Flathead Valley Community College

FVCC promotes excellence in lifelong learning, focused on student success and community needs. We fulfill this mission through workforce, transfer, and development education.

Goal 1: Increase Completion of Degrees and Certificates

Objective 1a: Offer streamlined pathways for students to graduate

Strategy 1a(i): Develop learning communities for student cohorts such as general studies or STEM

Strategy 1a(ii): Develop guaranteed schedules for full-time and part-time students to complete degrees in 2, 3, or 4 years

Strategy 1a(iii): Evaluate and increase the number of formal articulation agreements

Strategy 1a(iv): Increase the number of programs with embedded industry recognized credentials/workforce skills that serve as a stepping stone to bachelor's degree

Strategy 1a(v): Increase the number of short term (1-2 semester) programs that lead to employment

Strategy 1a(vi): Establish a Certificate of General Studies

Objective 1b: Expand learning opportunities and remove access barriers

Strategy 1b(i): Increase quality online course offerings through targeted professional development and support from E-Learning faculty fellows

- *Adopt and apply external quality standards and best practices for online education*

Strategy 1b(ii): Increase apprenticeships focused on community needs

Strategy 1b(iii): Increase the number of student receiving scholarships

Strategy 1b(iv): Improve processes and systems that improve student success (matriculation and retention)

Goal 2: Cultivate a Supportive Teaching and Learning Environment

Objective 2a: Strengthen the college-wide culture of teaching and learning excellence

Strategy 2a(i): Implement a Teaching and Learning Center

- *Provide faculty and staff development in key areas such as assessment, inclusion and diversity, learning-centered teaching strategies, outcomes-based practice, equity gaps, scholarship of teaching and learning, etc.*
- *Consolidate information about student academic support services*

Strategy 2a(ii): Empower and support divisions, departments, and committees as agents of change
- *Provide training and support for the new systems*
- *Improve regular data-driven cycles of review and improvement of teaching and learning*
- *Develop Standard Operating Procedures for all areas*

Objective 2b: Employ evidence-based college-wide practices to optimize student success and mission fulfillment

Strategy 2b(i): Design impactful practices based on data

Goal 3: Foster an Environment of Diversity, Equity, and Inclusion

Objective 3a: Instill an inclusive, welcoming environment that creates a sense of belonging for students, faculty, staff, and the community

Strategy 3a(i): Increase programming and events that advance diversity, equity, and inclusion
Strategy 3a(ii): Provide professional development opportunities to increase an understanding and appreciation for diversity, equity, and inclusion demographics
Strategy 3a(iii): Create marketing and recruitment materials reflective of community

Strategy 3a(iv): Apply an equity lens when evaluating institutional practices

Objective 3b: Increase opportunities to develop global citizenship and appreciation of diversity

Strategy 3b(i): Infuse diversity, equity, and inclusion across the general education curriculum

Strategy 3b(ii): Increase enrollment of international students by 2%

Strategy 3b(iii): Increase opportunities for students to study abroad or appreciate other cultures

Goal 4: Enhance Institutional Vitality

Objective 4a: Foster a sense of college community through engagement, dialogue, transparency, and data-informed decision making

Strategy 4a(i): Improve access to student success data, guided by the Data Governance Committee
- *Establish data governance strategies to assist faculty and staff in the use of data*
- *Create data dashboards*
- *Establish a clear pathway for data requests*

- *Improve data collection of student income level*

Strategy 4a(ii): Expand opportunities for participatory governance.
- *Establish formal processes and procedures to ensure Inclusion of staff, Division Chairs, and/or Faculty Senate in decision making.*

Strategy 4a(iii): Evaluate goals and objectives using meaningful, assessable, verifiable data
Strategy 4a(iv): Ensure goals, objectives, indicators and targets guide the selection, implementation, alignment, correlation and integration of programs and services

Objective 4b: Increase data literacy campus-wide

Strategy 4b(i): Support faculty and staff in the appropriate use of data
- *Offer regular data literacy and FERPA trainings*
- *Create data champions in all divisions / departments*

Strategy 4b(ii): Track program, service and core theme outcomes and compare that data to meaningful targets and use the results to lead to improvements.

Objective 4c: Leverage assessment data to inform decisions, resource allocation, and improvement initiatives

Strategy 4c(i): Document how strategic plan indicators and the assessment process drives planning and resource allocation
Strategy 4c(ii): Use assessment cycle results to make data-driven decisions around quality and effectiveness of college-wide efforts leading to mission fulfillment

Objective 4d: Improve campus-wide communication

Strategy 4d(i): Develop tools and processes to ensure effective, inclusive communication within the college and with community partners

Strategy 4d(ii): Foster a culture of collegiality, collaboration, and innovation by identifying 4-5 core values