



Comprehensive Two-Year Mission Expansion Plan

***Bitterroot College
The University of Montana***
Final, January 8, 2013

*Submitted to the Office of Deputy Commissioner
for Two-Year and Community College Education, Dr. John Cech*

*A part of the College!NOW Initiative supported by
the Lumina Foundation for Education*

Consultant support provided by the College Brain Trust

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Introduction to the Bitterroot College

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

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

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

History and Development of the Bitterroot College

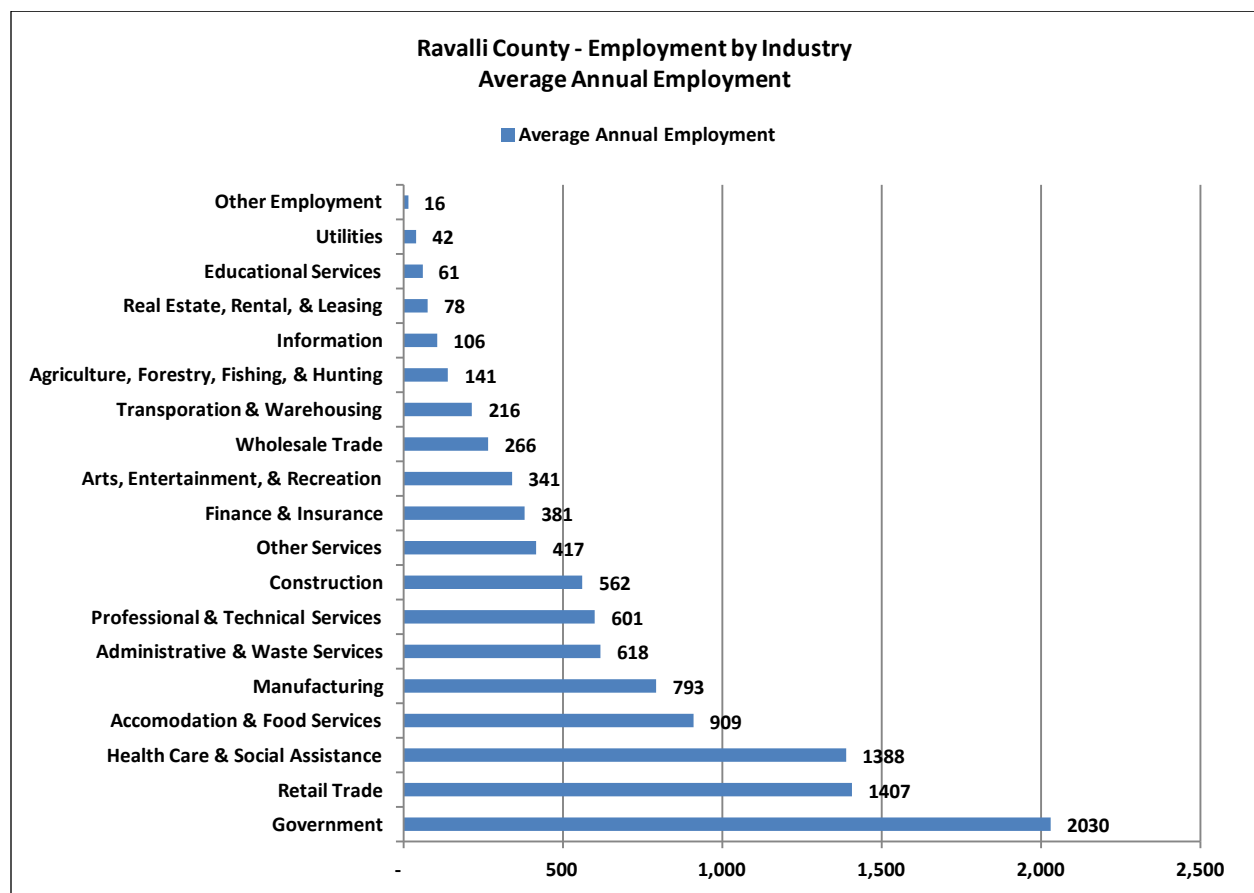
In May 2007 residents of Ravalli County, Montana voted to establish the Bitterroot Valley Community College district. Following this successful local ballot initiative, however, the Montana Board of Regents in late 2008 voted to not recommend the establishment of the district to the State Legislature; and in February 2009 the State Senate Education Committee voted to not send a bill establishing the new community college district to the State Senate floor for a full vote. Consequently, the Bitterroot Valley Community College district was never established. After this defeat, the Montana Board of Regents requested that local college advocates work with The University of Montana (UM) to develop a plan to provide area residents with postsecondary access. A planning group was formed under the name Bitterroot College Program Steering Committee, and in fall 2009 the Bitterroot College Program of The University of Montana opened its doors to 28 students. The BCP Steering Committee transitioned to the BCP Advisory Council in January 2012 after the completion of a 5-year Strategic Plan which outlined a path forward for the provision of college and continuing education programming for the residents of Ravalli County. In May 2012 the Montana Board of Regents voted to rename the BCP the Bitterroot College University of Montana. The Bitterroot College (BC) is now in its fourth year of operation and is home to over 200 college students and 250+ continuing education students.

Bitterroot College Service Area and Service Area Characteristics

The Bitterroot College (BC) is located in central Ravalli County in the city of Hamilton. The college serves a dispersed county population including the communities of Conner, Corvallis, Darby, Florence, Grantsdale, Hamilton, Lone Rock, Pinesdale, Stevensville, Sula, and Victor. Despite the area's rural nature, Ravalli County is the seventh most populous county in the State, with over 40,000 inhabitants.

Until the establishment of the Bitterroot College in fall 2009, Ravalli County was the most populous county in the state without a local unit of higher education. The Bitterroot College is poised to serve a ready and waiting community, as residents and businesses have been actively advocating for local access to higher education for nearly a decade.

Government, retail trade, and health care/social services are the dominant industries in Ravalli County with accommodation/food services and manufacturing rounding out the list of top five employment sectors (see chart on following page). Ravalli County suffered significantly in the years following the 2008 recession. Log home builders and construction-related businesses, once numerous, are now nearly non-existent. At present, the single largest private employer in the area is Marcus Daly Memorial Hospital with other significant employers including Bitterroot National Forest, GlaxoSmithKline, and the National Institutes of Health’s Rocky Mountain Laboratories.



Source: Montana Department of Labor & Industry. *Montana County Fliers: Economic and Development Information for Ravalli County*. February 2012.

In addition to expanding services and manufacturing industries, area employment opportunities are linked to access to recreational and scenic lands, with Ravalli County considered “a draw for tourism and migration.”¹ The county is bound on three sides by National Forest land, with nearly three-quarters of county land held in public trust. While the economic importance of logging and wood products has dropped off significantly in the last three decades, the county’s potential for economic growth via recreation, tourism, and hospitality is considerable.

Despite the promise of Ravalli County, the area has not been able to develop and attract sufficiently diversified economic opportunities to serve its population. Ravalli County median income, per capita income, postsecondary degree attainment, and consumer spending on education are all lower than State and National averages. Unemployment in Ravalli County remains at 7.3 percent (November 2012), although this is down from a high of 11.3 percent in January 2011. Arguably the lack of local access to postsecondary education has played a role in the county’s economic struggles. Without local, responsive employee training opportunities, new businesses may have been hesitant to locate in the area and existing businesses have suffered as qualified workers were hard to find.

Over the last two decades all competitive economies—whether global, national, regional or local—have transitioned to knowledge-based economies; without local access to higher education it has been difficult for Ravalli County to make this economic transition. Now with the recent establishment of the Bitterroot College, Ravalli County has one of the critical tools needed to help it reach its economic potential in the new economic climate. A dynamic and responsive Bitterroot College will prove an indispensable partner in developing economic vibrancy in Ravalli County. With the latest 2010 census figures revealing that some 19,000 adults (age 25 and above) in Ravalli County are without a college degree, expansion of Bitterroot College programs and services is a must if local economic needs are to be met.

Bitterroot College Mission and Vision Statement

The Bitterroot College Advisory Council is currently working on finalizing mission and vision statements for the college, with a roll out of the statements due no later than March 2013. In the interim, the college has generally identified its purpose with the following statement:

The mission of the Bitterroot College is to provide affordable, accessible, and responsive college and continuing education opportunities to the residents of Ravalli County, Montana.

Phrases which have resonated with constituents and are likely to be incorporated by the Bitterroot College Advisory Council in its adoption of a vision statement include: *exceeding students’ expectations, ensuring academic excellence, and strengthening the community*. The college’s commitment to providing transformational opportunities to individuals and the communities it serves will be at the core of its vision statement.

¹ Montana Department of Labor & Industry. *Montana County Fliers: Economic and Development Information for Ravalli County*. February 2012

Montana University System 2-year Education Mission and Vision Statement

In May 2011 the Montana Board of Regents adopted the following mission and vision statements for Montana University System (MUS) 2-year Education:

Mission

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

Vision

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

The Bitterroot College Advisory Council's intent is to craft mission and vision statements that reflect and complement the System's statements, but also identify specific characteristics and goals of the local Ravalli County community. The broad sweep of the System's mission and vision statements signifies the commitment the Regents have made to comprehensive 2-year education in Montana and its expectation that local units such as the Bitterroot College will provide a broad array of adult learning services.

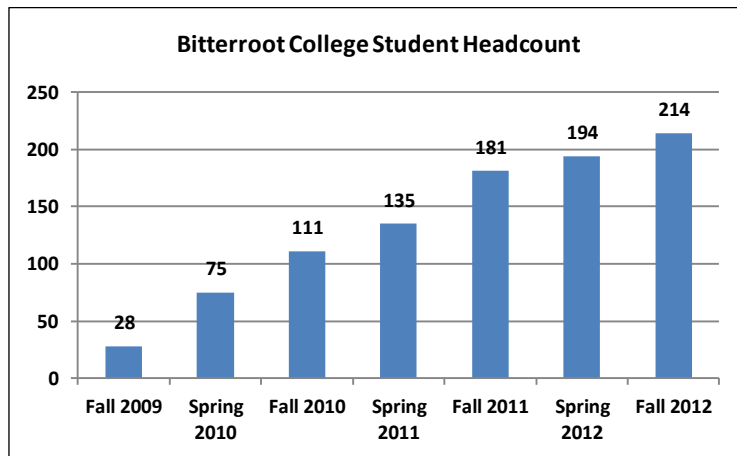
Data

Overview

The data presented in this plan is a bit different from the data presented in the other colleges' plans. This is because some metrics are not yet generated specifically for Bitterroot College. In the past, Bitterroot College data has been included in the data for Missoula College. Leadership at Bitterroot College is working with the staff at Missoula College and at The University of Montana to report all of the standard metrics for the College in the near future.

Student Enrollment Trends

The Bitterroot College (BC) has experienced steady enrollment growth since the unit's inception in fall 2009. The following headcount and full-time equivalent (FTE) charts illustrate this growth (headcount is an enrollment metric which counts every unduplicated student; full-time equivalent (FTE) is an enrollment metric which counts all student credit hours taken divided by a full-time annual credit load of fifteen credits).

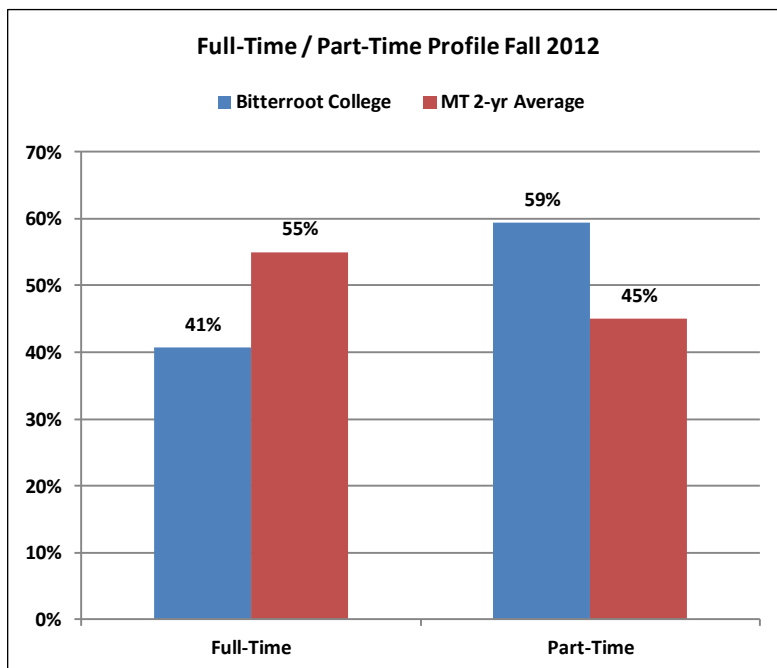
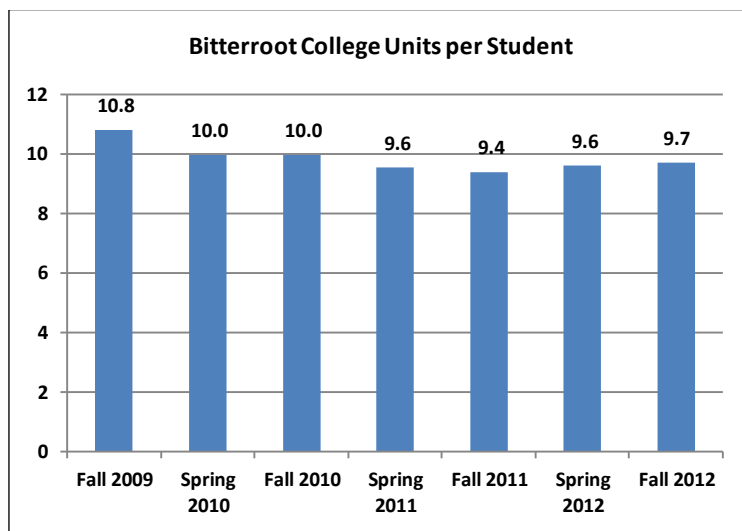


Full-time Equivalent Students				
TERM	Total	BC	Online ¹	Other ²
Fall 2009	20.2	9.7	2.7	7.9
Spring 2010	49.9	28.7	9.1	12.1
Summer 2010	13.5	9.9	3.0	0.6
Fall 2010	73.9	47.1	9.9	16.9
Spring 2011	86.0	63.7	10.6	11.7
Summer 2011	23.3	16.0	5.9	1.4
Fall 2011	113.5	79.9	14.8	18.9
Spring 2012	124.2	95.0	18.7	10.5
Fall 2012	138.6	104.7	25.5	8.3

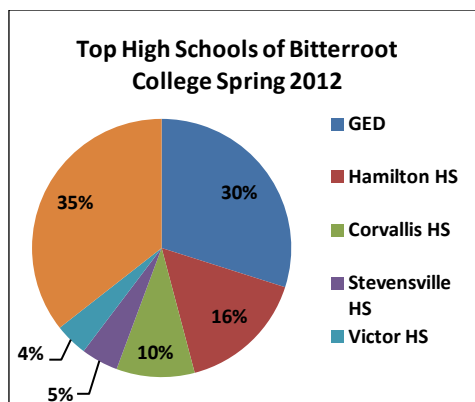
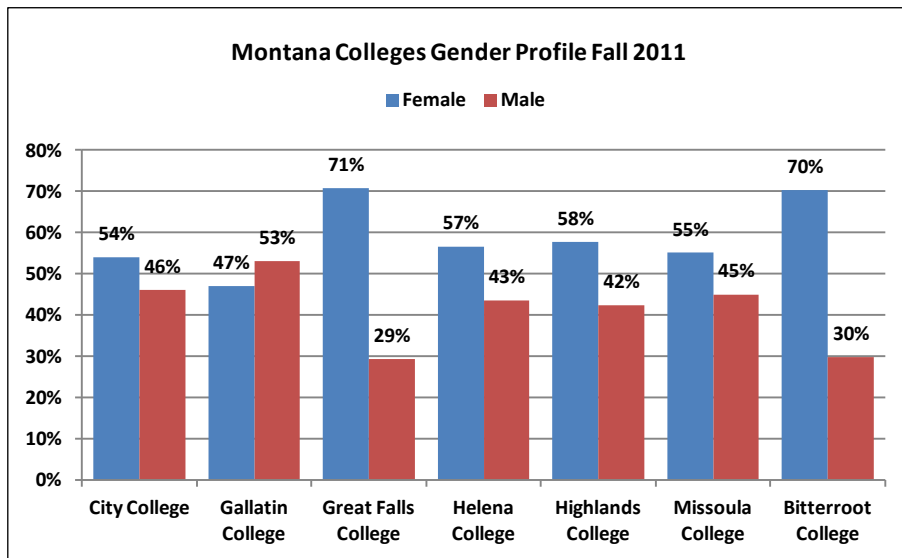
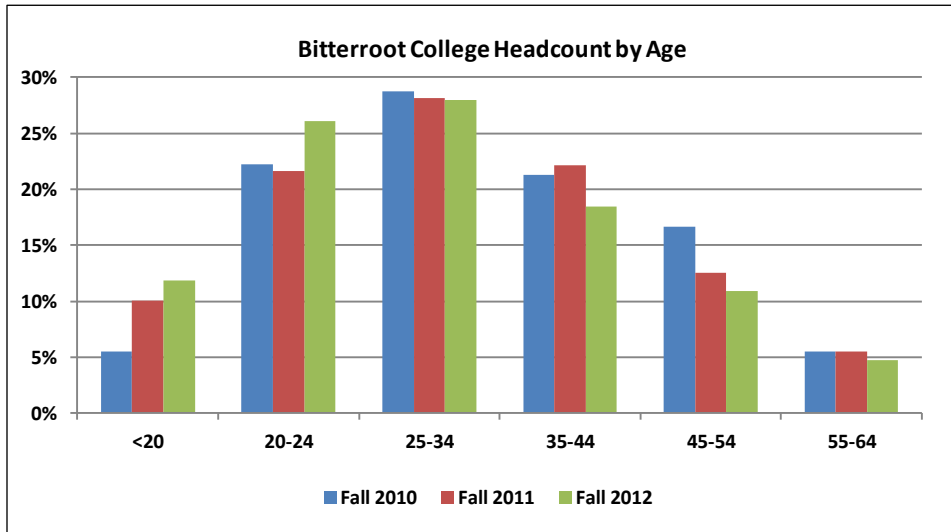
¹ Online courses taken by Bitterroot College students at Missoula College or UM.

² Classes taken by Bitterroot College students at Missoula College or UM.

Another measure of student enrollment is the number of college units (or credits) taken per student; this is a measurement relating to a student’s credit load. The top figure below shows Bitterroot College units per student between fall 2009 and fall 2012. Student credit load may also be assessed by comparing full-time (12 credits or more) versus part-time students. The lower figure below demonstrates that Bitterroot College students fit a somewhat different profile than the rest of Montana’s 2-year students, with nearly 60 percent of Bitterroot College students enrolled as part-time rather than full-time students. The Bitterroot College’s high rate of part-time students may be related to the school’s limited number of course section options and/or its limited number of course offerings in general. Too, higher part-time student enrollment at the Bitterroot College may be linked to the school’s non-traditional student majority; such students tend to have more outside-of-school responsibilities (namely, children and employment).



In terms of Bitterroot College student demographics, the charts below provide age, gender, and high school of origin data for Bitterroot College students. Notably, Bitterroot College students tend to be older than 25, female, and frequently enter the Bitterroot College from a high school outside of Ravalli County or with a GED (rather than with a traditional high school diploma).



Service Area Analysis

The table below provides summary demographic information obtained for a geographic sample area for the Bitterroot College. The area sampled is circular with a radius of 30 miles and with the Bitterroot College at the center. Comparable data for the State of Montana and the Nation are also provided. Some highlights from the Bitterroot College service area data include 1) higher median age than State and Nation, 2) lower median household and per capita income than State and Nation, 3) lower ethnic diversity than State and Nation, 4) lower consumer spending on education than State and Nation, 5) lower higher education degree attainment than State and Nation, and 6) higher rate of construction and manufacturing employment than State.

Bitterroot College - Geographic Sample Area Demographic Profile			
	Bitterroot College (30-Mile)	Montana	USA
Population	41,078	998,373	310,704,322
Population Growth	0.8%	0.7%	0.7%
Median Age 2011	46.1	40.0	37.2
Median Age 2016	47.5	40.7	37.6
Age 20-34 Growth 2011-2016	2.4%	2.9%	3.2%
Median Household Income	\$ 40,697	\$ 42,087	\$ 50,227
Per Capita Income	\$ 23,134	\$ 23,593	\$ 26,391
Ethnicity			
White Alone	95.9%	89.5%	72.4%
Black Alone	0.2%	0.4%	12.6%
American Indian Alone	0.9%	6.3%	0.9%
Asian Alone	0.5%	0.6%	4.7%
Pacific Islander Alone	0.1%	0.1%	0.2%
Some Other Race Alone	0.6%	0.6%	6.3%
Two or More Races	1.9%	2.5%	2.9%
Hispanic Origin (Any Race)	3.0%	2.9%	16.6%
2010 Consumer Spending on Education (Avg)	\$ 750	\$ 856	\$ 1,220
2010 Consumer Spending on Education as a % of MT	87.6%	100.0%	142.5%
2010 Educational Attainment (25+ years of age)			
Less Than 9th Grade	1.8%	3.0%	6.3%
9th to 12th Grade, No Diploma	6.2%	5.6%	8.5%
High School Graduate	32.9%	31.8%	29.6%
Some College, No Degree	25.3%	23.2%	19.9%
Associate Degree	8.2%	8.7%	7.7%
Bachelor's Degree	17.4%	18.8%	17.7%
Graduate/Professional Degree	8.2%	8.8%	10.4%
2010 Associate Degree or Higher Attainment	33.8%	36.4%	35.7%
2010 Employed Population 16+ by Industry			
Agriculture/Mining	6.5%	7.8%	1.8%
Construction	10.0%	6.9%	6.5%
Manufacturing	6.1%	3.9%	9.6%
Wholesale Trade	2.9%	2.9%	3.2%
Retail Trade	12.3%	11.5%	11.4%
Transportation/Utilities	4.3%	5.3%	4.9%
Information	1.5%	2.0%	2.3%
Finance/Insurance/Real Estate	5.8%	5.2%	7.1%
Services	46.7%	47.9%	48.0%
Public Administration	4.0%	6.7%	5.1%
Source: ESRI business Analyst Online; Data from the U.S. Census 2010 and 2000; Analysis by College Brain Trust			

In terms of measuring a 2-year college’s success in reaching out to its service area, the student participation rate quantifies how many people in a geographical area attend an institution per 1,000 residents (student headcount divided by service area population multiplied by 1,000). The table below shows the student participation rate for seven of Montana’s 2-year colleges. The Bitterroot College’s student participation rate is in the low single-digits along with that of Gallatin College’s. Bitterroot College and Gallatin College are the newest 2-year units in Montana, each only several years old; while the two schools’ appreciably low student participation rates are likely related to their newness, it is remarked that the two units are funded at rates lower than the State’s other 2-year units. Lack of sufficient resources is likely also a factor in the units’ ability to service their regions. Notably, if the Bitterroot College service area student participation rate (SPR) were equal to the average student participation rate of the top three rates in the chart below (SPR average of top three colleges is 22.9) **headcount at the Bitterroot College would be 924.**

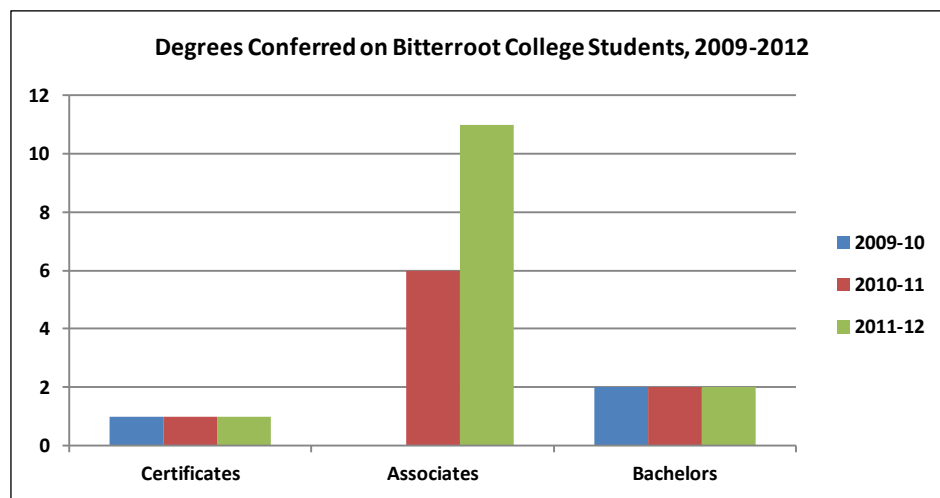
Montana Two-Year Colleges Student Participation Rate Fall 2011			
College	Student Headcount Fall 2011	Area Population 2011	Participation Rate 2011
City College	1,391	153,960	9.0
Great Falls College	1,873	82,318	22.8
Gallatin College	198	100,653	2.0
Helena College	1,679	71,561	23.5
Missoula College	2,803	124,762	22.5
Highlands College	726	55,177	13.2
Bitterroot College	181	41,078	4.4
Total	8,851	629,509	14.1

Student Success, Retention Metrics

The University of Montana Office of Planning, Budgeting, and Analysis was not able to provide metrics on Bitterroot College student success and retention. The coding of Bitterroot College students within the UM data system is still evolving. The Bitterroot College is working with the UM Office of the Provost to develop a process to secure success and retention data for the college by fall 2013.

Transfer and Completion Data

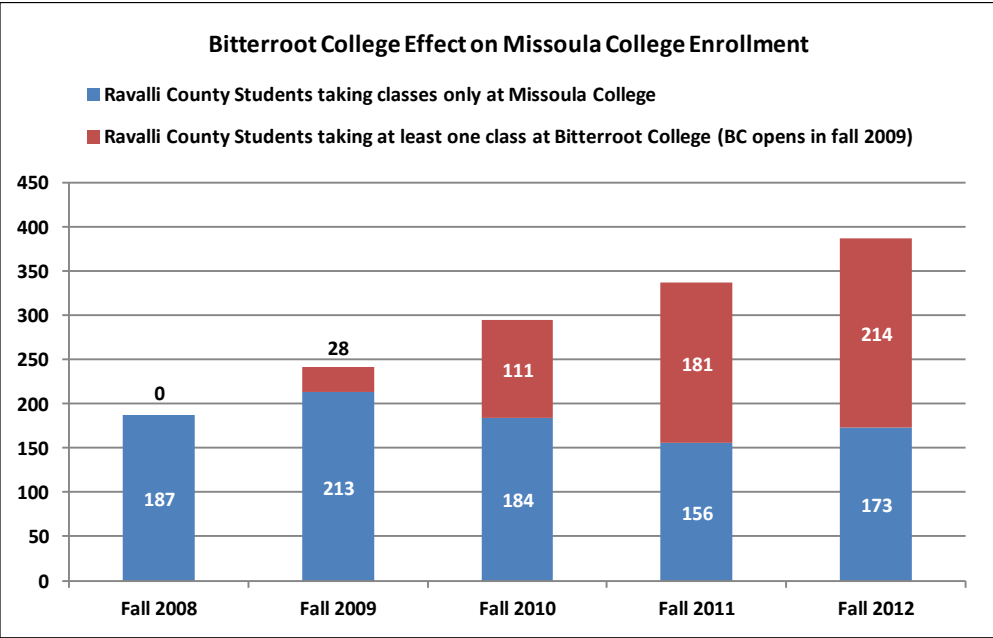
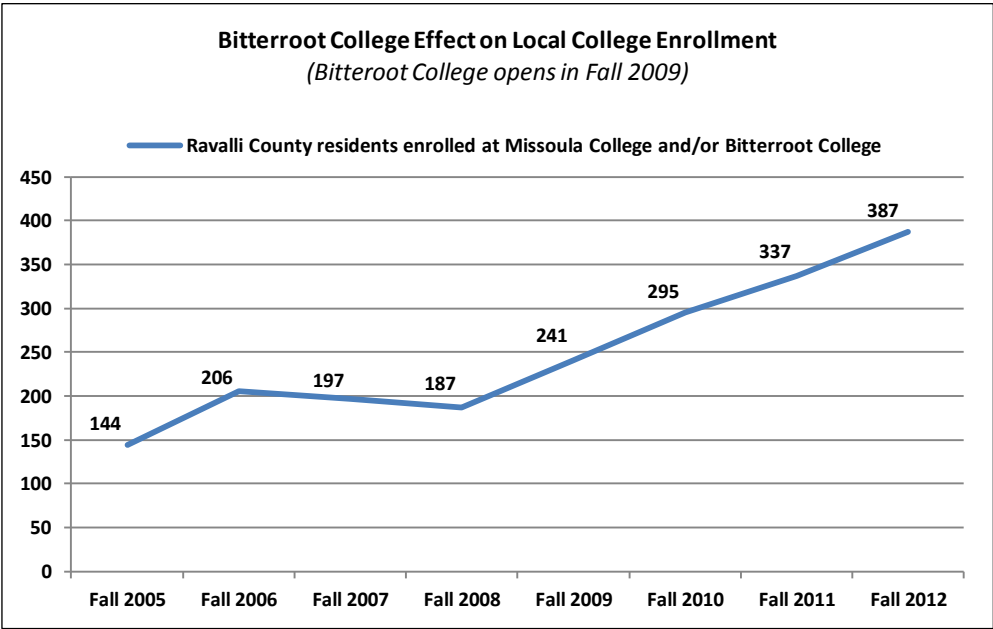
As with student success and retention metrics, extracting transfer and completion data for the Bitterroot College from within the larger UM dataset remains an evolving project, however the table below provides summary data on degrees conferred to students who took at least one class at the Bitterroot College between fall 2009 and summer 2012. It is noted that while certificate and bachelor awards have remained static, the awarding of associate degrees to Bitterroot College students doubled between 2010-11 and 2011-12. With degree applications already in for spring 2013, this doubling trend looks to continue. More than 20 associate degree applications have been submitted to date from Bitterroot College students for spring 2013 graduation. The majority of associate degrees awarded to Bitterroot College students at present have been Associate of Arts transfer degrees.



Impact of and Outlook for Bitterroot College

The decision to establish the Bitterroot College in fall 2009 was based on the premise that residents of Ravalli County did not have viable access to higher education. The consensus prior to 2009 was that Ravalli County postsecondary needs were adequately met via the county's proximity to opportunities provided by Missoula College in Missoula. With four semesters of fall enrollment recorded, the premise behind the establishment of the Bitterroot College can now be examined.

The following two tables indicate that the presence of the Bitterroot College has in fact **increased** overall participation of Ravalli County residents in higher education. Ravalli County enrollment in higher education has more than doubled since the Bitterroot College inception (from 187 to 387). Too, the Bitterroot College has had a positive net impact on Missoula College enrollment by residents of Ravalli County. While Ravalli County headcount at Missoula College dropped slightly between fall 2008 and fall 2012 (from 187 to 173), this headcount drop was more than offset by Bitterroot College students taking 22.1 FTE worth of Missoula College online courses and 3.5 FTE worth of Missoula College face-to-face courses (fall 2012; extrapolated from dataset for FTE table in **Student Enrollment Trends** section).



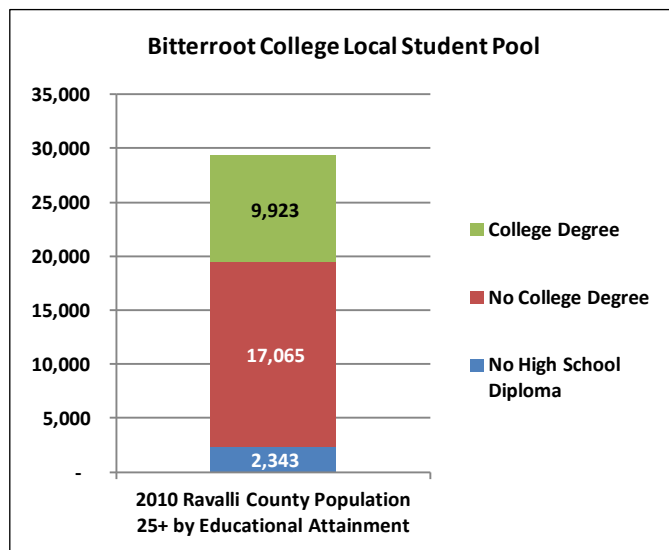
In terms of the long term outlook for enrollment at the Bitterroot College, the table below provides enrollment projection data from a needs assessment for the Bitterroot College conducted by Maas Companies, Inc. in July 2010. Remarkably, Maas Companies' enrollment forecast for the Bitterroot College has mirrored reality nearly exactly for the first three years of the forecast.

BITTERROOT COLLEGE ENROLLMENT AND WSCH FORECAST (2010-2025)								
YEAR	RAVALLI COUNTY POP.	STUDENT PARTICIPATION RATE	HEADCOUNT FORECAST	HEADCOUNT ACTUAL	WSCH FORECAST	WSCH ACTUAL	FTES FORECAST	FTES ACTUAL ¹
SPR 2010	41,512	1.8	74	75	439	430.5	29.3	28.7
SPR 2011	41,998	3.2	134	135	835.2	955.5	55.7	63.7
SPR 2012	42,489	4.5	191	194	1,240.50	1,425.0	82.7	95.0
2013	42,986	6	258		1,743.80		116.3	
2014	43,489	7.7	335		2,355.60		157	
2015	43,998	10	440		3,215.30		214.4	
2016	44,513	12	534		4,049.50		270	
2017	45,034	14	630		4,952.00		330.1	
2018	45,560	16	729		5,924.90		395	
2019	46,094	18	830		6,970.30		464.7	
2020	46,633	20	933		8,090.30		539.4	
2021	47,178	21	991		8,865.00		591	
2022	47,730	22	1,050		9,682.90		645.5	
2023	48,289	23	1,111		10,545.00		703	
2024	48,854	24	1,172		11,452.70		763.5	
2025	49,425	25	1,236		12,407.20		827.1	

¹Does not include FTEs generated by Bitterroot College online enrollment.

Source: Bitterroot College Program Needs Assessment, July 19, 2010; Analysis by Maas Companies, Inc.

A final consideration in terms of enrollment at the Bitterroot College involves a review of the numbers of Ravalli County adults who hold no college degree as well as those who hold no high school diploma. The table at right shows that there are over 19,000 Ravalli County adults who could ultimately benefit from Bitterroot College higher education services. This number infers significant local enrollment potential for the Bitterroot College.



Source: ESRI business Analyst Online; Data from the U.S. Census 2010 and 2000; Analysis by College Brain Trust

Bitterroot College Initiatives

The Bitterroot College proposes a set of 26 initiatives to further its overarching institutional goal of providing the comprehensive 2-year education mission to the residents of Ravalli County. While the initiatives are not enough to completely realize the comprehensive 2-year education mission at the Bitterroot College, they provide the foundation and the momentum for the goal to be reached.

The initiatives represent a synthesis from meetings and conversations held with Bitterroot College students, faculty, and staff as well as Bitterroot College Advisory Council members, Bitterroot Job Service staff, Ravalli County Economic Development Authority staff, and interested community members. The meetings and conversations took place during fall 2012 and were both formal and informal in nature.

The initiatives are varied in their specifics—some target enrollment, some target retention, and some target completion/employment—however, a shared element to all the initiatives is that they require a responsible party to make them happen. Currently the Bitterroot College has ***no full-time faculty who can be “reassigned”*** to any of its initiatives; the Bitterroot College has at present only three full-time employees—a director, an advising & enrollment services coordinator, and an operations manager. The Bitterroot College requires funds for staffing and/or consultants to meet many of its initiative objectives and to implement the College!NOW comprehensive mission. Essentially, capacity building funding is required for the Bitterroot College to reach its potential (with a **service area Student Participation Rate [SPR] of only 4.4**—see previous **Data** section—enrollment at the Bitterroot College has nowhere to go but up). The Bitterroot College cannot take the next steps in bringing the comprehensive 2-year education mission to the residents of Ravalli County without a commitment to greater, recurring resources.

All of the initiatives will drive enrollment which in turn drives revenue which circles back to offset recurring costs—these initiatives are revenue-generating. Of course, the central purpose of greater enrollments is a more capable workforce and informed citizenry; the return on this investment is immeasurable.

a. Transfer education through the Associate Degree

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
1	Create guidance program for 2-yr to 4-yr transfer students	Create a guidance program for 2-yr to 4-yr transfer students including information brochure, visits to 4-yr campus, and opportunities to connect with other transfer students	Track transfer students at baccalaureate campuses (establish baseline data); increase retention and completion of transfer students at baccalaureate campuses	Summer 2013	Kathleen O’Leary/BC Advising & Enrollment Services Coordinator	Funds for Consulting support	1-e

b. Workforce development, including Certificates and Applied Associate Degrees

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
2	Provide Certificate of Applied Science degrees in Building Maintenance and Computer Support	Combine BC face-to-face and UOnline offerings to provide Missoula College’s Certificate of Applied Science degrees in Building Maintenance* and Computer Support start to finish at BC; target Perkins Grant for first-year adjunct costs and start-up equipment costs <i>*focus of Building Maintenance degree is to provide a broad base of entry-level industrial and manufacturing technology skills</i>	Increase percentage of male students from 30 to 40 percent four semesters following implementation; increase enrollment and completion in workforce-related degrees by 25 percent four semesters following implementation; increase percentage of full-time students by 5 percent two semesters following implementation	Fall 2013	Victoria Clark/BC Director	Computer Support adjuncts; Building Maintenance adjuncts; Start-up equipment; Lease for additional space for Building Maintenance	1-g, 2-a
3	Provide Business Technology degrees in Medical Reception, Accounting Technology, and Management-Entrepreneurship Option	Combine BC face-to-face and UOnline offerings to provide Missoula College’s Certificate of Applied Science degree in Medical Reception and Associate of Applied Science degrees in Accounting Technology and Management-Entrepreneurship Option start to finish at BC; target Perkins Grant for first-year adjunct costs	Increase enrollment and completion in workforce-related degrees by 25 percent six semesters following implementation; increase percentage of full-time students by 5 percent two semesters following implementation	Fall 2013	Victoria Clark/BC Director	Medical Reception adjuncts; Accounting Technology adjuncts; Management-Entrepreneurship Option adjuncts	1-g, 2-a
4	Develop and Implement Associate of Science degree pathway in Resource Conservation	Combine BC face-to-face and UOnline offerings to develop and implement new Resource Conservation Associate of Science degree pathway (first 2-years at BC; second 2-years at UM)	Increase percentage of male students by 3 percent four semesters following implementation; increase percentage of full-time students by 5 percent two semesters following implementation	Fall 2013	Victoria/BC Director	Additional adjunct faculty and start-up equipment	1-g, 2-c, 5-f

5	Develop career counseling and job placement services	Develop career counseling services using MCIS as the basis for students to explore careers and assess their interests and aptitudes; bring-in local professionals for round table discussions on careers; provide job placement services to new graduates	Increase degree completion and job placement; establish baseline data for completion and job placement	Fall 2013	Kathleen O'Leary/BC Advising & Enrollment Services Coordinator	Funds for Consulting support	2-a, 3-f
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c. Developmental and Adult Basic education

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
6	Assess tutoring services and implement assessment recommendations	Complete an assessment of current tutoring services and implement recommendations for improvement	Increase persistence and retention; retention target is 10 percent increase following the semester of implementation	Summer 2013	Victoria Clark/BC Director	Funds for Consulting support	1-g

d. Lifelong Learning

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
7	Expand local outreach, especially to area high schools	Develop a local College Access Network (CAN) as prescribed via the national College Access Network program; incorporate dual enrollment opportunities and Big Sky Pathways into outreach effort	Increase enrollment and community awareness; enrollment target is a 15 to 20 percent increase following local CAN establishment (increase includes both dual enrollment and traditional-age students)	January 2014	Charles Turner/BC AmeriCorps VISTA for January 2013-2014	AmeriCorps VISTA program match	2-b, 3-f
8	Create support program for Veterans	Create a program including admissions, orientation, and advising services for Veterans;	Increase enrollment, persistence, retention, and completion of Veterans by 10 percent two semesters following implementation of program	Fall 2013	Kathleen O'Leary/BC Advising & Enrollment Services Coordinator	Cost to attend Feb 2013 NACADA Veteran Symposium for Higher Education	1-g, 2-c
9	Assess feasibility of drop-in childcare	Complete feasibility study for drop-in childcare	Determine feasibility for drop-in childcare	Summer 2013	Victoria Clark/BC Director	Funds for Consulting support	1-g
10	Assess feasibility of providing transportation to Missoula campuses and to Bitterroot College campus	Complete feasibility study for transportation to the Missoula campuses and to the Bitterroot College campus for students	Determine feasibility of transportation to Missoula campuses and Bitterroot College campus for students	Fall 2013	Victoria Clark/BC Director	Funds for Consulting support	1-g

e. Community Development

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
11	Hire a full-time receptionist	Hire a full-time receptionist who provides welcoming, consistent, accurate, and up-to-date customer service to all individuals interacting with the BC either in person or over the telephone.	Establish BC as a place of quality customer service; increase efficiency and effectiveness of BC Director, BC Advising & Enrollment Services Coordinator, and BC Operations Manager; increase college and continuing education enrollment by 5 percent one semester following hire	Summer 2013	Patty Skinner/BC Operations Manager	Classified staff position	1-g

f. Branding and Marketing

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
12	Local market research	Conduct market research to help guide the College's evolution in the coming years. Shape marketing and communications initiatives based on market research findings.	Increase understanding of prospective students' populations and workforce development opportunities in the surrounding area.	January 2014	Victoria Clark/BC Director	Market research funding	5-a, 5-b, 5-d, 5-e
13	Implement branding plan	Roll-out new BC brand including positioning statement, messaging strategy, logo, marketing materials, and promotional items	Increase enrollment and community awareness; enrollment target is a 15 to 20 percent increase following roll-out	March 2013	Victoria Clark/BC Director, Annie Connole/Strategies 360, and Outside Consultant	Funding required to successfully execute a branding plan to better communicate the mission of Bitterroot College and meet enrollment goals.	5-a, 5-c, 5-d, 5-e
14	Website development and maintenance	Create user-friendly web design integrated with social media campaign to increase accessibility to information of Bitterroot College's programs, services, and opportunities. Create better online access to information on the application process, enrollment, and financial aid opportunities at Bitterroot College.	Optimized online tools that will enhance new student recruitment and increase enrollment by 15 percentage points.	June 2013, ongoing	Victoria Clark/BC Director	Additional funding for website development and maintenance.	5-a, 5-d, 5-e
15	Sustained local marketing program	Develop sustained brand awareness and marketing campaign to promote the College's opportunities, programs, and services using traditional advertising media, online advertising media, social media, and earned media.	Improve the average market penetration of Bitterroot College UM by 10 percentage points.	June 2013, ongoing	Victoria Clark/BC Director	Funds required for dedicated outreach to prospective students.	5-a, 5-d, 5-e

16	Local grassroots marketing program	Develop and implement a sustained grassroots 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 and brand awareness among prospective student groups of the college's services, programs and opportunities.	June 2013 ongoing	Victoria Clark/BC Director	Funds required for dedicated outreach to prospective students.	5-a, 5-d, 5-e
17	Targeted marketing and outreach programs	Develop and implement a comprehensive marketing and recruitment plan specific to different prospective student demographics, including Native American students, veterans, traditional students, and non-traditional students aged 25 and older without college degrees or in need of workforce retraining.	Increase enrollment by 15 percent through better awareness of the college's services, programs and opportunities among these prospective student groups.	June 2013, ongoing	Victoria Clark/BC Director	Funds required for dedicated outreach to prospective students.	5-a, 5-d, 5-e

g. Other Institutional Elements

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
18	Develop Sustainable Funding Model	Develop a sustainable funding model which is linked to projected enrollment growth and resultant attendant growth in faculty, staff, and facilities; plan includes strategy for development and implementation of Perkins Grant eligible programming (Career & Technical Workforce Development)	Provide BC students, faculty, staff, and community with clarity regarding programming & service opportunities and level of commitment from The UM and MUS; plan will result in BC reaching enrollment projection of 1200 students by 2025	Spring 2013	Victoria Clark/BC Director	Funds for Consulting support	1-g
19	Hire Two Full-time Faculty	Hire one full-time faculty to oversee Associate of Arts and Associate of Science transfer degree programming; hire one full-time faculty to oversee Certificate of Applied Science and Associate of Applied Science programming; faculty would be 50 percent admin and 50 percent instructional	Establish an academic team at the BC to oversee adjuncts, connect with local business & industry to ensure responsive programming, and liaison with MC & UM academic departments to ensure academic integrity of BC courses; increase full-time faculty to part-time faculty ratio from 0:5.45 to 1:4.5 (18%)	Fall 2013	Victoria Clark/BC Director	1 FTE Faculty	1-g, 2-a

#	Initiative Name	Description	Outcome	Completion Date(s)	Responsible Party	Resources Required	Strategy
20	Code BC students in Banner System	Implement specific coding of BC students in Banner	Provide for creation of BC datasets comparable to other 2-year units; allows for evidence-based decision making; coding will enable BC to increase enrollment, retention, and completion by a minimum of 10 percent annually for the next 5 years as planning and decision-making will be better informed	Spring 2013	Perry Brown/UM Provost	NA	3-d, 4-b, 4-c
21	Complete feasibility study of charging textbook expenses to student financial aid accounts	Research possibilities for allowing students to charge textbook expenses to their financial aid awards	Increase persistence and retention; retention target is 10 percent increase following the semester of implementation	Spring 2013	Kathleen O'Leary/BC Advising & Enrollment Services Coordinator	NA	1-g
22	Assess UM fees charged to BC students and implement assessment recommendations	Complete a report on current UM fees charged BC students and assess benefit to BC students; recommend changes or fee redirection as reasonable	Provides recommendations for a fee structure reasonable to BC students and The UM; provide funding streams for student childcare, transportation, and food/beverage concession needs; increase affordability and therefore enrollment, retention, persistence, and completion	Spring 2013	Victoria Clark/BC Director	NA	1-g
23	Create and implement a faculty development curriculum targeting the instruction of 2-year students	Create and implement a faculty development curriculum comprised of a series of workshops (4 to 6) focusing on instructional issues relating to 2-year students	Increase persistence and retention; retention target is 10 percent increase following the semester of implementation	January 2013	Suzanne Shope/Adjunct Faculty hired as project consultant	Funds for Consulting support	1-f
24	Develop partnerships for resource referral and in-house training relating to health and human services	Develop printed and web-based material identifying local referral agencies, organizations, and individuals pertaining to mental health, addiction, disabilities, and veterans; provide in-house training for faculty and staff on identifying and handling mental health crises	Increase quality of student experience; empower faculty and staff; increase efficiency of college staff	Summer 2013	Victoria Clark/BC Director	Funds for Consulting support	1-f
25	Create advising checklists	Create advising checklists for degrees and degree pathways relevant to predictable BC offerings	Increase student satisfaction and degree completion; degree completion target is a 10 percent increase one-year following publication of checklists	January 2013	Kathleen O'Leary/BC Advising & Enrollment Services Coordinator	NA	1-e
26	Assess feasibility of food and beverage services	Complete feasibility study for food and beverage services	Determine feasibility of food and beverage services	Fall 2013	Victoria Clark/BC Director	Funds for Consulting support	1-g

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

Due to the newness of the Bitterroot College as well as its low number of full-time staff (only three individuals) the Bitterroot College’s linkages to priority partners is not as robust and dynamic as would be considered optimal. However, staff is continually working on strengthening existing partnerships as well as exploring and building new partnerships. Moreover, the Bitterroot College Advisory Council has recently adopted advocacy and outreach as one of its strategic goals, so Council members will now have a clear role in assisting with the development of collaborative relationships. Highlighted below are the college’s existing linkages to the K-12 System, other 2-year units, 4-year Universities, Tribal Colleges, businesses, community leaders, and policy makers.

K-12 System

- Bitterroot College Director meets monthly with area school superintendents
- Bitterroot College Advising & Enrollment Services Coordinator arranging to meet monthly with area high school counselors
- AmeriCorps VISTA volunteer starts at the Bitterroot College in January 2013; job is to establish a Local College Access Network for Ravalli County—particular focus will be developing transitional pathways (including Big Sky Pathways) between area high schools and the Bitterroot College

Other Two-Year and Community Colleges

- Bitterroot College Director participates in regular meetings with State’s other 2-year leaders and State Deputy Commissioner of 2-year Education
- Bitterroot College Advising and Enrollment Services Coordinator is member of State’s College!NOW Adult Friendly Task Force
- Bitterroot College Director works closely with Missoula College Associate Dean
- Missoula College Associate Dean is chair of the Bitterroot College Advisory Council
- Bitterroot College Advising and Enrollment Services Coordinator works closely with Missoula College Advising Team and Enrollment Services Team
- Bitterroot College Advising and Enrollment Services Coordinator works with other 2-year unit enrollment staff on consortium agreements enabling Bitterroot College students to take online courses at other Montana 2-year schools
- Bitterroot College Operations Manager works closely with Missoula College Dean’s Office human resources staff

Four-Year Universities

- Bitterroot College Director reports directly to UM Provost and regularly meets with Provost; periodically attends UM Academic Officer meetings
- The UM Provost, the UM Dean of the School of Lifelong and Extended Learning, and the UM Director of Internship Services are on the Bitterroot College Advisory Council
- Bitterroot College Director works closely with UM department chairs whose departments serve as academic leads to Bitterroot College courses

- Bitterroot College Advising and Enrollment Services Coordinator attends regular meetings with UM Undergraduate Academic Advising Team
- Bitterroot College Advising and Enrollment Services Coordinator works closely with UM departmental advisors whose departments offer 4-year degrees of interest to Bitterroot College students
- Bitterroot College Advising and Enrollment Services Coordinator works closely with UM admissions and registrar staff regarding Bitterroot College students' transfer to UM
- Bitterroot College Advising and Enrollment Services Coordinator works closely with applicable UM Western staff concerning Hamilton offering of Westerns' Early Childhood Education Associate of Applied Science degree
- Bitterroot College Operations Manager regularly meets with other UM departmental fiscal managers
- Bitterroot College Operations Manager works closely with UM Business Services staff and UM Provost's fiscal staff

Tribal Colleges

- Bitterroot College adjunct faculty member is developing a Native American Studies course for spring 2013 (and beyond) under the auspices of the UM Native American Studies Department and with guidance from Montana Tribal representatives

Businesses in the Local Area, the State, and the Region

- Bitterroot College Advisory Council members include the Human Resources Director of Marcus Daly Memorial Hospital and the Procurement Manager for GlaxoSmithKline
- Bitterroot College adjunct faculty include multiple postdoctoral fellows from the Rocky Mountain Laboratories, the chief science officer at the Bitterroot National Forest, the *Ravalli Republic* copy editor, the owner of a local bar & casino, and the owner of local computer software firm

Community Leaders

- Bitterroot College Advisory Council members include the Director of the Bitterroot Valley Chamber of Commerce, the Principal of Darby High School, and the Executive Director of Literacy Bitterroot
- Bitterroot College adjunct faculty includes the Outreach Director of SAFE
- Bitterroot College Director provides twice monthly update to Bitterroot Job Service manager and staff
- Bitterroot College Director works closely with Ravalli County Economic Development Authority to provide and implement responsive business development training

Policymakers

- House District 87 Representative Pat Connell is on the Bitterroot College Advisory Council
- Stevensville City Council Member Ron Klaphake is a Bitterroot College adjunct faculty member
- Ravalli County Commissioner Suzy Foss periodically attends Bitterroot College Advisory Council meetings