

MSU BILLINGS DIVISION OF
STUDENT AFFAIRS



**ANNUAL
REPORT**

2010-11 ACADEMIC YEAR



I wish to provide a warm and heart-felt thank you to everyone for their dedication and commitment to make the Division of Student Affairs such an enjoyable place to work and integral part of the campus community. I often reflect on our achievements and smile when I can specifically point to new initiatives and support mechanisms aimed at creating a more vibrant learning and teaching environment. We have done well. But our work must continue and our commitment to create and maintain student-centered support structures must be unwavering in a time of increased enrollments and decreased resources. We must continue to carve our niche as a caring, committed, celebrative, and service-oriented organization. An organization that supports the academic mission of the University.



Recently, I was reading some excerpts from a new book titled, *Exceptional Senior Student Affairs Administrators' Leadership* (Dungy and Ellis, 2011) and came across something I believe best defines who we are as a division. They state, "(Student Affairs) staff make significant contributions to enhancing the quality of the overall educational experience on campuses. In some respects, we are like the deputy mayors of small to medium-sized cities, responsible for the services and programs that create and maintain communities of common purpose based on shared vision, values, and a commitment to excellence" (p. 3). I like the idea we "create and maintain communities of common purpose." It clearly states we must not be spectators in our community, rather active participants ready to create new ideas, accept change, learn and adapt as an organization, and maintain a sense of common purpose as we pull people forward. To do so will take incredible patience, planning, collaboration, listening, and futuristic insight. I believe this can be done.

During the 2011-12 academic year, I ask the Division of Student Affairs to concentrate on the following goals and work at achieving individual departmental goals. The idea is to support the current mission and core themes of the university while maintaining a sense of internal direction and external collaboration.

1. Continue to enhance our recruitment and retention activities in order to reach our desired goals. Be collaborative with our colleagues and reach across divisions to ensure the best student-learning and retention-based environments possible.

2. Continue to create innovative student services through collaborative partnerships with other departments and the use of assessment. Create easy-to-understand and efficient services for our students. Help our students feel like MSUB is their home.
3. Be active participants in the creation of student-learning environments, especially those that support outside-the-classroom learning. Find connections with our local community to enhance service learning and civic engagement activities.
4. Remember that we are general stewards of the developmental process and gatekeepers of environments, activities and programs focused on educating the whole student.
5. Continue our efforts to create learning environments for a diverse student population and never forget our duty to support students from all ages, gender, sexual orientation, color, ethnicity, national origin, veteran status, and/or tribal affiliation. It is our obligation to help create global awareness through diversity education.
6. Build, remodel, or recreate physical environments that support student life at the COT and on the East campus.
7. Lastly, continue to concentrate on and support the STUDENT. Help them be successful and good citizens. Help them learn the value of giving back. Celebrate their differences and achievements. Help them learn.

As we move from one year to the next, it is comforting to know we have built a strong team. This report is a reminder of what the Division of Student Affairs has accomplished and its complex structure. We do many things for many people. That is why we come to work everyday and have a smile on our face. Please enjoy the contents of this annual report and reflect on your own achievements or the achievements of others in your department. Create Proud Pickle Moments!

Sincerely,

Dr. Stacy Klippenstein
Vice Chancellor for Student Affairs
EMC Alumnus: 1990, 1994

WHO ARE WE?

Athletics

NCAA Division II
17 Athletic Teams
Recreation Activities

Academic Support Center

COT Learning Lab
Freshman Year Experience
Retention and Student Success
Developmental Education

College of Technology

Jacket Student Central

Enrollment Management

New Student Services
Recruitment
Admissions and Records
Ucard/IDs
Financial Aid
Academic Advising Center

Student Life and Auxiliary Services

Student Union
University Events Management
Housing and Residence Life
Dining Services
William R. Lowe Child Care Center
Student Health Services
Jackets and Company
Campus Ministries
ASMSUB Student Government

Office for Community Involvement

Americorp/Campus Compact

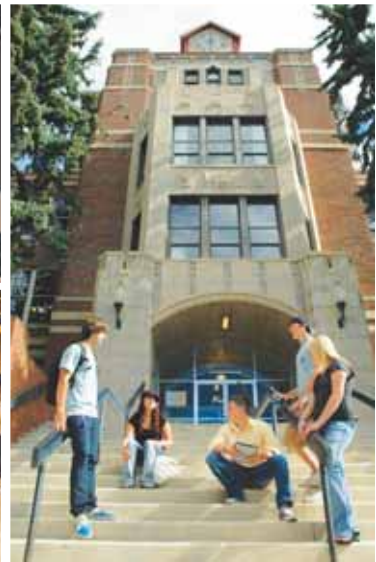
Service Learning
Student United Way
Student Leadership

TRIO Programs

Upward Bound
Educational Talent Search
Student Opportunity Services

Student Services

Career Services
Disability Support Services
American Indian Outreach
Diversity Center



THE BUDGET

General Fund

8.7% of the University budget is allocated to Student Affairs

5.4% of the University budget is allocated to Athletics

Student Fees help support the following areas:

Career Services
New Student Orientation
Admissions/Records
Athletics
Student Health Services
ASMSUB (Student Government)
Student Union
Rec Activities

Auxiliary Operations

The following areas are self-support and operate through self generated revenue or designated fees:

Housing and Residence Life
Student Life and Leadership
Student Union and Activities
Jackets and Company
Dining Services (contracted operation)
William R. Lowe Child Care Center (contracted operation)
Office for Community Involvement (partial)

Grant Funded

TRIO programs (Educational Talent Search; Upward Bound; SOS)
Office for Community Involvement (partial)
CCAMPIS—Childcare scholarships
Student Health Services (partial)

STRATEGIC INITIATIVES 2010-2015

Access and Affordability

Create and implement initiatives to increase access and affordability for students from both an urban and rural environment.

1. Provide high quality and timely service to meet the needs of all students and the local community.
2. Build and strengthen partnerships that assist in funding students' education.
3. Participate in institutional initiatives aimed at increasing grant funding.
4. Educate current and prospective students about financial aid processes and scholarships.

Recruitment and Retention

Create, implement and sustain recruitment and retention efforts by delivering quality services, retention initiatives, establishing and meeting enrollment goals, and collaborating with other divisions, faculty, students, local community, and alumni.

1. Implement assessment strategies to better identify characteristics of our urban and rural student body.
2. Create and implement strategies to achieve annual enrollment recruitment and retention goals with a continued emphasis on local, minority, and adult students.
3. Share information across campus regarding current retention and recruitment efforts.
4. Analyze and expand first-year experience programs to address academic and transitional assistance and minority student needs.
5. Create an on-line orientation and FYE/Service Learning course/module that best supports student success and service learning.

Service

Improve and personalize the quality service we provide to all students, faculty, staff, alumni, and community members through integrated and innovative student services.

1. Participate in continuous scholarship, research and development.
2. Deliver seamless services to all students through various efforts related to one-stop-shop and A.C.T.S. philosophies.
3. Use appropriate evaluation methods to ensure continuous quality improvement.
4. Help create, implement and provide support to all new programs and urban initiatives. Enhance collaborative relationships among academic affairs, administration, community members, and student affairs to facilitate greater student satisfaction.

Student Learning

Enhance the learning experience and academic success of all students.

1. Focusing on an urban campus concept, develop new and enhance existing student learning initiatives that focus on retention, student-faculty and student-community engagement, living and learning concepts, developmental education, academic achievement, and first year experiences.
2. Create and sustain programs and outreach initiatives that focus on cooperative education and civic and community engagement.
3. Maintain a Student Affairs Assessment Plan that identifies and measures learning outcomes of programs and services.

Campus Life and Student Development

Support student development by promoting an active, engaging and comprehensive campus life with a focus on a diverse population.

1. Expand and develop auxiliary enterprises and conference business to foster growth of student programs, services and campus life.



VISION STATEMENT

The Division of Student Affairs at Montana State University Billings will be recognized as a regional leader for excellence.

MISSION STATEMENT

Montana State University Billings Student Affairs inspires active learning and promotes student engagement through EDUCATION and SERVICE.

2. Focus on housing accommodations that may best benefit a growing adult learner and international market.
3. Implement long-range auxiliary and athletic facilities plans as designed by external consultant and MSUB.
4. Continue to review activities and programs aimed at creating an active student life for all students.
5. Focus on developing new student life strategies to address the needs of the commuter student population.

Diversity

Recruit and retain a diverse student population by creating a campus culture that is inclusive and focused on service and academic excellence.

1. Implement educational programs to develop global consciousness and cultural competence among students, staff, faculty, and community.
2. Create, implement and sustain retention strategies aimed at an increasing diverse student population.
3. Establish stronger relationships with tribal communities and colleges.

Professional Development, Organizational Infrastructure

Promote an institutional culture that fosters urban collaboration and mutual respect by implementing staff development and educational opportunities.

1. Develop professional training opportunities for all Student Affairs employees and community members.
2. Participate actively in local, regional and national conferences and organizations.
3. Participate in Faculty training programs when requested.
4. Serve on various committees that have an urban/regional membership.
5. In order to better promote an urban campus, collaborate with academic affairs to provide opportunities for educational advancement.
6. Develop an appropriately staffed and competent organizational structure to meet growing demands and new trends for an urban university.

As noted in the vision and mission statements for the Division of Student Affairs, our goal is to ensure that students are engaged outside of the classroom, therefore developing a connected relationship with a variety of departments while adding to their growth and development. To best meet the needs of students and ensure departments are creating



Student Learning Outcomes, MSU Billings has combined learning domains from two professional documents; Council for the Advancement of Standards in Higher Education (CAS) and Learning Reconsidered 2:A Practical Guide to Implementing a Campus-Wide Focus on the Student Experience (LR2). As you will notice in the following assessment, these two documents share a quality of student learning which models opportunities for departments to create affective Student Learning Outcomes as noted by the breakdown of learning domains below:

CAS: Educational/Intellectual

LR2: Cognitive Complexity; Knowledge acquisition, integration, and application

Educational goals

- Student sets, articulates, pursues educational goals

Diversity

- Student understands impact of diversity

Communication

- Student speaks and writes effectively

Collaboration

- Student works cooperatively with others

Intellectual Growth

- Uses complex info from variety of sources to form decision or opinion; gets degree

CAS: Civic Community

LR2: Humanitarianism & Civic Engagement

Social responsibility

- Student understands and participates in relevant governance systems
- Student understands & describes machinery of civic entities

Leadership

- Student serves in leadership position in student organization

Career

- Student makes career choice based on interests, values, skills, abilities

CAS: Emotional/Personal

LR2: Interpersonal and intrapersonal competence; Practical competence; Persistence and academic achievement

Self-esteem

- Student shows respect for self and others

Self-appraisal

- Student articulates personal skills & abilities

Values

- Student acts in congruence with personal values

Spiritual

- Student develops and articulates personal belief system

Lifestyle

- Student achieves balance between work, education, leisure

Independence

- Student exhibits self-reliant behavior

Interpersonal

- Student develops & maintains satisfying interpersonal relationships

Healthy behavior

- Student articulates relationship between health & wellness and accomplishing life-long goals

Annual Goals and Objectives

- Each unit within the division of student affairs develops annual goals and objectives based on that align with each of the Strategic Initiatives.

Student Learning Outcomes

- The division also focuses on ensuring that all initiatives and goals have specific student learning outcomes that can be assessed and measured. The goal of student learning and growth outside the classroom is a key focus and goal of the division.

Program Reviews

- Every 5 years on a rotating schedule, each unit within the division completes a comprehensive program review which includes a review from an external reviewer.

The Division of Student Affairs has created a culture that focuses on training and professional development for the entire division.

Service Expectations

- **ATTITUDE** — choose your attitude in support of good service.
- **CONSISTENCY** — Hold each other accountable to ensure a high standard
- **TEAMWORK**— Make each other look good, and provide the good service to colleagues that you expect from them.
- **SERVICE**— Providing good service is our #1 priority. Show pride in the work you do and your contribution to the University.
 1. Meet them with open arms
 2. Let them know you care.
 3. Be there for them.

Pickle Philosophy

The customer service expectations area based on the “Pickle Philosophy.” The pickle philosophy consists of a training program and ongoing initiatives that all employees have completed. The program is based on the following service expectations:

- ATTITUDE
- CONSISTENCY
- TEAMWORK
- SERVICE

Pickle Press

Each month, the division produces a newsletter that highlights the success and work of the departments within the division and highlights the professional development training and work that is being done.

Proud Pickle Moments

Recognize division members based on the A.C.T.S. each month. During the 2010-2011 academic year 37 people have been recognized.

Strengths Finder

The division has adopted the philosophy of *Strengths Finder*, a book and program developed through the Gallup organization. Majority of employees have completed the Strengths Finder assessment, and the philosophy is used to enhance individual strengths, teamwork, and productivity within departments and across the division. This philosophy is now initially being incorporated with students in first year seminar classes.



New Employee Orientation and Welcome

The professional development committee makes an effort to welcome all new employees to the student affairs division and help welcome and orient employees.

Professional Development Series

Each semester, a menu of professional development workshops are offered to all employees. The menu of workshops include:

- Cross training and education on each department
- Veteran’s Issues
- Legal Issues
- Student Rights and Responsibilities
- Mental Health Issues
- Diversity Training

Recruitment

- The enrollment management team has engaged in ongoing training with the Noel-Levitz consulting team to enhance and develop new enrollment targets and strategies.
- The university reached record enrollment for Fall 2010 and Spring 2011.
- 5,335 headcount in Fall 2010.



Retention

- A comprehensive retention plan and data analysis was completing as part of the Noel-Levitz training program.
- A new freshman year experience ASC 294 was developed and piloted for Fall 2010.
- Goal is achieve 56% retention of Fall 2010 freshman cohort to Fall 2011.



Student Leadership

- More than 40 student-led organizations are actively involved on campus and in our community.
- Students serve on a wide range of campus wide committees.
- Experience Leadership Project (ELP) engages incoming freshman interested in leadership through a fall retreat and year long leadership

experience.

- Returning student leaders can participate in a one credit Leadership Course.

Athletics and Auxiliaries Long Range Master Plan

- The university is engaged in completing and implementing a long range facilities master plan for athletic, recreation activities, and auxiliary operations. Bookstore and SUB remodel planned for 2011-2012.

College of Technology

- Fall 2010 opening of new Jacket Student Central “one-stop” shop.
- Improved COT Student Life and new coffee shop and commons area.
- Advising Task Force was created during the 2010-11 academic year.
- Developed new student Plan of Study worksheets for COT degrees (certificates/AAS/AA/AS) .

Partnerships and Collaborations

- ROTC
- Veteran’s Upward Bound
- International Programs Readiness Project
- Tribal Community Listening sessions held in 2011.

Athletics

- The number of student-athletes has grown from 77 students in 1994 to 307 students in Fall 2010.
- Student athletes and athletic programs contribute to the enrollment of the university, develop a sense of school spirit and involvement.

Upward Bound/Education Talent Search

- Successfully submitted annual performance report to Department of Education.
- Blended UB and ETS advisors this year to allow them to focus on specific schools and this has gone very well.
- Talent Search grant proposal accepted.

Career Services

- Successfully extended Employer Partnership Program.
- The Employer Partnership Program funded Student Advocate Scholarships.
- CareerLink, established in August 2006, now serves more than 2,200 candidates and 2,025 employers who have posted more than 6,500 FT and PT jobs.

Academic Support Center

- New record high levels of tutoring contact hours (over 18,000 hours in Fall 2010 alone!)
- Developed M 098 as a new section of Dev. Ed. Math.
- Made philosophical advancements regarding the ASC Mission Statement within professional development and assessment practices.

Diversity Center/American Indian Outreach

- American Indian Heritage Day, September 2010.
- National Coming Out Day, October 2010.
- Dia De Los Muertos, November 2010.
- MLK Jr. Day and Power of One Week, January 2011.
- “Education is our New Buffalo” used as the theme for the 2011 Powwow.

Athletics

- Women’s Soccer earned first NCAA tournament appearance and Women’s Soccer Coach, Don Trentham, earned GNAC Coach of the year Award.
- Women’s Basketball wins first GNAC Tournament game; reaches semi-finals of conference tournament.
- Men’s and women’s golf swept MSUB Spring Invitation team and individual medalist honors.
- Second Annual “Desert Stinger” Softball tournament in Las Vegas was the largest NCAA Division II tournament held by one school in the nation.

Student Health Services

- Increased numbers in counseling and had more visibility and interactions with other staff and faculty.
- Surveyed a random sample of 3,750 students for the American College Health Association National College Health Assessment II.
- Development of an emergency response medical kit.
- Expanded the COT clinic.

Office for Community Involvement

- MSUB Night on the Van partnership with Salvation Army had 48 volunteers in Fall 2010.
- Pilot project: ASC 294 /ASC 297 exposing 285

STUDENT AFFAIRS QUICK FACTS

- **Financial Aid** processes over 6,400 FAFSAs per year.
- **Financial Aid** provides financial awards for over 4,100 students per year.
- **The Academic Support Center Learning Lab** will assist roughly 2,700 students per year and record more than 28,000 student contact hours.
- **Admissions and Records** will process over 4,000 applications per year and will print over 24,000 transcripts per year.
- **Admissions and Records** will process over 2,200 course changes per year.
- **Career Services** will conduct almost 800 resume critiques per year and provide career counseling to over 2,800 students per year.
- **New Student Services** will collect more than 10,000 student inquiries per year.
- **Orientation** program will serve more than 1,000 students and guests each summer.
- **Housing and Residential Life** had more than 600 students live in the residence halls during Fall 2010.

freshmen to the concept of Service Learning over the course of 8 weeks. ASC 297 had 16 students working on 6 small group projects with 6 community partners (Yellowstone Valley Animal Shelter, Family Service, Inc, Discover Zone, Montana Rescue Mission, COR Enterprises, Forever Families). Students competed for a \$1,000 Service Learning Scholarship.

- Student United Way (SUW) continues to be a strong/vibrant student organization with 25 active members. Kathy Kotecki recognized as national advisor of the year.
- Fall Projects: Jacket Pals, Day of Caring, Boys and Girls Club, Festival of Trees, MSUB Foundation Thank-A-Thon, OPI project with Jr. High/High School students and MSUB Childcare Center, Ronald McDonald House, & Live United Night.



Student Opportunity Services

- Awarded funding for the next five year grant cycle.
- Provided more than 1,700 tutor hours to students.
- During fall 2010 semester our peer mentors made 1,579 contacts with SOS/TRiO participants while professional staff made 3,472 contacts.
- Peer mentors and professional staff provided the greatest number of referrals to SOS/TRiO students in a single semester during the Fall 2010 semester. A total of 492 referrals were made with 397 referrals to campus departments or resources and 95 community resource referrals.

Jackets and Company

- Completed the remodel of the College of Technology store and opened the doors one week prior to the fall semester start. The new store is twice the size, offers more products and is totally ADA compliant.
- Contracted with MBS Systems to be our preferred used book wholesaler and Point-of-Sale provider for the next five years.
- Completed plans to close the Downtown Billings location to concentrate efforts at university locations.
- Implemented textbook rental program that enables students to rent books at half the new book price.
- Implemented planning/design stages for complete renovation of Jackets and Company SUB location.

Financial Aid

- Reviewed current financial aid awarding processes and communication to students. Identified areas for improvement; implementing recommendations.
- Implemented a new communication plan for 2011-12 students. Every student receives an initial paper tracking letter from our office, in addition to the email.
- Implemented the grant awarding recommendations. The changes include: different award amounts for the senior campus and the COT, prorated amounts for part-time students, and the ability to 'stack' the flexible grants (Access and Adult Learner) for our neediest students (EFCs between 0 and 1099).
- Implemented changes in the scholarship data processing to eliminate duplicate data entry.
- Tracking all scholarship offers for 2011-2012.
- Reorganized the financial aid office staff.



Awards and Recognition

- Recognized Jennifer Gross as the Golden Merit Winner.
- Recognized Thomas Sullivan and Jennifer Gross as the Outstanding Senior Award Winners.
- 2011 Dilly Award Winners:
 - Attitude: Jessica Smothers
 - Consistency: Karen Brandt
 - Teamwork: Jenny Howie
 - Service: Harmony Jantz
 - Overall: Leslie Weldon
 - Friend of Student Affairs: Matt Redinger

Masters Program

- Purpose is to allow professionals and undergraduate students interested in pursuing a career in student affairs the opportunity to study all aspects of the student affairs profession
- The 36-credit-hour curriculum emphasizes higher education leadership, student learning and development, budget and finance, organizational management, research and counseling if chosen as an option
- Graduated 2 individuals; 4 currently in the program.

Disability Support Services

- DSS had a record number of students registered for both fall and spring semesters, beating previous records by over 50 students each semester.
- DSS Director and faculty partner, Dr. Joy Honea, attended the Project SHIFT conference.





Housing and Residence Life

- Revamped and implemented the Yellowjacket Connection six-week program for residence hall students. Over 24 programs were presented in the first six weeks of fall semester 2010 to increase Freshman retention.
- New Health and Wellness initiatives and partnerships were developed that included a Healthy Living LLC (Living Learning Community), new Trial RENEW fitness program, Student Health 101, training and programming on Sexual Assault and Healthy Relationships, and a renewed relationship with the Student Wellness Program.
- Strong partnership and development with New Student Services to successfully implement Summer 2011 New Student Orientation sessions with a full overnight and student life component. Developed and implemented a class for orientation leaders and increased leadership opportunities for the orientation leader team.



Student Union

- In conjunction with the Student Life Team, a “First 100 Days” student life calendar was developed and distributed to all students for Fall Semester 2010. The Student Life team meets on a regular basis to coordinate and implement a consolidated student life team concept.





DIVISION OF STUDENT AFFAIRS

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