



montana state university
BILLINGS

STRATEGIC PLAN FRAMEWORK

Vision: Educating students to impact an evolving global community.

Mission: Montana State University Billings delivers a transformative education that empowers students from diverse backgrounds to succeed.

Theme I: Build educational programs to support student needs

Objective 1 - Educate: Ensure a high level of effective teaching and learning across the curriculum

- 1.1 Develop and implement best practice teaching techniques
- 1.2 Enhance development opportunities to empower faculty as educators and scholars
- 1.3 Elevate programmatic offerings to be responsive to student and community needs
- 1.4 Reimagine general education to enhance student learning

Theme II: Progressively grow the university

Objective 2 - Recruit/Retain: Develop and recruit a vibrant and diverse academic community of students, faculty, and staff

- 2.1 Increase student enrollment
- 2.2 Improve student retention and graduation rates
- 2.3 Continue to recruit and retain quality faculty and staff

Theme III: Strengthen relationships with the community to enhance partnership opportunities

Objective 3 - Partnership: Develop and enhance public-private partnerships at the local and regional levels

- 3.1 Expand and strengthen relationships with potential employers to meet workforce needs
- 3.2 Strengthen relationships with the Billings community
- 3.3 Improve community giving and philanthropy to MSU Billings
- 3.4 Strengthen relationships with Native American, Veteran, and Hispanic communities
- 3.5 Strengthen partnerships with educational communities to cultivate a community of learning

Theme IV: Unify, invigorate, and engage MSUB's structure and culture

Objective 4 - University Foundations: Stimulate student success by enhancing campus facilities and services to effectively support academic and co-curricular programs

- 4.1 Develop the next iteration of MSUB's infrastructure master plans
- 4.2 Develop and implement a clear communication, branding, and marketing plan
- 4.3 Foster a vibrant campus atmosphere
- 4.4 Emphasize service excellence across the university

Objective 5 - Stewardship: Be responsible stewards of resources and foster a culture of collaboration

- 5.1 Maintain a competitive student cost of education
- 5.2 Ensure the operating budget is aligned to strategic objectives
- 5.3 Establish a stable auxiliary funding platform
- 5.4 Create a more sustainable campus environment