Montana State University Billings
Strategic Plan (2013-2018)

Statistical Analysis of Completion (10.31.14)

118 Tasks

117 Reported (99%)

Completed: 29 of reported (24%)

Almost Completed: 11 of reported (9%)

Begun: 63 of reported (54%)

Not Started: 14 of reported (12%)
Strategic Planning Committee Revisit

I=#1 priority,  
II=#2 priority, and  
III=#3 priority  
^ Chancellor identified as priorities for 2014-2015 (through Core Theme 2)

**TASK CHAMPIONS** – Key  
SE – Academic Senate  
UR – University Relations  
UF – University Foundation  
PR – Provost  
CC – City College Dean  
VP – Vice Provost for Academic Affairs  
IT – Information Technology  
CH – Chancellor  
SA – Student Affairs  
AS – Administrative Services

**PROGRESS REPORT COLOR CODE:**  
Done  
Almost Done  
Begun  
Not Started
Core Theme One: Cultivating Teaching Excellence

Our strong commitment to teaching excellence stretches back to the founding of the university in 1927. That commitment is evidenced by close connections between students and faculty in classroom and online learning environments; experiential teaching and learning opportunities in the community; and a learning environment that encourages leadership and involvement. We have opportunities to further cultivate teaching excellence by enhancing support systems for instructors and students in traditional, blended, and e-learning courses and activities. Other opportunities outlined below focus on maintaining a university learning environment that appreciates, stimulates, and supports faculty and student research and creative endeavors. We realize that none of this is free. Therefore, there will be a need to be good stewards of our resources and to pursue new external funding sources to improve teaching and enhance learning via new technologies, lab equipment and endowed professorships.

A. Opportunity to Achieve: **Enhance excellence in traditional, online, and online/blended pedagogies.**

Specific tasks to undertake to realize this opportunity:

1. **Identify evidence-based strategies for developing best practices in teaching and learning.**
   - II/PR
   - College of Education is investigating a model for the peer review process.

2. **Provide seed grants to incentivize faculty to explore, implement, and assess strategies that enhance their effectiveness at improving learning.**
   - I/PR
   - Three part faculty grants including CARE, to include Letter of Appointments and non-faculty.

3. **In conjunction with the faculty, develop expectations and/or other guidelines for courses/teaching.**
   - II/SE

4. **In conjunction with the faculty, establish a university metric to monitor/demonstrate teaching excellence.**
   - I/VP
   - Propose to Futureu for consideration of deletion.

5. **Increase nominations for MSU Billings faculty to receive external teaching awards.**
   - I/P
   - Provost, Vice Provost and David Craig will review and reassign this task. Planning is needed to build warehouse of available awards. Proposal: Teaching Excellence Awards committee tasked to find appropriate external awards for nominees.

6. **Develop a plan to evaluate and enhance the integrity and credibility of the practices in, and delivery of, our e-learning programs.**
   - II/IT
   - e-Learning fellows meeting September 26th.

7. **Develop methods to assess online courses/programs including a study to assess the success of online student learning versus traditional student learning.**
   - III/IT
   - e-Learning fellows meeting September 26th. This needs to be a multi-dimensional comparison and engage faculty & departments for potential contributions.
   - Purpose: broaden reach of this task.

8. **Develop, implement, and budget for a master plan for instructional equipment.**
   - I/AS

B. Opportunity to Achieve: **Develop a culture that maintains and supports rigorous academic achievement as well as creative and inquisitive scholarly endeavors.**

Specific tasks to undertake to realize this opportunity:
1. Continue development and implementation of the University Honors Program including infrastructure, funding and robust programming. I/PR
   - One clear infrastructure need for the near future is space for the honors students.
   - Investigate specific scholarships for Honor students.

2. Identify and formalize appropriate leadership and processes for facilitating and supporting faculty and staff research, grants, and other creative endeavors at all stages. I/PR
   - Mentors for junior faculty in their area.
   - Enhance faculty relationships with Rocky.
   - Formalize startup packages for new faculty.

3. Develop clearer ties with Montana University System research campuses. II/PR

4. Formalize an undergraduate research program. III/PR
   - Kickoff after CUR Workshop and define program objective.

C. Opportunity to Achieve: **Enhance compensation for faculty and staff.**

Specific tasks to undertake to realize this opportunity:

1. Analyze CUPA/CCAS/AAUP national salary data to determine MSUB’s gaps. I/AS
2. Explore and develop merit pay options for staff and enhance merit pay options for faculty. I/CH/AS
3. Develop and implement a plan to address compression and inversion for faculty and staff compensation. I/CH
4. Develop and implement a set of university criteria for reassigned activities for faculty. II/CH
5. Balance full time and part time faculty ratios with respect to each department or unit’s needs ensuring results are sustainable and scalable. III/PR
   - Discussion started with FACC.

D. Opportunity to Achieve: **Facilitate additional professional development opportunities and resources for faculty and staff.**

Specific tasks to undertake to realize this opportunity:

1. Institutionalize and augment the “one-time funded” professional development pool allocated for faculty each fall. I/PR
2. Formalize a recurring professional development line for e-learning instruction. I/IT
   - By end of September 26th a decision will be made.
3. Establish similar competitively-allocated professional development pools for staff. I/AS
4. Establish a clearing house that catalogs all of the professional development opportunities available in e-Learning. II/IT
   - Sue will work with David McGinnis and Michael.
5. Create a comprehensive university calendar of existing pertinent dates, deadlines, etc. for all professional development resources for two-year, four-year and graduate education. III/UR

E. Opportunity to Achieve: **Identify and procure increased external funding through grants, contracts, and foundations.**

Specific tasks to undertake to realize this opportunity:

1. Seek sponsorship for laboratories and other appropriate campus facilities. II/UF

Done  Almost Done  Begun  Not Started
2. Develop processes to promote additional research and grant activities and to incentivize interdisciplinary projects and partnerships. II/PR
   - Same as Item A 2.
3. Seek sponsored (endowed) personnel lines and/or positions. III/UF
4. Develop increased coordination between the MSUB Foundation and the Grants and Sponsored Programs Office. II/PR
   - David McGinnis has ongoing dialogue with the Foundation.

F. Opportunity to Achieve: Implement an Online Learning Office to facilitate e-Learning leadership on a college and university level.
Specific tasks to undertake to realize this opportunity:

1. Develop a position description, formalize responsibilities and establish expectations for college-level and campus-level e-Learning leadership and staff a University-wide leadership position in e-Learning. I/IT
2. Formalize responsibilities and expectations for the college-level e-Learning coordinators and prepare existing coordinators or recruit new individuals to serve. I/IT
3. Conduct a needs assessment at two-year, four-year and graduate levels to determine appropriate priorities and resource needs for faculty and support staff. II/IT
   - Needs assessment ongoing. Address it through IT strategic plan in process.
4. Develop and evaluate processes to fully communicate new technology to all constituents. II/IT
5. Develop a master plan related to the use of mobile devices in teaching and learning environments. III/IT
   - Color changed from blue (begun) to green (almost done).
6. Review opportunities for beginner and advanced online teaching credentials as appropriate. II/VP
   - New beginner developed for P.T. faculty, advanced in the plans.
7. Implement and fund an online teaching certificate and/or professional development continuing education credit activity. III/VP [recommended edits]
8. Scale up and roll out an MSU Billings version of the MUS online learning criteria. II/PR
   - E-Learning fellows meeting September 26th.
9. Develop a university-wide system to proctor online exams. I/IT
   - Working to redefine task.
Core Theme Two: Providing an Environment for Learning

MSU Billings values individual learning at all levels – in the classroom, in cooperative education experiences and in leadership opportunities. We have identified several opportunities that bolster our commitment to an inclusive student learning environment. They include offering high-quality academic programs; further establishing MSU Billings’ reputation as a high-value, affordable institution; building capacity for programs that are in high demand; enhancing student retention and graduation rates; building capacity to meet enrollment projections; increasing graduate program opportunities; and solidifying MSU Billings’ reputation as the frontrunner for online learning in Montana.

A. Opportunity to Achieve: Establish MSUB’s reputation as: Enhanced Affordability and Excellence.

Specific tasks to undertake to realize this opportunity:

1. ^Secure additional private funding for scholarships and programs in the colleges at the two-year, four-year and graduate levels. I/UF^  
2. Secure additional grant and/or foundation funding to assist students in underrepresented populations and/or in targeted discipline areas. I/UF  
3. Design and implement local strategies to carry out Board of Regents initiatives that will reduce student debt. I/SA  
4. Increase work study, internships, and other employment opportunities for all MSU Billings students. I/SA

B. Opportunity to Achieve: Implement recommendations from the recent MSUB Enrollment Management Initiative. Fully communicate the initiatives to all faculty and staff.

Specific tasks to undertake to realize this opportunity:

1. ^Develop an information strategy that results in broad knowledge and use of recruitment/retention tools known as the Futureu Recruitment and Retention Initiatives. I/SA^  
2. ^Develop and implement strategies that deliver effective services, programs and activities to support accessibility, recruitment, and retention efforts of all diverse student populations by meeting their apparent and more subtle needs. I/SA^  
3. ^As a part of task 2 above, set overall recruitment and retention goals for each student demographic group. I/SA^  
4. ^Create and implement strategies to achieve annual university-level enrollment and retention goals within each of these targeted areas. I/SA^  
5. ^Implement college-level and administrative-level plans to address Futureu Recruitment and Retention Initiative needs. I/PR^  
   • Awaiting further clarification student success initiative.

C. Opportunity to Achieve: Enhance programs that have room to grow and potential to expand.

Specific tasks to undertake to realize this opportunity:

1. Identify programs which are in highest demand and have room for growth. I/PR  
   • Dr. Duin will present to the BOR, Dr. Pagano will add his comment and Dr. Nook will give a capstone plan.

Done  Almost Done  Begun  Not Started
2. Work to create a culture that is flexible and quick to respond to necessary changes. I/PR
   - Dr. Duin will present to the BOR, Dr. Pagano will add his comment and Dr. Nook will give a capstone plan.

3. Develop a strategy to identify and manage “phase out” programs as necessary and appropriate. I/PR
   - Dr. Duin will present to the BOR, Dr. Pagano will add his comment and Dr. Nook will give a capstone plan.

D. Opportunity to Achieve: Expand Graduate Program Opportunities.
   - Ask Futureu group to refocus on existing grad programs also.

Specific tasks to undertake to realize this opportunity:

1. Establish clear university-level leadership for Graduate Studies. I/PR
   - Begun and in process.

2. Begin the next appropriate steps with each of the following graduate programs that are currently in various stages of consideration for further development. I/PR
   - Master's in Public Administration
   - External review completed additional tracks and certificates are being investigated.
   - Master's in Business
   - Completely on hold.
   - Doctor of Education
   - Master's in Occupational Therapy
   - On hold due to resources, dollars and building.

3. Perform a market analysis for these and other potential new graduate programs. III/VP
   - Work continues to be in progress.

4. Explore appropriate graduate-degree program opportunities for City College faculty, Tribal College faculty and faculty at other two-year institutions seeking advanced degrees. III/CC
   - No progress. Dr. Kratky will work on this.

E. Opportunity to Achieve: Continue to strengthen the university initiative to expand outreach and recruitment of international students.

Specific tasks to undertake to realize this opportunity:

1. Identify the desired characteristics and credentials for and then recruit and hire permanent leadership for International Studies and Outreach (ISO). I/PR

2. Design and implement an appropriate organizational structure for ISO including streamlining international admissions into the overall university admission processes. I/PR
   - Changed color from green to blue and reopen discussions on international admissions.

3. Locate a long term home for ISO that best suits the needs of staff and students. III/PR

Done  Almost Done  Begun  Not Started
4. Design and implement an appropriate business model for ISO that best meets the needs of all university units that support the initiative. I/AS

5. Collaborate with academic and student affairs areas to increase opportunities for MSUB students to be exposed to and gain awareness of a variety of diverse global cultures. II/VP

F. Opportunity to Achieve: Maintain the MSUB edge as front runner for online education in Montana

Specific tasks to undertake to realize this opportunity:

1. Identify appropriate new program opportunities and the potential markets for those programs. I/PR
   - Waiting to discuss at Academic Senate & at the FACC meeting.

2. Formulate a development and implementation strategy for each program that is chosen to move forward. II/PR

3. Develop a metric that demonstrates MSUB’s commitment for e-Learning opportunities appropriately balanced with our traditional classroom offerings. I/IT
   - Michael to work with Christine on this.

4. Develop and communicate concrete ideas about what it means for MSUB to be the e-Learning Frontrunner in Montana. I/UR

G. Opportunity to Achieve: Enhance student learning through cutting edge teaching and learning techniques that utilize technology, experiential learning, inter-disciplinary approaches, and a well assessed and analyzed general education philosophy.

Specific tasks to undertake to realize this opportunity:

1. Provide seed grants and/or incentives for faculty to prepare proposals for external grants to develop new course models that exemplify these various approaches. I/PR
   - Same as 1A2 above.

2. Conduct a formal review of the MSUB general education core in light of the MUS requirements. I/SE

H. Opportunity to Achieve: Embrace the new mission of two-year education in Montana, and provide students from the City College service region with access to comprehensive, full service two-year attributes of a comprehensive community college mission.

Specific Tasks to undertake this opportunity:

1. In conjunction with the University campus, provide affordable, open access transfer education opportunities through associate’s degree education. I/CC
   - Work in progress.

2. In conjunction with the University campus, identify and provide workforce education opportunities relevant to the service region. I/PR
   - Market studies in progress.

3. In conjunction with the University campus, identify and provide developmental, adult basic education, and other lifelong learning opportunities relevant in the service region. II/CC
• Dr. Kratky will work on this.

4. Implement a comprehensive general education program at the City College campus. I/CC
   • Dr. Kratky will work on this.

Core Theme Three: Promoting and Engaging in Civic Responsibility
Civic and public engagement are hallmarks of MSU Billings and we seek to encourage engagement in local, regional and global arenas. Active involvement in our communities not only ensures we fulfill our role as part of the MSU Land Grant University family, but it also demonstrates our desire to be a regional asset with global aspirations. MSU Billings will strive to be a civic-minded institution that encourages students to embrace civic responsibility, diversity and a determination to make a difference.

Overall
A. Opportunity to Achieve: Strengthen MSU Billings’ reputation as a locally, regionally, and globally engaged Institution.

Specific tasks to undertake to realize this opportunity:
1. Clearly define local, regional, and global civic engagement opportunities and establish a baseline for what is already being done in each of these three areas. I/SA
2. Identify internal and external engagement champions for each of these areas. I/SA
3. Determine appropriate expectations and a compensation model for a university-level business plan for faculty and staff engagement activities. III/PR
   • Completed based on the work and policy. This year we are looking at it as a work in progress, beta testing.
4. Develop public recognition for faculty and staff who actively participate. I/SA
5. Determine for each department/unit which activities are relevant for their disciplines and students and then begin to infuse these activities into the curriculum. I/PR
   • Dr. Pagano will work with the Deans and Kevin, will develop strategy for this year.
6. Develop additional funding sources for community engagement including revenue streams from self-supporting engagement activities. II/PR
   • Dr. Pagano will work with the Deans and Kevin, will develop strategy for this year.
7. Apply for the Carnegie Classification category “community engaged university” [next application date: April 2018]. III/SA [recommend deletion]

Local
B. Opportunity to Achieve: Strengthen MSU Billings as a well-recognized, locally-engaged institution.

Specific tasks to undertake to realize this opportunity:

1. Strengthen the civic engagement component of First Year Seminar. I/SA
2. Collaborate across the curriculum to increase civic engagement in courses so that a civic engagement component will be required for all academic programs. III/VP
   • Work to be done.

Done  Almost Done  Begun  Not Started
A common definition of civic engagement needs to be done before requiring this for all academic programs.

Share the initial definition of civic engagement as a means to track activity.

Redinger to work with Kathy Kotecki on categories of opportunities.

3. Work with all academic colleges, and with two-year programs at City College, to strengthen existing partnerships and build new ones with a goal of enhancing quality of life in our surrounding community. I/PR

- Ask Futureu to delete this.

Regional/National

C. Opportunity to Achieve: Strengthen MSU Billings as a well-recognized, regionally-engaged Institution.

Specific tasks to undertake to realize this opportunity:

1. Conduct a needs analysis of the workforce training and other education requirements of Eastern and Central Montana communities impacted by the current energy boom. I/ExtCampus+CC
2. Formalize partnerships with regional academic institutions, community and government groups, and/or private foundations to better serve our surrounding region. II/CH+Provost+ExtCampus+UREls

Global

D. Opportunity to Achieve: Strengthen MSU Billings as a well-recognized, globally-engaged Institution.

Specific tasks to undertake to realize this opportunity:

1. Explore opportunities for international alumni participation in MSU Billings activities. III/SA
2. Link and build study-abroad opportunities for students with a goal of adding opportunities that have a civic engagement component. I/PR
   - Making good progress.
   - Need to define civic engagement activity while overseas.
   - Further development by ISO.
3. Link and build faculty and student exchange programs abroad. I/PR
4. Increase program articulation agreements, joint degree programs, and other university/community collaborations with international university partners. I/PR
Core Theme Four: Enhancing the Community
Because MSU Billings is a university that is deeply connected to the Billings community, it is important for us to contribute to the intellectual, cultural, social and economic advancement of the city. Faculty, as experts in their fields of study, and staff, who are passionate about cultural engagement, will have leadership opportunities in this theme. Students will be encouraged to follow their passions as far as possible in this effort. As such, it is imperative that the university establish the infrastructure necessary to sustain those efforts.

A. Opportunity to Achieve: Develop and launch an MSUB Extended Campus initiative.
Specific tasks to undertake to realize this opportunity:
1. Establish clear university leadership for the MSUB Extended Campus organization. I/PR
2. Review the Continuing Education Task Force Report and begin an implementation plan. III/PR
3. Investigate, procure, and implement an electronic registration system for non-credit offerings. II/IT
   - Changed color from yellow (done) to green (almost done).
4. Better connect academic programs with outreach initiatives. II/PR
   - Progress continues.

B. Opportunity to Achieve: Engage the community through a wide range of activities and events.
Specific tasks to undertake to realize this opportunity:
1. Perform a review and record an inventory of current activities and events hosted or sponsored at MSUB. III/UR
2. Perform a review and record an inventory of external community/state events and initiatives in which MSUB participates. III/UR
3. Analyze data gathered through those reviews, to prioritize the events and programs that should continue along with developing a list of new partnerships and programs with mutually beneficial outcomes. III/CH
4. Explore opportunities for new engagement activities with or by MSUB alumni. I/SA

C. Opportunity to Achieve: Enhance partnerships with two-year and tribal colleges.
Specific tasks to undertake to realize this opportunity:
1. Update existing and develop appropriate new articulation agreements with two-year campuses both within and outside of the Montana University System. I/VP
2. Develop a relationship protocol for outreach development with tribal colleges to enhance existing relationships and initiate new partnerships. I/VP
   - Changed color from yellow (done) to blue (begun).
   - Database is established, campus communication to publicize it and work through the year to establish a protocol/policy.

D. Opportunity to Achieve: Better utilize faculty, staff and program expertise for community outreach.
Specific tasks to undertake to realize this opportunity:
1. Create an “expert’s guide” with associated “talking points” to promote the University. I/UR
2. Provide a mechanism to coordinate internal and external opportunities for speakers and programs. II/UR

Done  Almost Done  Begun  Not Started
3. Develop an infrastructure that supports and facilitates launching outreach initiatives that are responsive to business, industry, and community needs to seamlessly connect with faculty, staff, and students. III/PR
   - Changed color from blue (begun) to green (almost done).
   - Market research needs to continue.

E. Opportunity to Achieve: Implement the MUS College!Now initiative.

1. Continue to monitor the rebranding initiative of the former College of Technology as City College at MSU Billings and analyze progress made toward its new comprehensive two-year mission. I/CC
   - Yearly report ongoing, in year three now, continues to 2018.
2. Implement a plan to fully embrace the comprehensive mission philosophy within the embedded structure and the strong shared governance commitment of our University. I/PR
   - Yearly report ongoing, in year three now, continues to 2018.

**Essentials for Success**

Everyone associated with MSU Billings – faculty, staff, students, alumni and community supporters – has a role to play in forming the foundation that will make this plan successful. Through enhanced attention to our resources, facilities, operations, procedures, and communications across all levels of the university, opportunities will arise to improve the university’s standing as an institution of access, excellence, service, and value. With a continuing focus on efficiency, aggressive implementation of best practices in technological, educational, and service areas, and continuous engagement with students, MSU Billings will set itself apart.

A. Opportunity to Achieve: Enhance efficiency, awareness, and operations across campus.

   Specific tasks to undertake to realize this opportunity:

   1. Document appropriate policies and procedures, make them easily available and commonly known by MSUB employees, and provide awareness and training when necessary. I/AS
   2. Develop a comprehensive program to sustain a safe, fun, and mutually supportive working and learning environment for faculty, staff, and students. I/AS
   3. Provide impeccable service by embracing an espoused set of university-wide customer service expectations through awareness and training. I/AS
   4. Enhance cultural/global awareness of all faculty, staff, and students through communication and training plans. III/SA

B. Opportunity to Achieve: Evaluate and reassign personnel and financial resources to match strategic plan priorities.

   Specific tasks to undertake to realize this opportunity:

   1. Evaluate and when necessary, revise unit organizational structures as academic, student affairs, and administrative divisions examine their effectiveness in light of university strategic priorities. I/CH
   2. Incorporate plans for faculty and staff attrition with appropriate succession planning. I/VP
• Look at histogram/demographic analysis of current faculty to begin long-term planning.

3. Use established budget planning to achieve the Montana University System’s goal of an instruction allocation of 50% and a combined percentage allocated to instruction, academic support, and student services to be a minimum of 70%. I/CH

4. Develop a tool to review current budget allocations. III/AS

5. Review current programs and services for potential budget reallocation or investments. I/CH

• Pending work if University Budget Committee and Executive Budget Council

6. Reallocate budget savings to the prioritized opportunities for enrollment growth and university enhancement. I/CH

• Pending work if University Budget Committee and Executive Budget Council

7. Work with the MSU Billings Foundation to determine how future development campaigns can be aligned to help execute this plan. II/CH

C. Opportunity to Achieve: Enhance communication concerning our relevant image across all stakeholders.

Specific tasks to undertake to realize this opportunity:

1. Review and catalog current internal and external communication tools and materials. III/UR

2. Develop, consistent with Montana University System goals, a common message with appropriate internal and external strategies to promote the “MSUB Advantage” of value, engagement, access and excellence. I/UR

3. Implement an aggressive promotional plan for e-learning courses and programs. I/UR

4. Implement a comprehensive communication plan for the Community Engagement/Extended Campus initiative. III/UR

5. Develop a marketing and communication plan supporting a comprehensive MSUB Web-based university calendar tool that is used both internally and externally. III/UR

D. Opportunity to Achieve: Update university facility plans to integrate with Futureu.

Specific tasks to undertake to realize this opportunity:

1. Continue to advocate for approval of, and then prepare for, detailed design, construction, occupation and utilization of the University campus Allied Health/Science Building Project. I/AS

2. Continue to advocate for approval of, and then prepare for, detailed design, construction, occupation and utilization of the Residence Hall/Conference Center Complex Building Project. I/SA

3. Continue to advocate for approval of, and then prepare for, detailed design, construction, and then occupation and utilization of each component in the Athletic Facilities Master Plan. I/SA

4. Perform annual reviews of all university building/facility plans consistent with Futureu. I/SA

5. Implement The Space Use Committee Concept and use it to create a more collaborative University space expansion and utilization culture. I/PR [suggested edit]

• Look at its authority and protocol.
• Discuss with Futureu.