

**MONTANA STATE UNIVERSITY-BILLINGS**  
**Mission Document**

**Core Purpose**

To assure that all members of the university community reach their individual potential

**Mission**

*MSU-Billings provides a university experience characterized by:*

- Excellent Teaching
- Support for Individual Learning
- Engagement in Civic Responsibility
- Intellectual, Cultural, Social & Economic Community Enhancement

**Vision**

*Montana State University-Billings will be recognized as a regional leader for:*

- Teaching & Learning
- Translating Knowledge into Practice
- Researching for the Future
- Accepting Leadership for Intellectual, Cultural, Social & Economic Development Beyond University Boundaries

**Core Values**

Integrity

MSU-Billings' actions are ethical & principled to assure dignity & equity for all

Educational Excellence

MSU-Billings provides distinctive programs & challenging educational experiences for a diverse university community

Student Achievement

MSU-Billings provides academic support & administrative services to foster academic & professional achievement of the university community

Community of Learners

MSU-Billings respects & nurtures variety in intellectual contribution & scholarship enriching both the university & its extended community

Meaningful Engagement

MSU-Billings supports all members of the university community in their individual growth toward confidence, individual sense of purpose & acceptance of civic responsibilities

Responsiveness

MSU-Billings meets the changing needs of our learners with informed action & innovation based on current standards of educational & technical excellence

**University Strategic Initiatives**

<u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21 <sup>st</sup> Century learners	<u>Faculty Excellence</u> Cultivate excellence in & outside the classroom, in scholarly endeavors & exemplary service through faculty & staff development, support for scholarship, continuing assessment, & recognition of professional service	<u>Needs of Learners</u> Identify the needs of all learners & provide access to a university experience that fulfills both individual goals & societal needs	<u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience	<u>Research Initiatives</u> Increase the stature, professionalism & research initiatives of all academic programs & student services	<u>Economic Access</u> Augment local, state & regional economic development through the strength of the University's financial base & our learners' contributions to their communities	<u>Global Engagement</u> Increase staff, faculty & student awareness, understanding, & involvement in the international community	<u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence				
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Academic Affairs	Administrative Services	Alumni Relations	Intercollegiate Athletics	Facilities Services	Graduate Studies	Grants/Sponsored Programs	Information Technology	Institutional Research	Library	PublicService Units	Student Affairs

Academic Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>Academic Strategic Initiatives</b></p>	<p><u>Academic Excellence</u></p>	<p><u>Intellectual Community</u></p>		<p><u>Civic Leadership</u></p>		<p><u>Economic Access</u></p>	<p><u>Global Engagement</u></p>	<p><u>University Infrastructure</u></p>
<p><b>Academic Goals</b></p>	<ul style="list-style-type: none"> <li>Establish learning objectives &amp; implement outcome-based student assessment (1.1)</li> <li>Create/use appropriate state-of-art curriculum/delivery methods, adapted appropriately for each program (1.3)</li> <li>Meet/maintain national, regional, state, &amp; programmatic accreditation standards, best practices &amp; external guidelines as appropriate (4.3)</li> </ul>	<ul style="list-style-type: none"> <li>Provide excellent academic support services &amp; facilities for students, faculty &amp; staff (1.2)</li> <li>Promote excellence in collaboration (4.1)</li> <li>Enhance excellence in faculty teaching, scholarship/research &amp; service (4.5)</li> <li>Strengthen the link between career pathways &amp; education (1.5)</li> <li>Develop/enhance relationships among colleges to facilitate student progress (1.6)</li> <li>Promote an institutional culture that fosters professional development &amp; mutual respect (4.2)</li> </ul>		<ul style="list-style-type: none"> <li>Strengthen &amp; expand partnerships with organizations that support &amp; enhance student learning, leadership &amp; community involvement (3.1)</li> <li>Link students to opportunities for civic engagement on campus &amp; in the larger community (3.2)</li> <li>Promote processes to support relationships among faculty, students &amp; staff in recruitment, retention, advising &amp; mentoring (4.4)</li> </ul>		<ul style="list-style-type: none"> <li>Increase internal/external funding &amp; partnerships to support programs, research &amp; scholarships (2.1)</li> <li>Respond to market driven demands &amp; student needs with academic programs, flexible scheduling &amp; variety in delivery models (2.2)</li> <li>Identify new opportunities to foster, support &amp; encourage economic &amp; community development in the region (3.3)</li> </ul>	<ul style="list-style-type: none"> <li>Promote opportunities for students to learn, live &amp; work in diverse environments &amp; experience diverse ideas (1.4)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Administrative Services Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>Administrative Affairs Strategic Initiatives</b></p>								<p><u>Comply with MSU System BPR</u></p>
<p><b>Administrative Affairs Goals</b></p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Intercollegiate Athletics Master Plan**

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>				<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners contribution to their community</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness understanding &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>	
<p><b>Athletics Strategic Initiatives</b></p>	<p><u>Academics</u></p>	<p><u>Sport Programs</u></p>	<p><u>Affiliation-Membership</u></p>	<p><u>Championships</u></p>		<p><u>Student-Athlete Welfare</u></p>	<p><u>Diversity/Equity</u></p>		<p><u>Finances</u></p>	<p><u>Travel</u></p>	<p><u>Operation Services</u></p>	<p><u>Facilities</u></p>
<p><b>Athletics Goals</b></p>	<ul style="list-style-type: none"> <li>Develop a model academic support system for student-athlete</li> </ul>	<ul style="list-style-type: none"> <li>Consistently place in the top 100 of the Sears Director's Cup</li> </ul>	<ul style="list-style-type: none"> <li>Develop conference affiliations for all university sponsored sports programs</li> </ul>	<ul style="list-style-type: none"> <li>Compete for conference, regional &amp; national championships in men's &amp; women's basketball</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Provide superior health &amp; wellness support for student-athletes</li> </ul>	<ul style="list-style-type: none"> <li>Maintain gender equity within the intercollegiate athletics program through an approach that supports Title IX compliance</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Create an athletics budget surplus through increasing revenue sources</li> </ul>	<ul style="list-style-type: none"> <li>Provide cultural &amp; educational experiences for student-athletes through competitions at various institutions</li> </ul>	<ul style="list-style-type: none"> <li>Fill all athletic staff positions as outlined in the department handbook</li> <li>Promote Yellowjacket Athletics through a comprehensive branding &amp; season ticket sales campaign</li> </ul>	<ul style="list-style-type: none"> <li>Update current athletic facilities to make them attractive to prospective student athletes as well as spectators</li> </ul>

Facilities Services Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>Facilities Services Strategic Initiatives</b></p>	<p><u>Provide Robust &amp; Vibrant Learning Environments that Will Enrich 21<sup>st</sup> Century Learners</u></p>	<p><u>Provide Training Opportunities for FS Employees</u></p>	<p><u>Extend Learning Opportunities for FS Employees &amp; their Families</u></p>	<p><u>Insure the Campus is Aware of Community Concerns &amp; Vice Versa</u></p>	<p><u>Explore Opportunities through Campus Infrastructure to Provide Platforms for Professional Development &amp; Research Initiatives</u></p>	<p><u>Assist in the Development of Community Outreach Initiatives</u></p>	<p><u>Continue to Expand Global Awareness</u></p>	<p><u>Provide Cost Effective Services that Exceed our Customers' Expectations</u></p>
<p><b>Facilities Services Goals</b></p>	<ul style="list-style-type: none"> <li>• Continue to modernize classrooms &amp; laboratories as measured by \$\$ invested</li> </ul>	<ul style="list-style-type: none"> <li>• Improve training opportunities as measured by \$\$ &amp; hours provided</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to invest in FS scholarship endowment</li> </ul>	<ul style="list-style-type: none"> <li>• Actively participate in neighborhood task forces</li> </ul>	<ul style="list-style-type: none"> <li>• Support energy conservation and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Provide supportive infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Support involvement of FS employees in regional/national conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Improve satisfaction levels and cost effectiveness while reducing deferred maintenance</li> </ul>

Graduate Studies Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>Graduate Studies Strategic Initiatives</b></p>	<p><u>Provide the leadership for the campus in researching and proposing potential new graduate programs and certificates</u></p>	<p><u>Provide assistance to help graduate programs and faculty stay current in their field</u></p>	<p><u>Provide the main access point for potential and continuing graduate students</u></p>	<p><u>Create an office culture which fosters integrity, ethics and professional behavior</u></p>	<p><u>Promote standards of excellence in graduate programs and service</u></p>	<p><u>Develop programs that serve the needs of the Billings community and develop stronger outreach efforts to other regional urban areas</u></p>	<p><u>Promote partnerships with the global community</u></p>	<p><u>Establish Graduate Studies to equal partnership with other colleges on campus with regard to budget considerations and marketing funding</u></p>
<p><b>Graduate Studies Goals</b></p>	<ul style="list-style-type: none"> <li>• Work closely with the Provost and Deans to assess program viability for the future</li> <li>• Work with CPSLL and the academic colleges to develop certificate programs, and weekend intensive programs, and other graduate delivery methods</li> <li>• Refine and develop each graduate program during the accreditation process and beyond</li> </ul>	<ul style="list-style-type: none"> <li>• Provide for professional development for the Graduate Studies staff</li> <li>• Convene graduate faculty meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to streamline the graduate admission process</li> <li>• Focus on providing outstanding customer service to all students to avoid the "runaround feeling" that is felt by students seeking help</li> <li>• Continue to market growing graduate programs</li> <li>• Develop a comprehensive needs assessment for each graduate program that would focus on learning outcomes and skills needed by graduates in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Provide ongoing services in a professional manner to students regardless of gender, ethnicity, culture or ability</li> </ul>	<ul style="list-style-type: none"> <li>• Help faculty and graduate students better engage the research process where possible</li> </ul>	<ul style="list-style-type: none"> <li>• Work toward developing degrees, training and coursework designed to address specific needs of the Billings community after identifying areas through a needs assessment</li> <li>• Develop stronger outreach efforts to other Montana urban areas</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with developing opportunities for international study opportunities</li> <li>• Increase opportunities for international students</li> </ul>	<ul style="list-style-type: none"> <li>• Actively promote all graduate studies programs through the service on campus committees and attempt to inform campus policy makers</li> </ul>

Grants & Sponsored Programs Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>Grants &amp; SP Strategic Initiatives</b></p>	<p><u>Maintain excellent GSP processes and procedures to support pursuit of extramural funding and achieve compliance with rules and regulations related to IRB and other federal/state guidelines</u></p>	<p><u>Assist faculty and staff to identify and pursue extramural funding for research and creative endeavors</u></p>	<p><u>Educate faculty and students on methods to develop successful grant proposals; Educate faculty and students on responsible conduct of research</u></p>	<p><u>Work with all staff, faculty, and administration with unbiased professionalism</u></p>	<p><u>Assist faculty, staff and students in identifying and pursuing extramural funding for research and creative endeavors</u></p>	<p><u>Assist faculty, staff and community members to develop successful grant applications that include economic development components</u></p>	<p><u>Help faculty and staff develop increased international involvement through grants and sponsored programs</u></p>	<p><u>Develop effective procedures for grant development and submission; provide effective guidance for human subject protections</u></p>
<p><b>Grants &amp; SP Goals</b></p>	<ul style="list-style-type: none"> <li>• Produce efficient internal workflow for grant submissions</li> <li>• Research grant opportunities and share them with faculty and staff</li> <li>• Oversee IRB activities and generate appropriate policies and procedures to ensure compliance with DHHS regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Research grant opportunities using various databases</li> <li>• Identify faculty and staff interests and match them to appropriate opportunities</li> <li>• Work one-on-one and with groups to develop grant proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Provide training on writing grant proposals</li> <li>• Help proposal writers develop grant components (e.g., budgets)</li> <li>• Provide training for the responsible conduct of research and how move through the IRB process</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to requests for help as soon as possible</li> <li>• Promote grants activity from all MSUB employees</li> <li>• Maintain ethical processes related to GSP activities</li> <li>• Guide the protection of human subjects and animal research by faculty, staff, and students.</li> </ul>	<ul style="list-style-type: none"> <li>• Research grant opportunities and share them with faculty and staff</li> <li>• Work with grant writers to refine proposal text</li> <li>• Help develop grant budgets</li> <li>• Understand grant submission requirements for various funding agencies and foundations</li> </ul>	<ul style="list-style-type: none"> <li>• Research grant opportunities and share them with faculty and staff and community members</li> <li>• Work with grant writers to refine proposal text</li> <li>• Help develop grant budgets</li> <li>• Understand grant submission requirements for various funding agencies and foundations</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage grant writers to include international collaborations when possible</li> <li>• Work the faculty and staff to identify funding sources for international activities</li> <li>• Develop opportunities for international collaboration in research and creative endeavors</li> </ul>	<ul style="list-style-type: none"> <li>• Continue improving the MSUB GSP Intent and Transmittal forms</li> <li>• Develop new procedures as necessary</li> <li>• Provide services that help faculty develop successful proposals</li> </ul>

Information Technology Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>IT Strategic Initiatives</b></p>	<p><u>Academic Technology</u></p>	<p><u>Supportive Learning and Assessment</u></p>	<p><u>Creative Technology Environment</u></p>	<p><u>Diverse Environment</u></p>	<p><u>Research Computing</u></p>	<p><u>Access, Affordability &amp; Stewardship</u></p>	<p><u>Competitive Change</u></p>	<p><u>Technological Infrastructure</u></p>
<p><b>IT Goals</b></p>	<ul style="list-style-type: none"> <li>IT will continue to design multimedia student instructional classrooms, technology resources centers, and a computer ownership initiative for each student.</li> <li>Create a new learning environment for students, faculty, and staff to learn, teach, and create new products in support of the university goals.</li> </ul>	<ul style="list-style-type: none"> <li>IT will provide a web portal which will provide personal and institutional information access and data storage resources.</li> <li>IT will provide an Assessment environment to support campus outcomes assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Provide multiple learning platforms in support of differing student styles.</li> <li>Integrate our learning environments with world-wide systems.</li> </ul>	<ul style="list-style-type: none"> <li>Expose all computing patrons to world-wide resources and encourage their use.</li> </ul>	<ul style="list-style-type: none"> <li>IT will support the development of partnerships with the medical community to assist medical researchers to use high speed Internet connectivity.</li> <li>IT will support the State of Montana next generation extreme computing network.</li> <li>IT will support the new Super Computing site in Butte to provide local campus researchers with supercomputing resources.</li> <li>Develop a research agenda that provides additional technology resources to the university.</li> </ul>	<ul style="list-style-type: none"> <li>IT will design, implement, and maintain an initiative drawing the campus towards conducting internal business electronically.</li> <li>IT will provide centralized technological services to the campus to insure design, implementation, and maintenance projects will economically and efficiently scale.</li> <li>Provide central services to maximize purchasing, licensing, and support of campus technology.</li> </ul>	<ul style="list-style-type: none"> <li>IT will support multi-lingual computing environments</li> </ul>	<ul style="list-style-type: none"> <li>IT will provide access to Internet resources by implementing open campus access points for students, faculty, and staff who use portable computing resources.</li> <li>IT will provide redundant systems to support continuous operation</li> </ul>

Institutional Research Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>IR Strategic Initiatives</b></p>	<p><u>Academic Analysis</u></p>	<p><u>Learning and Assessment Analysis</u></p>	<p><u>Learner Attributes</u></p>	<p><u>Benchmark with Outside Entities</u></p>	<p><u>Data Management</u></p>	<p><u>Impact Analysis</u></p>	<p><u>Involvement Analysis</u></p>	<p><u>Information Access</u></p>
<p><b>IR Goals</b></p>	<ul style="list-style-type: none"> <li>• Provide program review and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an assessment environment in support of faculty, program, and college assessment activities</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the campus learners; their needs and expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide comparisons with other universities and organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide necessary data to researchers in support of their research activities</li> </ul>	<ul style="list-style-type: none"> <li>• Provide comparative data in support of economic activities and the impact our organization has on local, state, and national activities</li> </ul>	<ul style="list-style-type: none"> <li>• Provide analysis and data of student activities in the international community</li> </ul>	<ul style="list-style-type: none"> <li>• Provide data and analysis in support of management decisions</li> <li>• Prepare reporting and dashboard tools to support management</li> </ul>

Library Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>		
<p><b>Library Strategic Initiatives</b></p>	<p><u>Academic Excellence &amp; Integrity</u></p>		<p><u>Student Success, Achievement &amp; Retention</u></p>	<p><u>Civic Responsibility, Community Engagement &amp; Service Learning</u></p>	<p><u>Planning &amp; Innovation</u></p>	<p><u>Access, Affordability &amp; Stewardship</u></p>	<p><u>Competitive Change</u></p>	<p><u>Inclusiveness, Diversity &amp; International Engagement</u></p>	<p><u>Ensuring an Administrative, Operational &amp; Physical Infrastructure to Support an Excellent University</u></p>	<p><u>Technology Advances</u></p>
<p><b>Library Goals</b></p>	<ul style="list-style-type: none"> <li>Establish measurable learning outcomes for all academic programs based on the knowledge &amp; skills students need to succeed in the 21<sup>st</sup> century</li> <li>Exceed standards for regional &amp; specialized program accreditations where available &amp; establish five-year external reviews for all programs not covered by specialized accreditation</li> <li>Establish a university culture that fosters integrity, ethics &amp; intellectual achievement</li> <li>Continue progress</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Create a university culture using the "anywhere, anytime &amp; anyplace" philosophy with emphasis upon student access, success, achievement &amp; retention</li> <li>Develop the COT into a comprehensive community college for meeting 2-year education needs in the region</li> <li>Provide excellent academic support services for all students</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen &amp; expand partnerships with regional &amp; community organizations</li> <li>Encourage &amp; reward participation in organizations promoting civic responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Encourage &amp; reward creativity, innovation &amp; risk taking in the planning process</li> </ul>	<ul style="list-style-type: none"> <li>Increase external funding from grants, contracts &amp; appropriations</li> <li>Reorganize programs &amp; departments &amp; reallocate resources to foster collaboration, resource sharing &amp; flexibility to keep the cost of higher education at MSU-Billings affordable</li> </ul>	<ul style="list-style-type: none"> <li>Engage the community &amp; region in planning for future academic development</li> <li>Set the standard for better, more responsive &amp; affordable delivery of education &amp; academic support</li> <li>Increase the number of university business partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Recruit &amp; retain students, faculty &amp; staff that reflect the diversity of the region we serve</li> </ul>	<ul style="list-style-type: none"> <li>Foster &amp; reward a student-centered, service-oriented culture throughout the university</li> <li>Create &amp; implement an organizational structure that will encourage interdisciplinary collaboration &amp; institutional flexibility</li> <li>Develop measures of institutional effectiveness that link planning, budgeting, implementation &amp; evaluation in a cycle that emphasizes continuous improvement of programs, services &amp; resources</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the role &amp; participation of advisory boards in the colleges &amp; programs</li> <li>All graduates will demonstrate information literacy &amp; technological competency relevant to their areas of study</li> <li>Create an Instructional Technology Development Center</li> <li>Improve classroom, laboratory &amp; library technologies</li> </ul>

toward AACSB accreditation for the COB							
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**Public Service Unit Master Plan  
KEMC/Yellowstone Public Radio (YPR) Master Plan**

<b>University Strategic Initiatives</b>	<u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21 <sup>st</sup> Century learners	<u>Faculty Excellence</u> Cultivate excellence in & outside the classroom, in scholarly endeavors & exemplary service through faculty & staff development, support for scholarship, continuing assessment, & recognition of professional service	<u>Needs of Learners</u> Identify the needs of all learners & provide access to a university experience that fulfills both individual goals & societal needs	<u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience	<u>Research Initiatives</u> Increase the stature, professionalism & research initiatives of all academic programs & student services	<u>Economic Access</u> Augment local, state & regional economic development through the strength of the University's financial base & our learners' contributions to their communities	<u>Global Engagement</u> Increase staff, faculty & student awareness, understanding, & involvement in the international community	<u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence
<b>KEMC—Maintaining position as a leading provider of regional cultural and public affairs program content in eastern Montana and northern Wyoming</b>								
<b>KEMC Strategic Initiatives</b>	<u>Programming</u>	<u>Personnel/Staff</u>	<u>University/Community Relations</u>			<u>Fundraising/Marketing</u>		
<b>KEMC Goals (**-- Priority)</b>	<ul style="list-style-type: none"> <li>Develop protocols for programming—development, production, distribution</li> <li>Identify programming strategies to increase AQH and TSL</li> <li>Initiate regular air checking/listening sessions**</li> </ul>	<ul style="list-style-type: none"> <li>Position description – hire Technical Director**</li> <li>Complete evaluation and upgrades of personnel compliance order**</li> <li>Initiate regular staff meetings—executive staff/full house/business &amp; marketing, etc</li> <li>Provide on-going opportunities for staff training and enhancement</li> <li>Develop in-house line of command document**</li> </ul>	<ul style="list-style-type: none"> <li>Create quarterly reporting document for Chancellor and Friends Board</li> <li>Create role descriptions for Friends Board—expectations and needs—board involvement**</li> <li>Finalize Station/Board/University Agreement document**</li> </ul>		<ul style="list-style-type: none"> <li>Define needs and initiate projects—facilities and transmitter upgrades, building expansion, satellite delivery system, conversion to HD, conversion of content delivery system (including in-house servers), expansion of on-line audio services</li> <li>EAS/unattended operations systems—backup generators</li> <li>Analyze and clarify EAS relationship with county/state</li> <li>Convert all existing analog to digital**</li> <li>Purchase and install (Allegiance compatible) log and underwriting program to increase efficiency for billing and traffic verification**</li> </ul>	<ul style="list-style-type: none"> <li>Increase local membership, underwriting and other local funding **</li> <li>Define and initiate marketing plans</li> <li>Major gifts campaign—define projects, identify potential donors</li> <li>Annual strategic planning updates</li> <li>Capital Campaign—station expansion</li> </ul>		

**Public Service Unit Master Plan  
Montana Center on Disabilities (MCD) American Indian Big Sky Projects (AIBSP) Master Plan**

<b>University Strategic Initiatives</b>	<u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21 <sup>st</sup> Century learners	<u>Faculty Excellence</u> Cultivate excellence in & outside the classroom, in scholarly endeavors & exemplary service through faculty & staff development, support for scholarship, continuing assessment, & recognition of professional service	<u>Needs of Learners</u> Identify the needs of all learners & provide access to a university experience that fulfills both individual goals & societal needs	<u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grows because of their University experience	<u>Research Initiatives</u> Increase the stature, professionalism & research initiatives of all academic programs & student services	<u>Economic Access</u> Augment local, state & regional economic development through the strength of the University's financial base & our learners' contributions to their communities	<u>Global Engagement</u> Increase staff, faculty & student awareness, understanding, & involvement in the international community	<u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence
<b>Academic Strategic Initiatives</b>	<u>Academic Excellence</u>	<u>Intellectual Community</u>		<u>Civic Leadership</u>		<u>Economic Access</u>	<u>Global Engagement</u>	<u>University Infrastructure</u>
<b>MCD/AIBSP Strategic Initiatives</b>	<u>Program Excellence</u>	<u>Employee Development &amp; Engagement</u>	<u>Student Achievement</u>	<u>MCD/AIBSP Disability/Diversity Equity Initiatives</u>	<u>MCD/AIBSP Collaborative Research</u>	<u>MCD/AIBSP Fiscal Responsibility</u>	<u>Community Access &amp; Enhancement</u>	
<b>MCD/AIBSP Goals</b>	<ul style="list-style-type: none"> <li>MCD/AIBSP employees receive orientation</li> <li>MCD/AIBSP staff model disability-friendly practices in presentations and/or workshops</li> <li>MCD/AIBSP employees participate in appropriate evaluation process</li> <li>MCD/AIBSP programs &amp; activities are evaluated as required in grants/contracts/other agreements</li> </ul>	<ul style="list-style-type: none"> <li>MCD/AIBSP staff available to MSU-Billings faculty for presentations and as a resource</li> <li>COE faculty &amp; MCD/AIBSP staff gain knowledge of disability/diversity issues</li> <li>Facilitate increase in MSU-B faculty involvement in MCD/AIBSP programs &amp; maintain involvement in MSU-B activities</li> <li>MCD/AIBSP represented on national/state/local boards w/r/t Montana disability/diversity issues</li> <li>Assist with student recruitment, both undergraduate &amp; graduate</li> </ul>	<ul style="list-style-type: none"> <li>Link students to opportunities for service learning activities on campus and in the larger community</li> <li>MCD/AIBSP provides opportunities for work study students and undergraduate and graduate internships</li> <li>Continue to pursue funding that will allow American Indian students to become teachers</li> <li>Continue to promote exceptional support of students with disabilities by honoring two faculty members nominated by students</li> <li>MCD/AIBSP provides scholarships to MSU-Billings students with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Develop individualized, accessible web sites for MCD/AIBSP programs</li> <li>MCD/AIBSP staff disseminates materials/information on disability/diversity areas</li> </ul>	<ul style="list-style-type: none"> <li>Develop research agenda related to MCD/AIBSP project(s) with faculty</li> </ul>	<ul style="list-style-type: none"> <li>MCD/AIBSP provides a list of potential donors to MSU-Billings Foundation</li> <li>Develop MOUs/contracts/other agreements with partner agencies</li> <li>Increase internal/external funding &amp; partnerships to support programs, research, &amp; scholarship</li> </ul>	<ul style="list-style-type: none"> <li>MCD/AIBSP serve as a community resource with regard to the ADA and disability resources &amp; services</li> <li>Enhance community driven mission &amp; vision for MCD/AIBSP</li> <li>MCD/AIBSP will continue to recognize Montanans with disabilities as leaders in their communities and state</li> </ul>	

Student Affairs Master Plan

<p><b>University Strategic Initiatives</b></p>	<p><u>Programs</u> Create and maintain distinctive, vital academic programs and services for 21<sup>st</sup> Century learners</p>	<p><u>Faculty Excellence</u> Cultivate excellence in &amp; outside the classroom, in scholarly endeavors &amp; exemplary service through faculty &amp; staff development, support for scholarship, continuing assessment, &amp; recognition of professional service</p>	<p><u>Needs of Learners</u> Identify the needs of all learners &amp; provide access to a university experience that fulfills both individual goals &amp; societal needs</p>	<p><u>Social Equity</u> Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience</p>	<p><u>Research Initiatives</u> Increase the stature, professionalism &amp; research initiatives of all academic programs &amp; student services</p>	<p><u>Economic Access</u> Augment local, state &amp; regional economic development through the strength of the University's financial base &amp; our learners' contributions to their communities</p>	<p><u>Global Engagement</u> Increase staff, faculty &amp; student awareness, understanding, &amp; involvement in the international community</p>	<p><u>University Infrastructure</u> Ensure an administrative, operational and physical infrastructure that fully supports excellence</p>
<p><b>Student Affairs Strategic Initiatives</b></p>	<p><u>Service</u> Improve &amp; personalize the quality of service we provide to all students, faculty, staff, alumni &amp; community members through integrated &amp; cutting-edge student services</p>	<p><u>Professional Development</u> Promote an institutional culture that fosters collaboration &amp; mutual respect by implementing staff development &amp; educational opportunities</p>	<p><u>Campus Life &amp; Student Development</u> Support student development by promoting an active, engaging &amp; comprehensive campus life</p>	<p><u>Student Learning</u> Enhance the learning experiences of our students</p>	<p><u>Recruitment &amp; Retention</u> Create, implement &amp; sustain recruitment &amp; retention efforts by developing quality services, establishing &amp; meeting goals &amp; collaborating with other divisions, faculty, students &amp; alumni</p>	<p><u>Access &amp; Affordability</u> Continue to create &amp; implement initiatives by increasing access &amp; affordability</p>	<p><u>Diversity</u> Recruit &amp; retain a diverse student population by creating a campus culture that is inclusive &amp; focused on service &amp; academic excellence</p>	<p><u>Organizational Infrastructure</u></p>
<p><b>Student Affairs Goals</b></p>	<ul style="list-style-type: none"> <li>• Participate in continuous scholarship, research &amp; development</li> <li>• Deliver seamless services to all students</li> <li>• Use appropriate evaluation methods to ensure continuous quality improvement</li> <li>• Help create, implement &amp; provide support to all new programs &amp; university initiatives</li> <li>• Enhance collaborative relationships among academic affairs, administration &amp; student affairs to facilitate greater student satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Develop professional training opportunities for all Student Affairs employees</li> <li>• Participate actively in regional &amp; national conferences &amp; organizations</li> <li>• Participate in Back-To-School Conference &amp; other on-campus training sessions</li> <li>• Serve on various committees that have cross-divisional membership</li> <li>• Collaborate with academic affairs to provide opportunities for educational advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Expand &amp; develop auxiliary enterprises &amp; conference business to foster growth of student programs, services &amp; campus life</li> <li>• Review infrastructure needs &amp; develop long-range facilities plans</li> <li>• Continue to review activities &amp; programs aimed at creating an active student life</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new &amp; enhance existing student learning initiatives that focus on retention, student-faculty engagement, living &amp; learning concepts, developmental education, academic achievement &amp; first year experiences</li> <li>• Create &amp; sustain programs &amp; outreach initiatives that focus on cooperative education &amp; civic &amp; community engagement</li> <li>• Establish a Student Affairs Assessment Plan that identifies &amp; measures learning outcomes of programs &amp; services</li> </ul>	<ul style="list-style-type: none"> <li>• Implement assessment strategies to better identify characteristics of our student body</li> <li>• Create &amp; implement strategies to achieve annual enrollment, recruitment &amp; retention goals</li> <li>• Share information across campus regarding current retention &amp; recruitment efforts</li> <li>• Analyze &amp; expand first-year experience programs to address academic &amp; transitional assistance &amp; minority student needs.</li> <li>• Create an on-line orientation &amp; AS 101 course/module</li> </ul>	<ul style="list-style-type: none"> <li>• Provide high quality &amp; timely service</li> <li>• Build &amp; strengthen partnerships that assist in funding students' education</li> <li>• Participate in institutional initiatives aimed at increasing grant funding</li> <li>• Educate current &amp; prospective students about financial aid processes &amp; scholarships</li> </ul>	<ul style="list-style-type: none"> <li>• Implement educational programs to develop global consciousness &amp; cultural competence among our students, staff, faculty &amp; community</li> <li>• Create, implement &amp; sustain retention strategies aimed at increasing diversity</li> <li>• Promote global engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an appropriately staffed &amp; competent organizational structure to meet growing demands &amp; new trends</li> </ul>