

Non-instructional Departmental Reviews

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To: Executive Staff
From: Strategic Planning Council
Date: April 18, 2018
Subject: Academic Affairs Department Review

Commendations:

- The Academic Affairs self-study report was well written and concise.
- This area has been through a lot of transition, with four different Vice Presidents in four years. Each VP brought a different vision/focus and many roles/responsibilities/processes/offices shifted during each transition. Despite the constant change, Academic Affairs (and formerly Educational Services) remained nimble and resilient, focusing on the getting the job done and being more efficient and effective.
- Feedback on a campus-wide survey showed that this department is serving the campus community well.
- The additions of Acalog (online catalog) and Curriculog (online curriculum approval) have streamlined curriculum processes.
- The Executive Assistant to the Vice President assumed grant writing duties in Spring 2016, learning new skills and maintaining quality grant submissions.

Recommendations:

- The Strategic Planning Council recognizes the following needs identified by the Academic Affairs staff to increase their effectiveness, efficiency, and communication.
 - An improved Student Information System for waitlist, evaluations, reports, etc.
 - An electronic method for check requests
 - A full-time administrative assistant to support Math/Science and Health Science divisions (this need was also identified on the campus-wide survey).
 - A full-time administrative assistant to support Occupational Trades.
 - Space for all department members to be in the same vicinity.
- Make the following adjustment to the self-study report:
 - Under main responsibilities of department members, add administrative assistant to OT to Cynthia French's responsibilities.
- The Director of Academic Affairs has assumed additional responsibilities, and would benefit from delegating some of them, including:
 - Division Chairs assume primary responsibility for adjunct observations.
 - Vice President's office assume coordination responsibilities for academic program review.
- Consider adding a section to the academic catalog for formal articulation agreements. It could describe where the formal articulation agreements are located, how many we have, etc.
- One area of improvement identified by faculty was the need for clearer communication and explanations for why particular decisions are made, as well as a need for greater engagement with faculty before making decisions. Academic Affairs should continue to improve campus-wide communications.

To: Executive Staff
From: Strategic Planning Council
Date: May 2, 2018
Subject: Admissions and Registration Department Review

Commendations:

- The Admission and Registration self-study report was well written and concise.
- With the retirement of the former Director of this department and a failed search for a new Director, realigning responsibilities was essential to maintain efficiency.
- Two retired Admissions and Registration staff members continue to assist the department on a part-time basis. Their institutional knowledge is priceless. They step in and help with all aspects of admissions and registration, as well as train staff.
- There is a large amount of manual data entry, and the staff is very careful and conscientious with records.
- There have been a lot of bridges built between marketing and recruitment. The new student recruitment area has been very accommodating to changes in marketing.

Recommendations:

- The most pressing need in this area is a new Student Information System. Efforts are underway to adopt a new system that will increase the efficiency and accuracy of Admissions and Registration by:
 - Improved registration system for students.
 - Eliminate paper registration.
 - Improve application and admissions process.
 - Better communicate with students.
- The Strategic Planning Council recognizes the following needs identified by the Admissions and Registration staff:
 - Part-time staff to assist with data entry, graduation, degree audits, converting old student records, and general troubleshooting.
 - Additional high quality scanners for more efficient record tracking.
 - Office space for private meetings with students.
 - Additional trained staff for assistance with high school visits and/or traveling to high schools for outreach.
- Discuss the budget for the department, which is currently \$1100 for the year. Every desk in Admissions and Registration should have a high-throughput scanner, and the recruitment budget could be increased to expand high school visits.
- Consider creating a monthly or semester Admissions and Registration update to faculty advisors. This could be part of the Academic Affairs blog.

To: Executive Staff
From: Strategic Planning Council
Date: April 19, 2017
Subject: Business Services Department Review

Commendations:

- The Business Services Office has been extremely responsive to changes and increased demands over the past year: reconfiguration of Business Office staff, campus-wide personnel changes that affect Business Office operations, increased reporting for the legislative session, the addition of new student housing, and the new payroll software.
- Staff have been cross-trained to better handle the changes in office duties.
- The office collaborates well with other campus departments for a variety of services, such as the conversion to Unit 4 and implementation of the new payroll system.
- The office received an unqualified audit opinion on the Financial and Compliance audits for the FY 2016, showing that reporting is transparent, thorough, and free of misstatements.
- On a campus-wide survey, FVCC employees report positive customer service experiences with most of the Business Services staff.
- Professional development of business office staff is encouraged and supported.

Recommendations:

- The Strategic Planning Council recognizes the following needs identified by the Business Office.
 - Conference room for Accounts Receivable to hold confidential meetings with students. Currently, there is no privacy for these conversations.
 - Office space for the Assistant Controller.
 - Additional position to handle general accounting and internal auditing duties. If this remains a need, complete a request through the budget committee.
- Expand the mailroom. Currently, there is no receiving area. Perhaps reposition the mailboxes so that they are perpendicular to the existing mailroom, providing an enclosed space along the far wall for packages.
- Create an internal tracking system for deliveries. Packages would get scanned in, an email would go to the recipient, who would have to come to the mailroom and sign for the package.
- Reduce student traffic to instructor mailboxes by directing student traffic to the service desk.
- Create an intranet where internal forms and information could be posted for employee use. This would eliminate the use of the G drive for sharing these kinds of internal documents. The intranet would be utilized by many departments on campus to share information not intended for the general public.

To: Executive Staff
From: Strategic Planning Council
Date: November 29, 2018
Subject: Continuing Education Department Review

Commendations:

- Continuing Education serves 3,000 – 4,000 students annually through non-credit classes and workshops.
- The student manager software is robust and allows the department to improve processes.
- The department has reduced printing and shipping costs by limiting the length of course descriptions and tracking the number of schedules being printed, delivered, and returned.
- Class prices were adjusted to match the hours of instruction.
- The CE Connection e-newsletter was initiated in Fall 2017, and is sent bimonthly to over 3,000 CE students.
- New technology programs were added to Kid's College that increased revenue by 83%.
- Online registration was implemented for Kid's College.

Recommendations:

- The Strategic Planning Council supports the following activities identified in the report.
 - Replacement of service coordinator position and program assistant, workforce training.
 - Recruit instructors for Kid's College through direct marketing.
 - Simplify customized business trainings.
 - Develop an apprenticeship process.
- Explore the capabilities of the ACEware software system to enable it's use for improvements.
- Consider eliminating the paper version of the CE course schedule.
- Pursue apprenticeship programs.
- Needs
 - Replacement of Services Coordinator position.
 - Space to hold classes.
 - Additional instructors for Kid's College.

To: Executive Staff
From: Strategic Planning Council
Date: November 30, 2016
Subject: Custodial Services Department Review

Commendations:

- The Manager of Custodial Services works to ensure that the custodial team is as productive and efficient as possible, and maintains a professional team-based work environment. He makes sure all tools and supplies are at-hand and all storage spaces are organized and well-labeled.
- Customer service is the top priority. Custodians are trained on all processes and machines, and every building has a daily checklist to help provide a consistent level of services. Projects are scheduled for maximum efficiency, and the manager often steps in to fill in gaps in order to maintain high productivity.
- Two custodians have machine repair skills, allowing repairs to be done on site, which results in significant savings of both time and money.
- The longevity of many custodial staff members is an indication of the positive and supportive work environment.
- On a campus-wide survey, FVCC employees report extremely positive customer service experiences with the Custodial staff.

Recommendations:

- Ensure that the new Housing Director and/or Resident Assistants field phone calls for custodial requests coming from tenants of the new student housing.
- Consider utilizing student employment to help with custodial services in the new student housing.
- Note that the custodial staff has surrendered storage space for academic department usage and currently has a minimal amount of space, especially in the Occupational Trades and Arts and Technology buildings.
- Clarify who employees should call when locked out of an office/building. Coordinate with the copy room to get the custodial contact list in the directory.
- Include custodial staff photos in the online directory.
- Clarify the campus recycling protocol. College Council will discuss the larger issue of sustainability on campus.

To: Executive Staff
From: Strategic Planning Council
Date: November 24, 2015
Subject: Financial Aid Department Review

Commendations:

- The Financial Aid Department is constantly adapting to changes at all levels, and is very responsive to changes in State and Federal regulations. Their internal department communication allows staff to provide current, accurate information to students.
- Customer service is a top priority and staff members are cross-trained in order to assist students as efficiently and effectively as possible.
- On a campus-wide survey, FVCC students and employees report positive customer service experiences with Financial Aid. Students received personalized assistance on demand.
- Staff are working to minimize the student loan default rate and recently submitted a proposal for a Student Loan Debt Awareness program, targeting students with a high level of loan debt.
- Current Financial Aid Department goals are broadly aligned with Strategic Plan Goals 1 and 2, Access and Academic Success.
- The Financial Aid Department is continuously looking to improve efficiencies and has implemented changes identified in a Lean Analysis conducted in March 2015.

Recommendations:

The SPC agrees with the following recommendations for improvement that were identified in the review document.

- Continue to allow uninterrupted time for discussion within the department. Monthly staff meetings and the annual retreat allow for analysis of operations, implementation of new strategies, updates on regulations, etc.
- Increase paperless communication, utilizing email and the student portal to communicate loan information to returning students. Work with MIS to identify streamlining options between the Financial Aid software and CAMS (student portal).
- Explore ways to encourage returning students to pre-register before the end of the semester so the Financial Aid Department can complete the necessary course checks in a timely manner.
- Explore space options to create more private areas for student Financial Aid counseling. The taller dividers and wall separating the lobby have helped somewhat, but the SPC agrees that a secure environment is necessary to maintain FERPA compliance. Increasing the privacy of office spaces would help ensure compliance.

To: Executive Staff
From: Strategic Planning Council
Date: April 13, 2016
Subject: Institutional Effectiveness Department Review

Commendations:

- The Institutional Effectiveness Office works with all areas of the college to find opportunities for improvement and appropriate change, and supports the ongoing process of collecting and analyzing data for decision making.
- Many of the activities that this office completes are designed to directly advance the Strategic Planning and Core Theme goals and objectives.
- Several improvements to campus-wide assessment have been made over the past 5 years: Establishment of a robust academic program review process; overhaul of the General Education and Related Instruction assessment processes; creation of a course level assessment tool in CAMS; establishment of a non-instructional department review process, and an updated Strategic Plan and Assessment Plan.
- All academic programs and over half of the non-instructional departments on campus have been reviewed at least once.
- On a campus-wide survey, FVCC employees report a great deal of satisfaction with the services received from this office, whether it be curriculum/instruction related or data requests.
- Both members of this office strive to maintain both efficiency and flexibility in meeting the needs of both ad-hoc requests and larger, more time-consuming projects with strict deadlines.
- Staff members regularly participate in professional development (conferences, workshops, webinars), serve on statewide committees, and present talks and workshops both locally and regionally.

Recommendations:

The SPC agrees with the following recommendations for improvement that were identified in the review document.

- Work to make commonly requested data easily accessible. This will help increase efficiency in processing data requests.
- Implement a request procedure for larger data requests.
- Continue to properly document and file code scripts so that research can be easily reproduced.
- Work to operationalize the Strategic Plan. Gather baseline data on Strategic Plan indicators and update Core Theme indicators.
- Implement the professional development plan for full-time Occupational Trades instructors.
- Continue to expand the use of student learning assessment results to make improvements and increase student success.
- Consider a title change for the Faculty Development and Assessment Specialist position. This role has expanded into what most colleges call a Director of Institutional Effectiveness, in addition to a Director of Teaching Excellence. While the combination of these two positions makes sense for our size, and allows us to “close the loop” on assessment, the current title of “specialist” is very narrow and misleading, given the breadth of knowledge and broad level at which this position operates.

To: Executive Staff
From: Strategic Planning Council
Date: November 1, 2018
Subject: Instructional Design and Technology Department Review

Commendations:

- The Instructional Design and Technology self-study report was well written and concise.
- A campus-wide survey shows high satisfaction with this department, as it provides timely and helpful support for online learning.
- This department stays current through regular professional development.

Recommendations:

- The Strategic Planning Council supports the following initiatives identified in the report.
 - Restructure of the E-Learning Committee
 - Seek SARA approval
 - Establish online best practices policies
 - Update professional development opportunities for instructors to stay current with online best practices, including updates to the Instructor Resource Center
 - Establish a process of cyclical online course review
 - Refresh student help documents
 - Support the transition of CAMS to the new Student Information System
- Move forward with the recommendations of the online task force.
- Work to communicate and clarify the role of the Instructional Design and Technology team in supporting FVCC faculty.

To: Executive Staff
From: Strategic Planning Council
Date: April 20, 2016
Subject: Library Department Review

Commendations:

- Library staff have assumed additional duties to accommodate for the lack of a Library Director over the past year, working 12 hour shifts on occasion. Staff are performing essential duties of the Director in addition to their regular responsibilities.
- Despite expanded hours and fewer staff, a recent college-wide survey shows overall satisfaction with Library services, and that staff are helpful and knowledgeable.
- A new catalog search interface (Enterprise) has been adopted, which allows users to limit searches using a sidebar of facets. It also allows “fuzzy” searching that returns “Did you mean ___?” results in the event of a spelling error.
- Staff participate in continuing education through the Montana Library Certification Program, and other pertinent conferences, workshops, and webinars. Since the Library has been understaffed this past year, professional development has not been a main focus.
- Library goals are broadly aligned with objectives 2 and 3 of the Transfer Preparation, Workforce Preparation, and Developmental Education Core themes.

Recommendations:

- Hire a Library Director as soon as possible. Library services have been compromised as staff are performing essential duties of the Director in addition to their regular responsibilities. The Library is in a holding pattern regarding any significant decisions that require long range planning and/or affect the budget and operations. Library use is expected to increase with the new campus housing, making the need for a Director even more pressing.
- Upgrade wiring for the library computers. This has been on hold, as the new director may want to reorganize the layout of computer stations.
- Pursue staffing student volunteers in the library during the first three weeks of classes. Student volunteers could offer peer-to-peer help for computer related issues (Eagle Online, Student Portal, etc.). The Computer Club (advised by Jim Goudy) and Service Learning may be good sources for student volunteers.
- Continue staff trainings in database developments and computer applications.
- Future hires in the library should have strong computer skills.
- Consider including a competency test for basic computer skills as part of the intake process. Amelia Ward is gathering information from Great Falls College regarding their computer skills competency test.
- Consider conducting regular surveys of library user satisfaction and suggestions for improvements.

To: Executive Staff
From: Strategic Planning Council
Date: November 2, 2016
Subject: Maintenance and Grounds Department Review

Commendations:

- The Maintenance Department has taken on many additional responsibilities as the campus has grown, while the number of employees in the Maintenance Department has remained static. In the past few years, the campus has added four new buildings, 16 student apartments, and a significant number of new employees for the Maintenance Department to serve.
- Additional responsibilities have been met by increasing productivity, improving organization and communication within the department, streamlining processes, and using more efficient equipment.
- Maintenance staff stay up to date on new technology and advancements in the HVAC field through regular participation in training seminars offered by Johnson Controls.
- The Manager of Maintenance and Grounds recently completed HVAC Refrigeration online at FVCC to enhance his knowledge for the operation and maintenance of the chiller units.

Recommendations:

- Hire an additional full-time Maintenance and Grounds Worker within the next year.
 - An additional worker is necessary for the Maintenance Department to meet the additional responsibilities that come with the new student housing.
 - The position would cover late afternoon/evening and Saturdays when most maintenance requests are likely to come in from student housing. The suggested schedule for the new position is Tues-Fri 2-10pm and Sat 8am-5pm. These hours would also cover evening snow removal.
- Consider having the new Housing Assistant and/or Resident Assistants field phone calls for maintenance requests coming from tenants.
- Clean up the email request system by eliminating the physicalplant@fvcc.edu and maintenance@fvcc.edu. All maintenance requests should be sent to maintenance-request@fvcc.edu.
- Create a campus-wide procedure for purging un-needed materials from storage. This could be included as part of regular department reviews. The Business Office has a good model for purging of department records.
- Encourage Occupational Trades to remove unused equipment from outside of the OT building. This would create the needed space for the protection of maintenance equipment.

Note from Executive Staff Discussion:

Maintenance and Grounds did have an upgrade in staffing and there has been a significant increase in summer help.

To: Executive Staff
From: Strategic Planning Council
Date: April 17, 2015
Subject: Marketing and Communications Review

Commendations:

- These areas have earned strong credibility with the campus community, local media, community partners, and college supporters.
- The goals and objectives identified in the report are very well aligned with the Strategic Plan.

Recommendations:

The SPC agrees with the following recommendations for improvement that were identified in the review document.

- Identify and utilize the most effective means of internal communications among faculty and staff.
- Increase continuity among campus-wide student communications materials from enrollment to graduation.
- Adopt a more user-friendly and effective campus emergency alert system.
- Prioritize alumni program.
- Implement a process to determine which programs will receive additional marketing focus.
- Create a more user-friendly FVCC website.

The SPC also discussed this department's involvement in creating a consistent application process for academic programs that require special admission. It was suggested that application deadlines be communicated more effectively. One suggestion was to have an information board in Blake Hall that is consistently updated with application deadlines.

For all non-instructional department reviews, the SPC agreed to add a process to include feedback from user groups or stakeholders.

Needs:

- Both storage and office space for these areas are limited.
- Personnel needs have been prioritized as 1) full-time recruiter housed under marketing, 2) alumni development and outreach coordinator, and 3) marketing and communications specialist (currently filled by interns).

To: Executive Staff
From: Strategic Planning Council
Date: November 22, 2017
Subject: Media Services Department Review

Commendations:

- Media Services is constantly updating and adapting to new technologies, as well as the changing needs of the campus. Converting classrooms from analog to digital is one recent and ongoing project. This allows connections with the latest devices via HDMI.
- Media Services staff works well as a team. They thoroughly research purchases and spend funds wisely.
- There is consistency among computer workstations in the classrooms, which allows users to utilize any classroom without learning a new system.
- The Media Services Director maintains membership in the Northwest Managers of Educational Technology (NWMET), which provides access to educational technology professionals that has expertise in software, hardware, A/V, and instructional design.

Recommendations:

- Continue efforts to reduce the need for storage space by purging outdated equipment and media items.
- Increase the availability of technicians for events and troubleshooting classroom equipment.
 - Replace the open technician position, ideally restructuring the duties to allow greater flexibility with hours to cover events, including evening hours.
 - Discuss the possibility of hiring theater student technicians to cover events. These students are paid \$15 per hour for theater events, and may be willing to be on call for other events.
 - Forward the 3828 line to a cell phone so that needs are addressed on a consistent basis.
- Partner with the FVCC Library for acquisition and management of circulated materials. This would increase efficiency.
 - With the upcoming update to the library circulation software, all acquisitions should be managed through the library, regardless of user.

To: Executive Staff
From: Strategic Planning Council
Date: November 9, 2015
Subject: MIS Department Review

Commendations:

- MIS Department goals are broadly aligned with Strategic Plan Goals 1 and 2, Access and Academic Success.
- MIS employees are active in professional development and strive to stay current with best practices.
- On a campus-wide survey, FVCC students and employees report positive customer service experiences with MIS, and that this department is very knowledgeable and helpful.

Recommendations:

The SPC agrees with the following recommendations for improvement that were identified in the review document.

- Work with Educational Services to create a “one-stop” website for students to access FVCC email, online courses, publisher learning management systems, etc. This could potentially be course-specific in Eagle Online.
- Work with the FVCC Marketing Team to help clarify the various functions of MIS for the campus community, showing who is responsible for the different services provided. This will help students and employees direct their requests to the appropriate person.
- Upgrade the internal network to support 1Gbps connectivity to the desktop.
- Although there were no immediate needs identified, the SPC agrees that the following would be nice:
 - Space: An expanded entry way for MIS would allow for a service window or waiting area. This would be very helpful from a customer service perspective and make it less intimidating to students and employees to approach MIS for assistance.
 - Additional position: A network person would be helpful. This position would be tasked with consistently fine-tuning the system to make it more flexible to needs and “dance” with the surrounding ever-changing landscape of MIS.

To: Executive Staff
From: Strategic Planning Council
Date: November 29, 2017
Subject: Running Start Department Review

Commendations:

- FVCC's Running Start program opens the door to college for many first-generation students, as well as providing high achieving high school students an affordable start to their college careers. This directly aligns with FVCC's Strategic Plan Goal of increasing access to education.
- The program has grown steadily over the past 10+ years, with a 113% increase in enrollment from Spring 2013 to Spring 2017.
- Advising services provided to Running Start students have increased the quality of FVCC's program.
- Workshops for high school teachers have expanded the Concurrent Enrollment offerings in Welding, which is now offered at 12 different high schools. Preparations are currently underway for an EDU 101 workshop for high school teachers to make this course available as Concurrent Enrollment.
- Running Start staff consistently participate in professional development activities.
 - Both positions carry a great deal of responsibility, including serving as academic and career advisors, requiring knowledge and skills on par with professional advisors on the main campus.

Recommendations:

- Re-evaluate the placement of the existing Running Start positions, and consider adding a position to provide more contact hours in the high schools.
 - With the expansion of the program, there has been a decrease from three employees with office hours in the six local high schools, down to just one employee currently spread among the six schools.
 - A consistent presence in the high schools is critical for relationship building and marketing of the program.
 - One additional Running Start position would allow for expansion of the program, while maintaining its high quality.
 - High turnover has created obstacles for the Program Specialist, High School Relations position. After a long-term vacancy, it is difficult to regain relationships with teachers and counselors who send students for advising.
 - The existing Running Start positions should be on par with similar positions on campus. Moving the Program Specialist to a salaried professional staff position would go a long way in reducing turnover, allowing for a more stable presence in the high schools and more consistent growth of the program.
- Work to streamline the admissions and registration process for Running Start students. A new Student Information System would help in this regard. In the meantime:
 - Develop fillable enrollment forms.
 - Research options for secure e-signatures on the Running Start enrollment paperwork.
 - Work to decrease the turn-around time for placement test results. Consider creating an alternative placement for Running Start students.

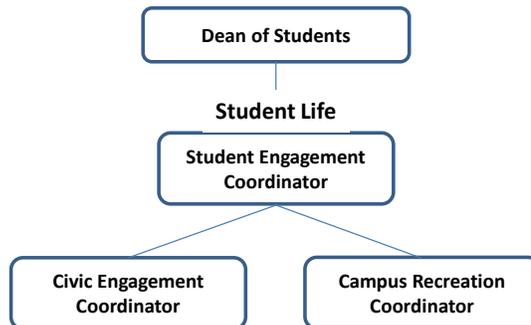
To: Executive Staff
From: Strategic Planning Council
Date: May 13, 2015
Subject: Student Life Department Review

Commendations:

- Student Engagement, Service Learning, and Intramurals have successfully collaborated to increase the number of students participating in activities. The recent agreement with the Kids Sports complex has increased the number of outdoor activities available to students.
- The department recently established a Student Leadership Development program, designed to strengthen the longevity of student clubs and increase student activities and engagement.
- Employees are very active in professional development and strive to stay current with best practices.
- Department goals are aligned with FVCC's Strategic Planning Goal of increasing student academic success.

Recommendations:

- Work to integrate service learning into the curriculum and align it with course and program learning outcomes.
- Re-introduce the concept of civic engagement to the campus community and work to better communicate the process and benefits of such programs.
- Increase documentation of participation in student life activities.
- Consider naming the office "Student Life" in order to encompass the breadth of services provided. The service learning position title could be broadened to "Civic Engagement Coordinator" and the intramurals position could be broadened to "Campus Recreation Coordinator." These titles would more accurately reflect the positions.



- The Strategic Planning Council recognizes Student Life's need for additional space, funding, administrative support, and advertising.
 - Space – access to indoor gymnasium space is limited. More consistent access to a gym would allow more intramurals to be offered during the colder months, increasing student participation.
 - Funding – a larger budget would allow for replacement or addition of equipment, enhancement / development of student programs, and professional development for coordinators. The new Student Leadership Development program is expected to cost \$6,000 per year.
 - Administrative support – with AmeriCorps being phased out, the related paperwork will end, but the student traffic through the Service Learning office is still expected to be high. AmeriCorps funding for a student aid will end in August 2015. Wendy Jeschke will work with Katie White to discuss software options for tracking service learning hours, which could reduce or eliminate the need for additional administrative support.
 - Advertising – the need for reader boards in high-traffic areas was discussed. As the website continues to be re-organized, it may offer increased advertising potential for student programs.

To: Executive Staff
From: Strategic Planning Council
Date: April 26, 2017
Subject: Student Support Center (formerly Learning Center) Review

Commendations:

- The name change to Student Support Center (SSC) better defines the role and mission of this department, which provides a wide variety of personal and academic services to promote student success.
- The mission and goals of the SSC directly support all three goals of the Strategic Plan. The SSC goals seek to improve access to higher education for *all* student populations, center on empowering students to create their own definitions of success, and SSC staff sponsor and/or lead a variety of student activities that increase the diversity of our educational opportunities.
- Despite recent staff turnover, the SSC has made many improvements including:
 - Simplified placement and registration process for students; Paperless registration, schedule changes, and applications for Admissions and Running Start
 - Piloted an Early Alert system for a select group of students based on research findings
 - Refined “First Semester” email process
 - Outreach to students not admitted to FVCC’s competitive Health Science and Nursing programs
 - Offered 3 Advising Huddles/semester to highlight FVCC programs and curriculum updates
 - Transferred information to our new career platform, and trained staff and students
 - Created on-campus, small scale, job programming to include on-campus interviews, industry specific events, and/or professional speakers for CTE programs.
 - Revised IDS120: Academic Communication Skills
 - Provided QPR training for SSC and Housing staff
 - Implemented a system of testing fees and payment for non-student testers
 - Provided proctoring for the Chemistry Placement test
 - Offered two transfer trips/year to UM and MSU
 - Expanded the TRIO Mentor program to 5+ Mentors
 - Created a mini-Pow Wow with the MAIS Scholars and establish the Pow Wow as TRIO’s fall cultural event
 - Increased student contact in the Math and Science labs, specifically targeting the crucial prerequisite courses
 - Increased faculty participation in the Math/Science Tutoring Lab
 - Coordinated with TRIO Tutor Coordinator on development of Supplemental Instruction Groups

Recommendations:

- The Strategic Planning Council supports the following long-term projects and campus-wide initiatives.
 - Improved placement process for new students and online proctoring services
 - First-year experience website
 - Functional Early Alert system and intervention timeline
 - Flagging system for students of concern and work with campus partners to better track and communicate with flagged students:
 - Provide QPR training for the entire campus
 - Purchase HIPAA compliant software for our Mental Health Counselor and Disability Services Coordinator

- Create annual (or every semester) Mini-Career Fairs/Career Events for each division, starting with CTE program areas
 - Provide comprehensive testing services and the variety of tests available at the Testing Centers at Montana universities.
 - Apply and be awarded the TRIO SSS grant in 2020
 - Grow a First Generation Scholars program within TRIO
 - Grow the Montana American Indian Scholars program
- The Strategic Planning Council recognizes the need for the following
 - A new Student Information System would help solve the registration issues and eliminate paper registration. The current database to track students and take notes is not functioning correctly, nor can we share the advising notes across campus.
 - A private printer and fax/scanner machine to ensure HIPAA compliance and privacy of students' disability records. Currently, the entire SSC staff shares the fax machine.
 - Better filing system for the personal files for all students who received disability services from FVCC. These are currently in file cabinets and take up considerable space.
 - New signs for the Student Support Center and the First Gen Den.
 - New paint on the accent wall, as well as paint on the areas patched.
 - The furniture in the reception area needs replacement and new light fixtures to reduce the use of overhead lighting.
 - Increased space for the TRIO student area to better accommodate the 350+ students TRIO serves.
 - The Math & Science Lab is in need of updated computers and more computer stations.
 - In the long term, both the Foundational Math Center and the Math & Science Lab will need more space, and more importantly, at least one more Instructional Specialist. An Instructional Specialist capable of working in both the Foundational Math Center and the Math & Science Tutoring Lab would be an ideal first step toward solving the staffing needs of both the lab and the FMC.