

**1-YEAR PROGRESS UPDATE ON  
CHANCELLOR'S FIRST-YEAR GOALS & THEMES FOR THE FUTURE**

For Montana State University Billings

*June 18, 2019*

1. Establish the University Executive Council (UEC) with the aim to improve student access and success by bettering communication, rapidly addressing challenges, and working as an effective team.
  - *Progress: Established a UEC team of administration, deans, and directors (55 in total) who meet monthly (July 2018). These meetings have been collaborative allowing members to talk about initiatives, work as a team, provide updates, review policies, educate fellow members about different departments, and share perspectives.*
2. Create the Holistic Enrollment and Retention Committee.
  - *Progress: Appointed a chair and 25-member team to address student enrollment and retention (August 2018). They developed a number of initiatives around recruiting and retaining students. The group narrowed in February 2019 to a nimble 4-person team that interviewed applicable university departments, colleges, students, and other institutions to identify gaps and opportunities for development. The committee completed its recruitment plan in May 2019. This group followed a similar process regarding student retention; that plan is due later this summer.*
3. Develop a best practice, early-alert system to help students succeed.
  - *Progress: A 'home-grown' early-alert system is in place. We are working to educate and raise awareness of this system with faculty. Currently working to hire a retention coordinator through the Department of Education Title III \$2M grant. This person will manage the early-alert system and better connect students with help. Long-term plans to purchase a better system when funds are available.*
4. Improve student retention in each department with measurable multi-year targets.
  - *Progress: The Title III grant will add a number of services (supplemental instructors, retention coordinator, peer mentoring, summer bridge program, writing center, and reading specialist) to improve retention at MSU Billings. The Recruit and Retain pillar of the new Strategic Plan will help set these targets.*
5. Recruit more students into each department by creating multi-year stretch goals.

- *Progress: The Recruit and Retain pillar of the new Strategic Plan will help set these targets.*

6. Reach an enrollment target of 6,000 students in five years.

*Progress:*

- *New Vice Chancellor for Student Access and Success Kim Hayworth started in June 2019 with a clear set of goals focused on student recruitment and retention.*
- *Weekly enrollment reports distributed to a wide audience. Weekly enrollment meetings with an action team focused on improving the numbers.*
- *Stronger focus on improving enrollment through reorganization of recruiting efforts.*
- *Initiative with recruitment marketing firm and digital marketing firms to work together on prospective student list buys, email campaigns, and PPC and social media campaigns to generate leads from prospective students in Montana and WUE states. The university will enter an RFP process to hire a recruiting consultant for a larger engagement this academic year.*
- *Explore Montana Awards launched for non-WUE state and international students.*
- *Residential Housing prices reduced 20% to be more in line with the market.*
- *Women's Triathlon started as an additional sport, which enabled us to expand our athletic roster.*
- *College of Business marketing students worked with the university on marketing research of MSU Billings' value and developed a new marketing campaign targeting Yellowstone County and eastern Montana.*
- *Partnership with Billings Public Schools Superintendent Greg Upham on a number of initiatives to grow the number of students coming from SD2 to MSUB.*
- *Second Buzzin' Beyond Billings bus tour was hosted in eastern Montana. Presented at area high schools and met with community colleges, area superintendents and principals, and community members.*

7. Increase diversity and inclusion with multi-year goals.

- *Progress: Steps taken to create a culture of inclusion with no room for hate. The new strategic plan includes diversity goals under Pillar 2 Recruit and Retain. It also proposes adding a Diversity Coordinator. A Hispanic Outreach Committee has started work on initiatives to recruit and retain Hispanic students. Initiatives also under way for veterans, Native Americans, international students, see below.*

8. Create a veteran-friendly university.

*Progress:*

- *Became a Purple Heart University on Veteran's Day. Opened a Military and Veterans Success Center in November and appointed Dawn Githens as its Director in charge of student recruitment and retention. Cut the ribbon on the Montana VA office located on MSUB's university campus (November 2018).*
- *Opened a Veterans lounge at City College (September 2018).*
- *Recognized our first class of the SALUTE Veterans National Honor Society (April 2019).*
- *Engaged with major veteran's groups in Billings and throughout Montana, including meeting with leaders, attending events, participating on boards, and inviting organizations to host events on our campuses.*

9. Establish a Native American Advisory Council.

*Progress:*

- *Established a Native American Advisory Council (February 2018).*
- *Appointed Joe McGeshick as Tribal Liaison Officer (April 2019).*
- *Visited Fort Peck Community College, Chief Dull Knife College, Fort Peck, and Crow Agency.*
- *Hosted 51<sup>st</sup> Annual MSU Billings Powwow (April 2019).*
- *Held Tribal Language Symposium at City College (September 2018).*
- *Created a Native American lounge at City College.*

10. Receive maximum allocations for performance funding from the Montana University System (MUS) based on achieving completion and retention targets.

*Progress:*

- *City College achieved 100% of its performance funding in the last budget cycle.*
- *University Campus has a number of retention and completion initiatives underway, see earlier comments.*

11. Analyze and address the organizational structure. Empower management. Recruit effectively for essential talent.

*Progress:*

- *Started faculty-driven strategic program alignment process to better align our programs with student needs and market demands. Phase one of three complete.*
- *Streamlined Cabinet to Chancellor, (3) Vice Chancellors, Foundation President, and Director of University Relations and Communications. Added diversity to cabinet with Director of Military and Veterans Success Center and Tribal Liaison Officer.*
- *Reorganized some of the reporting structures within the (3) Vice Chancellors' offices.*

- *Work from City College once a week as often as possible to stay connected to that campus.*
- *Encouraging more collaboration with MSU Bozeman, including joint IT and web initiatives.*

12. Celebrate success and commend the achievements of students, faculty, and staff.

*Progress:*

- *Hosted Faculty Excellence and Staff Appreciation Awards.*
- *Recognized notable accomplishments and employees at UEC meetings.*
- *Send monthly birthday cards to employees to thank them for all that they do and let them know they are appreciated (August 2018).*
- *Hosted a holiday party for staff and faculty (December 2018).*

13. Create a culture of continuous development and goal setting.

*Progress:*

- *All staff are now required to have job descriptions, annual reviews, and goals.*
- *Mandatory trainings for all faculty and staff on the awareness and prevention of sexual harassment (August 2018).*
- *Active shooter training exercise with 16 agencies held on university campus for continual improvements to our safety measures.*
- *Chancellor completed New President/Chancellor Academy.*

14. Holistically develop a five-year, student-centered strategic plan.

*Progress:*

- *Strategic planning facilitator hosted four sessions in late 2018 and early 2019 with 50+ committee members representing administration, staff, faculty, students and the community.*
- *New mission and vision statements established, as well as a five-pillar, new strategic plan. Measures and actions plans for the strategic plan have been developed and are currently in review with administration.*

15. Successfully complete our 7-year accreditation renewal.

- *Progress: Northwest Commission on Colleges and Universities reaffirmed MSU Billings accreditation in February. We are currently part of an NWCCU pilot with our new strategic plan.*

16. Obtain MUS approvals to introduce a doctoral program in education for the university.

- *Progress: Work was done on the doctoral program proposal.*

17. Increase philanthropy with measurable multi-year goals for the university.

*Progress:*

- *Priorities list is being established with the Foundation for key fundraising initiatives.*
- *MSU Billings achieved \$1M in fundraising in May, including the Wine and Food Festival.*

18. Obtain the balance of funds for Yellowstone Science and Allied Health Building.

- *Progress: \$5 million raised in September 2018 to match the \$10 million from the state. Construction on the building slated to start this summer.*

19. Be actively engaged with community and business leaders. Enhance our programs and degrees to better align with changing workforce needs in our region.

*Progress:*

- *Strong supportive ties developed with Montana State University and the Office of the Commissioner of Higher Education.*
- *Supportive relationships developed and rebuilt with the community; media; and local, state and federal legislators.*
- *Along with the Provost, met quarterly with the leaders of local healthcare to better align our offerings with their needs.*
- *Campus store relocated so an event space (Glacier Room) could be developed for student and community events.*
- *Hired from within the community an Interim Dean of the College of Business and Interim Dean for the College of Allied Health.*
- *Served as board member for Big Sky Economic Development, Horses Healing Spirit, and ex officio board member for the Billings Chamber of Commerce.*
- *Joined Downtown Billings Rotary and American Legion.*
- *Attended numerous meetings with leaders locally, regionally, and statewide. Quarterly meetings with Mayor and monthly meetings with SD2 Superintendent.*
- *Met with Editorial Review Board for the Billings Gazette to outline my goals and themes for the future.*
- *New Alumni events throughout the state and beyond. Contributed a regular column in alumni newsletter. Recognized our first class of Golden Graduates at this year's commencement.*
- *Participated in numerous speaking engagements throughout the region, state, and nationwide.*
- *MSUB hosted homecoming for the first time in decades.*
- *Interviewed by multiple TV, radio, and print publications.*

20. Develop a Community Advisory Committee.

- *Progress: Re-convened the MSU Billings Community Taskforce to provide updates on the recommendations they outlined in their plan to the Board of Regents. Working on forming a new advisory committee.*