

The Robert B. Miller College Futuring Document

August 2008

The Robert B. Miller College (Miller College) annually engages in a review of our vision for our future. This review follows a cycle of discussion and action that begins with the approval of the Futuring Document by the Board of Trustees at its August board meeting.

The following spring the current Futuring Document comes before the College Forum as part of the goal setting process for the following year. The College Forum members review and discuss goals presented by the respective areas of the College in late spring so that a final document is ready in the month of July. It then moves to the Board of Trustees in August and the cycle repeats itself.

This document represents an image of Miller College in the year 2011. A collage of short and long range thinking, this document informs, challenges, and directs our resources and efforts towards attainment of our vision.

College Philosophy

Miller College is an institution committed to: (1) meeting the needs of traditional and non-traditional students who desire to complete a bachelor's degree; (2) considering our students as valued members of our educational family; (3) providing a quality learning environment, personal opportunities, and services in support of student learning; (4) always striving for excellence in all areas of activity; (5) continuously improving each phase of our operation; (6) involving our employees in the decision making process; and (7) conducting our activities in an atmosphere of consideration, courtesy, civility, tolerance, and respect for all.

College Purpose

In realizing our philosophy, Miller College has identified several major areas of concentration: (1) making unique program opportunities and services available to students and staff; (2) offering a variety of learning formats; (3) developing programs designed to meet the needs of the traditional and non-traditional learner in our service area; (4) maintaining a comparative cost structure and fiscal stability; (5) establishing relationships with the public and private business and industrial community, health care organizations, public school districts and intermediate school districts within Barry, Branch, Calhoun, and Eaton counties; and (6) regularly assessing courses, programs, services, and instruction using the data gathered to enhance learning.

College Vision Statement

Miller College is committed to assisting traditional and non-traditional students toward the timely achievement of their professional goals. In so doing, the Miller College vision includes providing well-planned, meaningful course offerings, quality teaching, varied and flexible systems which foster opportunities for intellectual and personal growth, and a concern for the community which it serves.

Miller College envisions maintaining an environment where students are free to learn and come to exhibit a high level of competence. Our philosophy is one of continuous improvement such that students, now and in the years to come, may truly benefit from association with the College.

OVERALL GOALS AND OBJECTIVES FOR THE COLLEGE

The Futuring Document is presented with Goals and Objectives in three areas of College operation: Institutional Goals, Instructional Goals, and Student Services Goals. These are provided generally with more specific annual goals appearing later in the document. A summary review of the previous year's goals is provided.

Institutional Goals

We will organize, plan, develop, and implement programs and services available to students and staff.

We will share physical resources and work within the contractual agreement with Kellogg Community College as partners in maintaining and upgrading the facilities available for educational uses. This includes physical facilities, library, technology in support of education, and the training of staff to effectively use technology as a tool in the learning process.

We will attain fiscal stability by working to generate enrollment sufficient to meet the financial projections for the College.

We will work to diversify our resources and income base.

We will work to maintain student tuition at a level equal to the cost of tuition and fees at state universities.

We will foster positive relationships with faculty and administration at public and private schools, and the intermediate school districts for the purposes of student practicums, student teaching, graduate job placement, and staff development activities for current faculty.

We will work with the intermediate, private and public K-12 school districts in providing leadership for collaborative efforts.

We will foster positive relationships with area hospitals and health care providers and seek ways to meet the upper level nursing educational needs throughout our service area.

We will establish and maintain relationships with business, industry, and government.

We will deliver degree completion programs designed to meet the needs of business and industry within our service area.

We will actively involve representatives of education, health care, business, and industry on program advisory committees and periodically report the results of the advisory committee meetings to the Board of Trustees.

We will support economic development efforts within the area.

We will work with community, city, and county agencies in meeting their education and training needs at the upper-division level.

We will seek to provide cultural opportunities for our students and the communities we serve.

We will market programs of study to assure continued enrollment growth during the first years of operation.

We will continuously make educational and training opportunities available for faculty and staff and keep them up to date on the latest instructional technology and the College computer management information system.

Instructional Goals

We will focus on student learning and programmatic improvement.

We will enhance alternative and flexible delivery systems.

We will organize, plan, develop, and implement programs, courses, and services via traditional and non-traditional methods.

We will offer programs, courses, and services to meet the education and training needs of students desiring to complete a bachelor's degree and who are not able to relocate or travel to complete a program of study.

We will develop programs of study to meet the education and training needs of the public and private sectors of business, education, government, health care, and manufacturing industries.

We will work to identify, plan, and develop programs of study responding to the unmet needs of area students who wish to complete a bachelor's degree locally.

We will maintain an active agenda of seeking out and using best knowledge and best practice in curriculum development and delivery.

We will monitor program needs through active program advisory committees and make program changes as necessary to meet the needs of potential employers.

Student Services Goals

We will provide a climate of community, support, and advocacy that fosters learning and overall student development.

We will provide programs, activities, and procedures that may be easily accessed.

We will develop learning opportunities beyond the classroom which will enrich each student as an individual and as a member of society.

We will provide assistance for students with diverse and unique needs.

We will develop strategies and activities to maintain a continuing relationship with our graduates.

EVALUATION OF 2007-08 GOALS --YEARLY GOALS AND OBJECTIVES FOR 2008-11

Review of Goals for 2007-08

Complete a successful periodic review of education programs by MDE. (Not Completed)
Application submitted in June of 2008.

Submit application to join TEAC. (Not Completed)

Work toward financial break even point between revenue and expense. (In Progress)

Develop and submit the Self Study for initial accreditation from HLC. (Completed)

Continue to develop strategies to gain community support for student scholarships. (In Progress)

Implement additional financial aid programs to include campus-based work study. (Completed)

Receive accreditation from HLC. (Achieved February 2008)

Consider additional majors in several areas such as criminal justice (Completed) and accounting. (Not Completed)

At the request of KCC, develop a new contractual agreement between the Colleges. (Completed)

Complete upgrade of College web page and all major recruitment materials. (Ongoing)

Develop an on-line admission application. (Not Completed)

Review procedures to assure full compliance with the federal Campus Security Act. (Not Completed)

Continue staff training on Colleague and Web Advisor. (Ongoing)

Review and revise current assessment plans. (Ongoing)

Develop a long range financial agreement with the Miller Foundation. (Completed)

Increase enrollment by 50% in year to year comparison. (Ongoing)

Review weekend schedule of classes for continuation decision. (Not Completed)

Revisit need for a student tutoring program. (Not Completed)

Develop a method of tracking students who are completing credits with other colleges prior to matriculating to RMC. (Not Completed)

Goals for 2008-09

Attend training in anticipation of developing an application to join Teacher Education Accreditation Council by 2013.

Continue to work toward financial break even point between revenue and expense.

Complete NCA progress reports as required.

Continue to develop strategies to gain community support for student scholarships.

Complete the on-line application process.

Continue staff training on Colleague and Web Advisor.

Review and revise current assessment plans.

Begin offering courses at nearby locations.

Revisit need for a student tutoring program.

Develop policies and procedures to serve international students and veterans.

Review and update all Student Services policies and procedures.

Improve average student satisfaction survey score.

Update programs of study after review by faculty and program advisory committees.

Expand our course offerings available in a web-based format.

Achieve probationary status of our education programs from the MDOE.

Increase annual semester hour enrollment by +40%.

Begin a phased development of a new area of College operation titled the Development and Alumni Affairs Office.

Develop a method of tracking students who are registering for alternating semesters or dual enrolled at another College.

Review procedures to assure full compliance with the federal Campus Security Act.

Consider additional programs of study in Human Services.

Develop a capacity building grant to be submitted to a major funding resource.

Goals for 2009-10

Continue working toward the break even point between annual revenues and annual expense.

Review and revise if necessary the long range financial agreement with the Miller Foundation.

Complete a 360 review of all processes and procedures.

Begin consideration of master's degree programs.

Review annual assessment plan and take steps necessary to bring it up to date.

Complete reports for HLC.

Complete reports for MDOE.

Begin the full time operation of a Development and Alumni Affairs Office.

Investigate the nursing accreditation process through CCNE.

Increase semester hour enrollment by +40%.

Goals for 2010-11

Achieve a break even point in revenue and expense.

Review and revise if necessary the long range financial agreement with the Miller Foundation.

Complete reports for the HLC.

Complete reports for the MDOE.

Begin the HLC Self Study process for continuing accreditation.

Submit re-certification documents to the U.S. Department of Education for continued federal aid (Title IV) eligibility.

Increase semester hour enrollment by +40%.

CHALLENGES FACING THE ROBERT B. MILLER COLLEGE

Beginning a new educational initiative is both an exciting and daunting task. Fortunately, Miller College has the strong support of the Miller and Binda Foundations, as well as the Board of Trustees of Kellogg Community College. The respective foundations have provided the necessary resources to plan the initial offerings and assemble staff, which allowed us to offer courses in the summer of 2005.

During the time period 2008-11, Miller College must move from planning, to implementation, to a successfully operating institution. Additionally, the College must continue the accreditation received in February 2008 through the Higher Learning Commission of the North Central Association, and approval for teacher preparation through the Michigan State Board of Education and Department of Education.

To remain a strong, vital higher learning institution Miller College must: (1) maintain and expand the internal commitment to excellence in meeting the needs of our students; (2) expand the College resource base; (3) maintain our operational infrastructure; (4) develop an internal human resource enhancement program; (5) develop creative scheduling of courses and programs; (6) create an internal bias for action and commitment to a constantly changing environment; (7) maintain salary competitiveness; (8) retain highly-qualified and dedicated employees; (9) enhance commitment to quality through continuous improvement; (10) keep technology up-to-date; and (11) keep instructional equipment current.

PROJECTIONS ON STUDENTS, FACULTY, AND STAFF 2010-11

Student Population Profile

average age 35+

enrollment approaching 600

large number of part-time students

large number of employer-sponsored students

large number of evening and weekend students

Faculty

6-11 full-time, change-oriented faculty

functioning as participatory members of the organizational decision-making process

more comfortable with a variety of delivery systems

continue to be committed to student development/advising

involved actively in professional development activities

Operational Staff

modest increases in number of staff

support staff increasing as there is needs to serve more students

staff involved actively in professional development activities

development/alumni office in full operation