

■ **Strategic Planning Goals and Objectives** ■

 **Goal 1: Increase Access to Education**

Objective 1a: Increase enrollment of non-traditional, first-generation, recent high school graduates, and Running Start students at FVCC.

Strategy 1a(i): Streamline the registration and placement process for students.

Actions: Reconfigure the LRC building to consolidate all student services into one location.	In Progress
Create one application for admission (non-degree, running start, degree, etc.).	Complete
Provide Reading & Writing placement tests online and un-proctored; Provide Math placement on a walk-in basis.	Ongoing
Allow high school and transfer students to register prior to submission of their final transcript.	Ongoing
Allow Student Support Center advisors to remove holds, enter placements, and complete overrides.	Ongoing
Provide cross-training among advisors, admissions, and financial aid so that everyone can answer basic questions from students.	Ongoing
Hold regular meetings with business office, financial aid, and admissions to align important dates and processes such as last day to add/drop.	Ongoing

Strategy 1a(ii): Revise marketing approaches and target outreach to potential students.

Actions: Increase social media campaign and targeted radio advertising.	Ongoing
Collaborate with Academic Affairs to identify specific programs to market.	Ongoing
Hire an Executive Staff level position for Director of Marketing to focus on internal as well as external communication.	Complete

Strategy 1a(iii): Increase partnerships with local high schools.

Actions: Add a second high school relations position.	Complete
Create more interaction between FVCC instructors and local high schools.	Ongoing
Support high school concurrent enrollment instructors to provide more college-level courses at the high schools (through the efforts of concurrent enrollment liaisons and the High School Relations Coordinator).	Ongoing

Hold monthly meetings with Special Education Instructors at K12 schools in the district.	Ongoing
Provide job shadowing opportunities on campus for local high school students through Career Services.	Ongoing
Provide continuing education for high school welding instructors.	Ongoing
Host Running Start high school welding competition.	Ongoing
Visit high school and alternative school staff/administration about FVCC's Adult Education program and HiSET.	Ongoing

Objective 1b: Increase access to FVCC's educational programs.

Strategy 1b(i): Allocate student aid to maximize student access.

Actions: Market scholarships that incentivize recent local high school graduates to enroll in FVCC.	Ongoing
Audit tuition waivers to ensure that waivers are granted appropriately.	Complete

Strategy 1b(ii): Expand eight-week block and evening scheduling of classes.

Action: Pilot eight-week schedule for Fall 2018, continue for 2019-2020.	Ongoing
--	---------

Strategy 1b(iii): Increase awareness for various benefits available to specific student demographics (e.g. free education for foster care students, free bus pass for students with disabilities).

Actions: Increase awareness of the application for a free bus pass (Disability Services Coordinator signs them).	Ongoing
Partner with Job Service Kalispell, Community Action Partnership, and Vocational Rehabilitation to provide funding for job training.	Ongoing



Goal 2: Increase Student Academic Success

Three overarching projects will increase student success; a new student information system (Campus Nexus), FVCC's commitment to Achieving the Dream, and the re-organization of the Learning Resource Center to move all student support resources into one location. These projects will allow targeted messaging to students, as well as targeted interventions based on data.

In addition, the Writing and Language Arts Lab has been relocated to the new Library and Learning Commons to provide student support in a highly-utilized central campus location.

Objective 2a: Increase the percentage of students prepared for successful transfer.

Strategy 2a(i): Ensure that transfer students understand transfer options, including the MUS Transferable Core option.

Actions:	Update the academic catalog and website to better advise students about transfer opportunities.	Complete
	Align FVCC's General Education requirements with the MUS Transferable Core so that it is easier for students to navigate the options.	Ongoing
	Offer free TRiO transfer trips to UM and MSU.	Ongoing

Strategy 2a(ii): Utilize Campus Nexus to improve students' transfer and core curriculum degree audits.

Actions:	Accept MUS Transferable Core for FVCC AA/AS degree.	Complete
	Add an automatic note to the transcript when a student satisfies at least 20 credits of the MUS Transferable Core.	In Progress

Objective 2b: Increase the percentage of students who graduate and are prepared for meaningful employment through CTE programs.

Strategy 2b(i): Offer workforce training aligned with community needs.

Actions:	Add a new Medical Laboratory Technician AAS program to meet KRMC's laboratory technician needs.	Complete
	Update the nursing curriculum to separate the LPN and RN tracts to better meet the needs of local long-term care facilities.	Complete
	Add a new Brewing Science and Brewery Operations AAS program, and an Advanced Baking and Pastry CTS program to meet the needs of the expanding culinary and tourism industry.	Complete
	Add programs in the Occupational Trades (Firearms Technology, Electrical Apprenticeship) to meet local workforce demands.	Complete

Strategy 2b(ii): Engage industry input to assure students have the skills necessary to be successful in their chosen occupations or careers.

Actions:	Form a Business Connections group to maintain a business contact database and coordinate industry connections.	Ongoing
	Create COLS 115, Workforce Preparation for Occupational Trades, as a requirement for several OT programs. Include classroom visits from employers to discuss skills, as well as mock interviews of students.	Complete
	Connect high school, college, and industry through "STEP Up" workshops for high school teachers to explore science, technology, engineering, and production in the context of FVCC's trades and industrial arts CTE programs. Partner with the local Chamber of Commerce.	Ongoing

Host industry-specific employer panels, employer field trips, and employer speakers in class rooms.	Ongoing
Maintain contact with employers in the Flathead Valley and surrounding areas to discuss their job needs and openings.	Ongoing
Expand internship opportunities create an optional Independent Study Internship.	Ongoing
Create a job shadow employer list to help students wanting to job shadow.	Complete
Partner with KRMC AHEC Montana, Job Service, and Clark Fork Valley Hospital to provide information and action plans for working adults interested in transitioning to a healthcare field.	Complete

Objective 2c: Increase the persistence rate of students.

Strategy 2c(i): Identify and mitigate primary barriers to student persistence.

Actions: Provide registration incentives, clarify registration blocks, and simplify the process to remove registration blocks to encourage students to register earlier.	Ongoing
Explore and develop an early semester intervention program for students who fail developmental education or “gateway” courses.	In Progress
Identify those students who experience academic difficulty in their first semester and develop advising and intervention strategies for them.	Ongoing

Strategy 2c(ii): Increase student engagement in activities (e.g., TRiO, clubs, service learning, intramurals, etc.).

Actions: Create a “First Gen Den” as a study area and gathering space for TRiO students.	Complete
Hold “study jams” (group study sessions for courses with high D, F, W rates).	Complete
Create a student mentoring program in TRiO.	Ongoing
Increase TRiO community activities (volunteer, social, cultural).	Complete
Better connect service learning to course learning outcomes.	Ongoing
Expand student intramurals to reach a larger student population.	Complete
Add gear to the outdoor rental service to meet student needs and interests.	Complete

Strategy 2c(iii): Shorten the length of time students spend in developmental education.

Actions: Adopt a co-requisite model for underprepared mathematics students for M 65, Pre-Algebra. Students with very low placement scores receive weekly, individual instruction from faculty.	Ongoing
Add a non-STEM pathway for students to meet the mathematics requirement (M 94 was added as a pre-requisite to M 115).	Complete

Simplify the placement process. Adopt multiple measures for placement into mathematics, writing, and chemistry courses, as well as implemented faculty-created placement exams that accurately measure our course outcomes.	Complete
---	----------

Increase the number of Accelerated Learning Program (ALP) course offerings (WRIT 95, Developmental Writing, as a co-requisite with WRIT 101, College Writing I).	Ongoing
--	---------

Objective 2d: Improve student success in online classes.

Strategy 2d(i): Implement recommendations from the online task force.

Actions: Restructure the e-Learning Committee to include an online specialist from each academic division.	Complete
Screen and support students for online success (e.g. student mentoring program, online supplemental instruction).	In progress
Develop a tool for evaluating the quality of online classes.	In progress
Provide initial and continuous training for online faculty.	Ongoing



Goal 3: Provide Diverse Educational Opportunities.

Objective 3a: Increase opportunities to develop global citizenship (e.g., study abroad, global education/general education classes, increase enrollment of international students, etc.).

Strategy 3a(i): Redefine the Global Issues General Education requirement (revise learning outcomes, the list of Global Issues courses, and the assessment process).

Action: Add HSTR 201G, The 20 th Century World I, to the Global Issues offerings.	Complete
--	----------

Strategy 3a(ii): Expand the variety and promote study abroad opportunities for students.

Actions: Add short-term STEM-focused study abroad programs to Costa Rica and Mo'orea.	Complete
Participate in CBYX (US Congress – German Bundestag Youth Exchange) annually.	Ongoing
Increase accessibility and affordability of the Venice study abroad program by restructuring to fit into an 8-week block.	In progress
Add a 3-credit music short-term study abroad program to Salzburg and Vienna, Austria.	In progress
Design a Senior Institute study abroad option.	In progress

Strategy 3a(iii): Increase enrollment of international students.

Actions: Leverage student housing to increase recruitment of international students.	Ongoing
--	---------

Form a bilateral exchange program agreement with two universities in Japan.	Complete
Form an articulation agreement with University of Lethbridge to accept 40+ FVCC courses.	Complete

Objective 3b: Increase educational opportunities for all individuals within FVCC’s service region through expansion of continuing education opportunities.

Strategy 3b(i): Expand continuing education opportunities.

Actions:	Expand Kid’s College to include programs for middle school students, including digital art camps, lego robotics, and other technologies.	Complete
	Increase course availability throughout the entire year and improved registration efficiency.	Complete
	Expand programs that utilize more of FVCC’s resources such as student housing, catering services, and physical grounds.	Complete

Objective 3c: Increase an understanding and appreciation of diversity.

Strategy 3c(i): Provide a forum for exploration, discussion, and understanding of diversity issues.

Actions:	Provide a regular lecture series that is free and open to the public.	Ongoing
	Start an LGBTQ+ student organization, Genders and Sexualities Alliance (GSA).	Complete
	Increase professional development around diversity and civility issues.	Ongoing