAMMEI collaborative trainings and additional training to offer via the SWAMMEI grant. AY 2015-16 Planning is In Progress to work with MSU B/CC admin.; CC Interim Dean, Assoc. Dean, along with faculty and staff to participate in visits with Montana Tribal Colleges or outreach with academic programs, grants, workforce/training, and statewide efforts with PLA Taskforce, etc.</td>
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### f) Branding and Marketing

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| 6  | Enhance Enrollment Management    | Develop promotional materials featuring educational opportunities that are targeted at the non-traditional and high-school student. Host informational sessions to promote the features and benefits of these programs: * Early College for High School Students * Credit for Prior Learning Assessment (PLA) along with other CAEL services | Increase CC enrollment: -By 20 early college students (HC) in 2015; -by Dual Enrollment Students by 20 (HC) in 2015; By overall CC enrollment (HC) by 1% from Fall 2014 to Fall 2015. | In Progress 30% | Promotional materials were developed for the new City College brand. Specifically, all road pieces were updated to reflect the name change. A new Computer Programming and Health Professionals brochures were created for distribution via recruiting and program events. 
AY 2014-15: Continue efforts with CC Student Success/Life Coord. & NSR Office on retention efforts with current students. Support Advising and Retention Committee’s work & importance of these efforts to retain and matriculate students. Continue to work with University Relations, IT Web master, and CC academic depts., Student Services (JSC) to further develop website that enhance information to both non-traditional students and traditional high school students on MSU Billings/City College Host information sessions/open house, etc. that will provide the community information about what CC/MSU Billings has to offer with academic programs and/or workforce/training. 
* Possible joint open house event with SD2 and CC to feature programs, dual enrollment, & early college to the Billings Community is currently being explored. 
Addition of new certicates CAS & professional certificates of 15-20 credits via Perkins in project management (online); social media and health care office specialist will enhance efforts with enrollment management and community awareness of CC programs and services. |
| 18 | Expand Marketing Initiatives     | Marketing Initiatives are currently under review by MSUB Administration      | TBD                                                                                         | Modified     | Initiative numbers 19-26 
The branding and marketing initiatives have been adopted by MSUB and City College and are listed as Initiatives 19-26. |
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| 19 | 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 to the local and regional community. | Increase awareness of the City College brand and its unique identity within MSUB. Increase the number of communications with internal and external constituencies by 10%. | In Progress 40% | Remaining piece is to create a 5-10 minute standard presentation that CC/MSU Billings admin., faculty, staff, or NAB/Advisory Board members can take to various community entities to share what is different in City College from COT and build community awareness and support of City College MSU Billings. AY 2014:  
- New CC/MSU Billing’s sign placed on front of Tech Bldg. in late August 2014.  
AY 2015:  
- New publications, short video clips related to programs for website, Facebook, etc.  
- Foundation sends out to campus and members Flash articles that include video, text, and links on various MSU Billings City College Academic Programs. CC has featured construction, auto collision/repair and welding  
- Chancellor’s Office began in Fall 2014 which will continue AY 2015-16 to send out via Admin General email monthly Student Snapshots that feature MSU B City College students. |
<p>| 22 | 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 | In Progress 40% | This initiative will be included in the TAACCCT Grant III (SWAMMEI) and its deliverables for City College including oilfield worker training and certificate programs. This market research is closely related to the Billings EDA/EDC market study which is under contract and due for completion in March 2015. |</p>
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| 23 | Local market research on veterans, active military families, and Native Americans | 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 | In Progress 40%         | Market research specific to Native American students and Veteran students has not been completed at this time but the EDA/EDC market study will assist with this research. Grant funds Veteran’s Services enhancement was received by MSU Billings/CC which permitted the opening of veteran lounges on both campuses and a veteran’s coordinator position.  
- Advising during Registration and various student support events are including advertising to Student Veteran’s groups on both MSU Billings and CC campuses.  
- Continue to review marketing, recruiting and retention practices to enhance for specific student groups  
Fall 2014 CC Associate Dean held a Native American lunch for students with faculty, staff and administration and was well attended by 20 students.                                                                                                                                                                                                  |
| 24 | 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 outreach and marketing via enhanced website with information relative to these student demographics.  
Enhance promotion materials and events.                                                                                   | In Progress 40%         | AY 2014-15: Continue to support WYP within MSU Billings/CC resources, but outside funding & support from S360 is completed. Limited resources has greatly reduced the WYP activities  
Continue to work with NSSR, AIO and Veteran Services to explore improving outreach.                                                                                                                                                                                                                       |
| 25 | 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 better awareness of the college’s services, programs and opportunities among prospective students. | In Progress 40%         | Grassroots marketing has many facets and, although very difficult to measure quantitatively, has been instrumental building awareness of the City College Brand. Some examples of the past year’s activates include media coverage of SWAMMIEI trainings and Energy Tech Open House, Media coverage of City College Day, Career Exploration Day where over 200 students were able to visit the Campus and view demonstrations from different program areas, and faculty attending community events on behalf of City College.  
AY 2015-16 Continue these efforts and build upon them with the use of the standard CC presentation; building on k12 outreach, kids camps on campus, and community events on campus.                                                                                             |
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<th>Responsible Party</th>
<th>Resources Need</th>
<th>Strategy</th>
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<tr>
<td><strong>Research and Marketing</strong></td>
<td>Conduct market research to customize marketing and programming to more effectively recruit and retain prospective student groups.</td>
<td>Increase participation in two year college programs. Increase workforce development training. Increase enrollment by Native American students. Increase partnerships with business community.</td>
<td>In Progress 40%</td>
<td>Utilize the Billings EDA/EDC research to enhance MSU Billings/CC research &amp; marketing to create credit or non-credit programs needed in the community</td>
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<td><strong>Strategic Plan</strong></td>
<td>Develop City College MSUB Strategic Plan to align with University Plan and Initiatives</td>
<td>Clarify roll of two-year college within MSUB.</td>
<td>Spring 2014 Fall 2014 &amp; Spring 2015 continued efforts with updating MSU Billings Strategic Plan. AY 2015-16 Annual up-dates with CC strategic plans will also be done as annual up-dates occur with MSU Billings Strategic Plan through 2018.</td>
<td>Dean/Faculty/Staff &amp; Chancellor’s Leadership Cabinet</td>
<td>None</td>
<td>All</td>
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<td><strong>HealthCARE TAACCCT IV Grant</strong></td>
<td>DOL awarded t Montana consortium of Montana 2 year colleges with lead college being Missoula College in fall 2014. City College MSU Billings is one of the consortium colleges. The grant will have a kick-off meeting for consortium members which is scheduled for March 2015 in Helena.</td>
<td>Advancement of rural healthcare including ASN curriculum changes and ASN to BSN program development</td>
<td>2017</td>
<td>City College HealthCARE PI and Grant Coordinator</td>
<td>Funding will be available from this grant in February 2015.</td>
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<td><strong>Ed Ready</strong></td>
<td>Small Taskforce of Gen Ed and Dev Ed faculty will be developed and charged by CC Dean to explore areas where Ed Ready can be utilized in curriculum and presented to faculty.</td>
<td>Seeking faculty to pilot the use of Ed Ready in AY 2015-16</td>
<td>Spring 2016</td>
<td>Dean/Faculty</td>
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Highlights from 2014:

- SWAMMEI addition of non-credit workforce development courses in CDL; Oil and Gas; stackable credentials
- Pilot course of RD101 and WRIT 101 to enhance link of developmental and college level course work
- Expanding Dual Enrollment and Concurrent course offerings with SD2
- Training and webinars with advising, recruiting and faculty for Prior Learning Assessment
- Beginning of HealthCARE (TAACCCT IV) and exploration of ASN to BSN program
- Beginning the expansion of the National Advisory Board membership to encompass more of community and program representation
- Two Year Student Research Event held at City College in April 2014
- Expanding community outreach with increase in summer kids camps and City College Open houses to showcase programs such as Energy Programs