



MSU Billings Strategic Plan Framework

Mission: Montana State University Billings delivers a transformative education that empowers students from diverse backgrounds to find success and create their own legacy.

Draft Vision: Montana State University Billings strives to produce well-rounded graduates to support the current and future needs of the region, the nation, and the world.

Theme I: Build educational programs to support student needs

Objective 1 - Educate: Establish educational opportunities that address student needs and meet occupational demand

- Provide innovative educational offerings
- Align programs to meet market needs
- Emphasize service, experiential learning, and internships
- Increase mentoring opportunities
- Define signature programs and identify areas of opportunity
- Promote interdisciplinary programs

Objective 2 - Recruit: Recruit and develop a vibrant academic community focused on students, faculty, and staff.

- Improve recruitment and retention of diverse students
- Continue to recruit and retain high-quality faculty and staff
- Enhance work environment, create a sense of belonging, and balance workloads
- Revitalize orientation, MSUB preview, and recruitment events
- Increase enrollment to 6,000 in 5 years
- Develop a comprehensive enrollment/retention plan

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

Objective 3 - Partnership: Reciprocal partnerships with public and private entities that promote innovation as well as foster dynamic educational and occupational opportunities

- Develop and enhance public-private partnerships at the local and regional level
- Create a college town atmosphere
- Engage students in communication about campus activities
- Conduct market analysis for enrollment strategy

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

Objective 4 - Infrastructure: Modernize MSUB facilities into an attractive hub that supports the community and student success

- Build an active residence life program
- Improve student access to the arts
- Improve cultural outreach
- Create a new facilities master plan that supports MSUB objectives
- Develop programs to support underrepresented students
- Improve customer service
- Align housing costs with the market
- Establish a marketing plan with branding guidelines
- Ensure organizational structure is efficient, effective, and student-centered

Objective 5 - Stewardship: Create a culture of collaboration and responsible stewardship of resources.

- Keep tuition and fees affordable
- Ensure financial resources are aligned with objectives and priorities
- Create continuous development of goals and accountability
- Develop innovative solutions focused on prioritized objectives
- Establish a stable auxiliary funding platform