



MSU Billings
Division of Student Affairs

Strategic Plan
2012-2016

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Draft
Strategic Plan

I. Introduction

This strategic plan, developed by the MSUB Student Affairs Division between October and December of 2011 and revised June of 2012, provides a flexible roadmap for the future of the Division. As plans are completed for the University, the Billings campus, and the other Divisions, the Student Affairs strategic plan must be adjusted for alignment.

This strategic plan was developed by the Student Affairs leadership team in three phases:

1. Current State Assessment – Creates a baseline from which to move forward
2. Future State Design – Creates a long range set of targets to aim for
3. Implementation Plan – Creates annual objectives and actions to move toward the long range targets

Student Affairs will review progress toward annual objectives at its regular leadership meetings.

II. Current State Assessment

The Current State Assessment creates a baseline from which to move forward. It is divided into the following sections:

- Context
- Services
- Support Systems
 - HR System
 - Technology Support
 - Budgeting and Financial Support
- Relationships with Other Divisions
 - Academic Affairs
 - Administrative Services
- Assessment of Strengths, Weaknesses, and Opportunities

Each of these sections contains implications for future plans.

Context

This section contains elements of the larger context within which Student Affairs operates and implications of these context elements for future planning.

CONTEXT	IMPLICATIONS
Two year initiatives from Board of Regents <ul style="list-style-type: none"> • Rebranding of 24 R colleges “College!NOW” 	<ul style="list-style-type: none"> • Uncertain relationship between University Campus and College of Technology (COT)/City College • How will Student Affairs and Enrollment Management teams meet new sets of needs?
OCHE initiative on access for minorities	<ul style="list-style-type: none"> • How to use new data at each site • How will Student Affairs meet new sets of needs?
University initiative to increase international student population	<ul style="list-style-type: none"> • Undefined number of new needs • Our systems are set up for domestic students • Defining, implementing, and scaling services
New auxiliaries and athletic facilities master plan	<ul style="list-style-type: none"> • Increased enrollment is critical to fund the plan • Student Affairs has major financial role • Student Affairs resources and time

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Context (cont.)

CONTEXT	IMPLICATIONS
Growing enrollment 5,274 → 6,500	<ul style="list-style-type: none"> • Recruitment and retention strategies • Student Affairs resources and time • MSU Bozeman’s vision of enrollment at MSUB
Academic Affairs Strategic Plan	<ul style="list-style-type: none"> • Opportunities for collaboration on: <ul style="list-style-type: none"> - Recruitment - Advising - Civic engagement - Retention - Increased cost of supporting students with disabilities
NWCCU Accreditation and Core Themes	<ul style="list-style-type: none"> • Implications of Core Theme indicators and assessment • Data • Meeting the outcomes desired by new format and core theme model
New campus leadership	<ul style="list-style-type: none"> • New or changing expectations for Student Affairs roles • How we connect with Academic Affairs • How we work with the Billings community vis-à-vis COT/City College • Possible changes in direction • New Extended Campus concepts including continuing education and conferencing
Limited fiscal resources based on Academic Affairs goal to increase to 52% GF for instruction	<ul style="list-style-type: none"> • Will Student Affairs have the resources we need? • Doing more with less • Priorities • Saying NO when needed and meeting needs of University and division’s strategic goals/initiatives • Looking for efficiencies in how we do our work
Initiatives from within and without the University	<ul style="list-style-type: none"> • Cascading effect on the work we do, our priorities, and resources
One University	<ul style="list-style-type: none"> • MSUB identity within larger system • Competition for students and resources • Implementation work

<p>Accountability: Increase reporting demands at Federal and State levels</p>	<ul style="list-style-type: none"> • Staff time to prepare reports • Training required • How to use the data to support decision making
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Context (cont.)

CONTEXT	IMPLICATIONS
<p>The greater Billings community</p>	<ul style="list-style-type: none"> • Community starting to see our students as a resource • Workforce development • High percent of students live at home, driving a need for auxiliary services • Helping prepare students for working in the community • Collaboration with: <ul style="list-style-type: none"> - Business community - Medical community - School community - Tribal governments - Colleges
<p>Our constituents</p> <ul style="list-style-type: none"> • Parents • Students • Other institutions • Businesses • Etc. 	<ul style="list-style-type: none"> • How to address changing needs of all the people we serve and live within our resources

Services

In this section, the Student Affairs leadership team identified its portfolio of existing services, assessed the current state of performance of each service, and identified opportunities for future planning.

- Financial Aid and Scholarships
- Housing
- ASC
- SOS
- Recreation and Student Life
- Athletics
- Enrollment
- Community Outreach
- Disability Support
- Student Health Services

Note: This is not a complete list of existing services, but includes the services that have major implications for the strategic plan.

SERVICES	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Financial Aid and Scholarships <ul style="list-style-type: none"> - Loans <ul style="list-style-type: none"> – Institutional – Private – Federal - Grants <ul style="list-style-type: none"> – Federal – State - Work <ul style="list-style-type: none"> – Federal – State – Institutional 	<ul style="list-style-type: none"> • We’re providing the resources, but students are accumulating debt • Improved processes, added staff, and better communication 	<ul style="list-style-type: none"> • Become more closely engaged with recruiting • Continuous improvement • Finding more unrestricted money • Education of other offices in Student Affairs, faculty, etc. • Make application process easier • Collaborating with other offices on projects • Expedite appeals • Promise Scholarship
<ul style="list-style-type: none"> • Housing <ul style="list-style-type: none"> - Residence halls - Family apartments 	<ul style="list-style-type: none"> • Tight fit at the start of the year • Serving traditional freshman base well • Safe and secure environment • In-room accommodations are some of the best in the state • Programming based on needs • Living options to meet demands 	<ul style="list-style-type: none"> • Implement the facilities master plan • Partnering with other department’s initiatives • Retention education of housing staff • Create living and learning communities

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Services (cont.)

SERVICES	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • ASC <ul style="list-style-type: none"> - Developmental education - Tutoring - Compass - FYE 	<ul style="list-style-type: none"> • The things we offer are working well • Tutoring is very strong • Success data • Disappointing retention data • Serve 40% population 	<ul style="list-style-type: none"> • Redesign English program • Add capacity to tutoring and work space (both campuses) • Collaboration with the colleges • Targeting specific freshman courses • Capitalize on pilot results from 1st year seminar • Curriculum alignment
<ul style="list-style-type: none"> • SOS (serves 250 low income, first generation students, and students with disabilities) <ul style="list-style-type: none"> - Tutoring - Study groups - Mentoring - Skills building workshops - Reference materials - Social, emotional and academic - Advising - Educational and instructional equipment 	<ul style="list-style-type: none"> • 80% average retention rate 	<ul style="list-style-type: none"> • Increase collaboration within Student Affairs and across campus • Adjust the model to get more consistent mentoring • Increasing presence in our community • Expanding SOS to COT campus (grant proposal created)
<ul style="list-style-type: none"> • Recreation and Student life <ul style="list-style-type: none"> - Recreational activities - Student organizations - Student government - Cultural events - Minority student support 	<ul style="list-style-type: none"> • Well rounded offerings • Facility space is limited • Balancing act between student needs and wants, and our physical resources • Serving on-campus population well • It's a challenge to serve COT and commuter populations • Cultural events connecting well with Native American community 	<ul style="list-style-type: none"> • Geographically map the commuter population • Tracking participation by student segment • Electronic information for students • Redesign front desk operation • Develop leadership among and for minority students • Implement facilities master plan

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Services (cont.)

SERVICES	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Athletics <ul style="list-style-type: none"> - Seventeen sports and cheer - Marketing - Sports information - Media relations - NCAA compliance - Coaching - Community service activities 	<ul style="list-style-type: none"> • Largest number of sports in Montana and our conference • Competitively about average • Athletics graduation rate 67% – compared to 33% campus; academic success rate 85% (above average compared to NCAA) • Department GPA of 3.1 • Generate 40% of our own budget • NCAA compliance – average 6.0 • Increasing engagement of alumni and increased booster giving • 77 → 320 participants in 16 years • Major facilities through private funds 	<ul style="list-style-type: none"> • Increase number of student participants (if desired) • Expand fundraising and revenue generation • Move two sports to Division 1 (one male; one female) • Increase competitiveness • Naming rights • Increased student spectator involvement • Implement master plan for facilities
<ul style="list-style-type: none"> • Enrollment Services <ul style="list-style-type: none"> - Recruitment - Retention - Advising - Orientation - NSS - U card - VA benefits - Admissions - Registration - Records (including data integrity) - Course scheduling - Graduation - Outreach education 	<ul style="list-style-type: none"> • Noel Levitz project revealed <ul style="list-style-type: none"> - We do many things well - Need to increase level of coordination and collaboration with Enrollment Services across Student Affairs and University • Implement an improved communications flow • Do more of some things we are doing well • We have now developed baseline data • We have added and trained additional resources • Retention of FT freshman low 	<ul style="list-style-type: none"> • Operationalize the results from Noel Levitz consultation (quality improvement) <ul style="list-style-type: none"> - Long list of recommendations • Review current structure <ul style="list-style-type: none"> - Data - Staffing - Resources • Assessment/measuring effectiveness of ongoing processes and changes • Strategic prioritization of our services • Improve retention rates – look at specific populations

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Services (cont.)

SERVICES	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Community Outreach <ul style="list-style-type: none"> - Service learning - AmeriCorps - Student United Way - Service events - Partnerships with campus organizations - Leadership program development - American Indian Outreach and Diversity Center <ul style="list-style-type: none"> - Partnership building with tribal communities and minority serving organizations - Fundraising for scholarships - Powwow brings community to campus - Host events for minorities that include the community - Upward bound - Educational talent search - Internships (credit bearing experiences in the community) - Being employers to campus - Federal work-study programs in non-profit organizations 	<ul style="list-style-type: none"> • Created a full menu of opportunities • Engaged faculty • Generated scholarship money • Moderate level of student, faculty and staff engagement • Educated the community about the university and formed strong partnerships 	<ul style="list-style-type: none"> • Get the philosophy of civic engagement into the academic master plan • Partner more with housing to engage more students • Strengthen civic engagement component of 1st year seminar • Develop a four-year program
	<ul style="list-style-type: none"> • Tribal listening sessions with four of seven Reservations • Money earned for scholarships (about \$2,000) • Built accountability measures for powwow • Received University funding • Increased partnerships with minority serving organizations • Engaged top management support 	<ul style="list-style-type: none"> • Refine and increase data tracking • Greater collaboration with Student Affairs and campus • Develop minority leadership opportunities • Bigger budget and more staff • Increase service at COT
	<ul style="list-style-type: none"> • 98% retention rate • 80% college going rate • Post secondary attainment <ul style="list-style-type: none"> - Overall 48% - Bachelors 28% • Strong relationships with school districts • Strong partnerships within Student Affairs • Good community involvement and partnerships • Strong support with high school faculty <ul style="list-style-type: none"> - Interns evaluated on academic and workplace competencies - Increasing numbers in internships - Graduates getting employed 	<ul style="list-style-type: none"> • Additional grants • Continue to develop community partners and funding sources • Continue to evaluate program effectiveness • Increase high school and middle school student participation in collegiate activities • Analyze our extensive data • Continue building relationships with faculty and employers vis-à-vis internships • Expand work-study in for-profit industries

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Services (cont.)

SERVICES	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> Disability Support <ul style="list-style-type: none"> - Accommodation for students - Captioned video - Promote self-advocacy - Connect with other resources 	<ul style="list-style-type: none"> Faculty partnership to improve accessibility Made major changes that have helped the students 	<ul style="list-style-type: none"> Promote the social/political model vs. medical model on campus Encourage universal design of: <ul style="list-style-type: none"> - Facilities - Curriculum - Text books Rebrand and remarket
<ul style="list-style-type: none"> Student Health Services 	<ul style="list-style-type: none"> Counseling services full – need more counselors Growth at the COT/City College – more hours Strong Wellness programs New Director and new changes 	<ul style="list-style-type: none"> Growth in counseling services More NP availability Tobacco-Free campus

Support Systems

Several critical support systems affect the performance of the division.

- HR
- Technology
- Budgeting and Financial

These support systems are assessed in this section.

HR System

HR SYSTEM	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> Recruiting Staffing Training Performance management Career and succession management Compensation Employee relations 	<ul style="list-style-type: none"> High employee turnover (competitive pay) State systems constrain how we hire and pay for job classifications Some of our job structures are out-of-date with new technology Inconsistency of salary within the Montana University system and other agencies 	<ul style="list-style-type: none"> Additional training opportunities Do a salary alignment study within Student Affairs Human Resource handbook for Directors Mentoring system Career options Staff and structure alignment to match current and future need and technology

HR SYSTEM	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Structure and job design 	<ul style="list-style-type: none"> • Student Affairs has a professional development committee • Some informal procedures • Some rigid procedures 	

Technology and Institutional Research Support

TECHNOLOGY SUPPORT	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Provided by Administrative Services 	<ul style="list-style-type: none"> • Overall very effective • Reporting requirements are growing • Degree Works generating major technology needs (four campus system slows us down) • Challenges keeping desktop current and then learning the new software 	<ul style="list-style-type: none"> • Grow the IT staff to meet growing demand and need • Education and awareness of tools available to help us do our work • Train new people • Adjust position descriptions to the reality of the technology environment • Market the available technology within the division

Budgeting and Financial Support

BUDGET AND FINANCIAL SUPPORT	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Chancellor's Budget Committee • Student Affairs Council • University Budget Committee 	<ul style="list-style-type: none"> • Steps toward compiling an integrated budget <ul style="list-style-type: none"> - Income sources - Expenses • Receiving reports regularly • Some initiatives are not fiscally supported • Some positions may be paid less than similar positions at other institutions or within the University • UBC not used yet 	<ul style="list-style-type: none"> • Periodic budget reviews and adjustments • Do a value analysis of Student Affairs services • Do a competitive salary survey • Program Prioritization • Align with strategic goals

Relationships with Other Divisions

Student Affairs has critical interfaces with the other two divisions. This section addresses those relationships.

Academic Affairs

ACADEMIC AFFAIRS	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Partnerships around our services • Information and awareness of our services 	<ul style="list-style-type: none"> • Existing partnerships are effective • We need more (major gaps) collaboration will all of Academic Affairs • Partnerships based on individuals, not a culture of collaboration 	<ul style="list-style-type: none"> • Identify important missing partnerships • Educate the faculty about what we do • Align strategic plans to develop a partner approach

Administrative Services

ADMINISTRATIVE SERVICES	CURRENT ASSESSMENT	OPPORTUNITIES
<ul style="list-style-type: none"> • Student Affairs is the customer, but it is not all unidirectional - Partnerships 	<ul style="list-style-type: none"> • Important things cross the boundary in both directions • Good partnership on auxiliary plan 	<ul style="list-style-type: none"> • Training and policies and procedures on Administrative Services • Two-way sharing of information about what we do • Ongoing training on financial, Board of Regents' policies, and bonding for auxiliaries and athletics

Assessment of Strengths, Weaknesses, and Opportunities

As the last section in the current state assessment, the following chart offers an overall assessment of Student Affairs strength, weaknesses, and opportunities.

STRENGTHS	WEAKNESSES	OPPORTUNITIES
<ul style="list-style-type: none"> • Can-do work-hard attitude • Student centered • Collaboration within Student Affairs • Well educated staff • In-depth knowledge in specialty areas • Innovative and creative • Keeping current on educational trends • We support each other • Fiscal responsibility • Assessment and learning outcomes plans 	<ul style="list-style-type: none"> • We don't share what we do • We don't know how to say "no" • May have trouble abandoning old ways (we add but don't delete) • Much of our expertise is person-dependent • Organization structure can't handle all the initiatives • Because we are overloaded, we go to the urgent • Competing priorities time-wise 	<ul style="list-style-type: none"> • Continuing the Noel Levitz process • Making data-driven decisions about what we can and can't do • Use the strategic plan as a vehicle to prioritize • Organizational alignment within Student Affairs and with Academic Affairs and Administrative Services • Examine critical interfaces within Student Affairs and with divisions for collaboration and partnership • Document person-dependent expertise • Long range facilities planning and aux. fiscal planning

III. Future State Design

The Future State Design starts with statements of Student Affairs mission, vision, and values. It then identifies five long-term goals for Student Affairs with strategies for accomplishing each goal and metrics to track progress.

Vision

Student Affairs at MSU Billings is an innovative leader in advancing strategies that promote success of our diverse students through active learning and inclusive services, programs and activities.

Mission

The Division of Student Affairs provides exceptional service and cultivates an inclusive social and educational environment that enhances active student learning, engagement, development, and success.

Values

- Integrity
- Student success
- Service excellence
- Engagement
- Learning
- Responsibility
- Collaboration
- Student-centered
- Community involvement
- Diversity
- Accessibility

Themes for Goals

The following is a list of themes that were brainstormed to help formulate goals. Each of these were translated into the goals that follow:

- Athletics and auxiliaries master plan (including program planning)
- Continue and operationalize Noel Levitz training and improve retention and enrollment
- Grow international and minority student population
- Student engagement in the community
- College!NOW
- Technology
- Budget
- Salary alignment
- Service value analysis—sharing what we do

Goals, Strategies, and Metrics

There are nine goals, each of which identifies a desired future state. Each goal is accompanied by a set of strategies for moving toward the goal and metrics to track progress.

Goal 1: Prioritize and implement the Auxiliaries and Athletics Facilities Master Plan to the degree that it is affordable and within a necessary timeline	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Develop a financial model to assess and help prioritize the components 2. Develop a program master plan <ul style="list-style-type: none"> • Athletics • Recreation • Housing • Food services • Student Union 3. Collect student feedback and support 4. Development timeline and budget 5. Board of Regents approval 6. Construction 7. Communication plan throughout 8. Collaborate with Administrative Services 	<ul style="list-style-type: none"> • New facilities in place • Funding available • Program plan and facilities plan integrated • Student stakeholders surveyed, informed, and listened to • Receive BOR approval

Goals, Strategies, and Metrics (cont.)

Goal 2: Prioritize and implement the Noel Levitz training recommendations for a strategic enrollment management plan	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Set recruitment and retention goals to meet the overall enrollment goal of the University 2. Evaluate Enrollment Services structure 3. Continue to develop communication plans and activities for targeted populations 4. Develop and execute overall program plan and supporting project plans 5. Build identified collaboration mechanisms at critical interfaces 	<ul style="list-style-type: none"> • Key Performance Indicators (KPIs) already identified • Track progress against program and project plans • Each college has developed a retention and continuation (persistence) plan

Goal 3: Recruit, retain, and support a growing diverse student population	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Complete the tribal listening sessions and act on the results 2. Define target populations and set quantitative goals for them 3. Establish tracking where possible 4. Partner with other divisions to establish a training plan 5. Evaluate the current culture 6. Develop an integrated, collaborative support system for targeted groups 	<ul style="list-style-type: none"> • Recruitment, retention, and enrollment data for specific populations • Student satisfaction stratified by demographics • Get baseline data from old surveys • Training metrics

Goals, Strategies, and Metrics (cont.)

Goal 4: Enhance the student experience in the community and increase awareness of civic responsibility (University Core Theme)	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Engage with Academic Affairs to elevate their awareness, valuation, and participation in student community experience 2. Inventory existing community partnerships and evaluate their quality 3. Develop a master plan in collaboration with Academic Affairs including staff and financial resource requirements 4. Utilize Service Learning Advisory Board to explore new options and initiatives 	<ul style="list-style-type: none"> • Number of experiences involving faculty <ul style="list-style-type: none"> - Service learning - Internships - Work-study - Field practicum - AmeriCorps - Living learning community • Measure student learning from these experiences • Track and report quantitative participation

Goal 5: Design and implement student services for the College!NOW initiative	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Obtain their planning timeline and determine at what point we can participate 2. Obtain their Gen Ed plan 3. Define the portfolio of services for the Community College 4. Determine the best way to provide services 5. Estimate budget and staffing 6. Appoint a Team Leader and Design Team 7. Develop contingency plans for alternative concepts 	<ul style="list-style-type: none"> • An appropriate portfolio of services in place and supported with staff and budget in Fall 2013 • Assess enrollment growth and service offerings (number of students served) by Jacket Student Central post Fall 2013

Goals, Strategies, and Metrics (cont.)

Goal 6: Identify technology needs in the areas of hardware, software, Wi-Fi, training and support and communicate those needs through the existing system	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Each Department/Director identify needs and communicate through Team Leads and Vice Chancellor 2. Quarterly Team Lead meeting review with Chief Information Officer 3. Incorporate IT needs into Student Affairs assessment database 	<ul style="list-style-type: none"> • Results tracking through Student Affairs assessment database • Meetings with Chief Information Officer actually happen

Goal 7: Increase the Student Affairs percent of MSUB GF budget in order to continue and improve University performance metrics and prioritized initiatives	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Demonstrate through research the impact of Student Services on retention and degree completion 2. Identify the specific % of budget need 3. Service value analysis 4. Align budget allocation with strategic goals 	<ul style="list-style-type: none"> • % allocation of budget • Alignment of services and initiatives with available resources • Score on performance metrics

Goal 8: Bring Student Affairs compensation structure into alignment with the Montana University System	
STRATEGIES	METRICS
<ol style="list-style-type: none"> 1. Individual Directors <ul style="list-style-type: none"> • Review position descriptions for accuracy to the actual work • Identify perceived gaps in compensation vis-à-vis MUS 2. At the division level, make the case for compensation alignment when filling open positions 3. Training of Directors on the Position Description Evaluation process 	<ul style="list-style-type: none"> • Scorecard comparing sample positions within MUS • Training completed

Goals, Strategies, and Metrics (cont.)

Goal 9: Educate campus colleagues on Student Services and the impact those services have on students and University initiatives	
STRATEGIES	METRICS
<ol style="list-style-type: none">1. Service valve analysis2. Develop a communication plan<ul style="list-style-type: none">• Constituencies• Their information needs• Vehicles to be used• Calendar and content3. Use the Annual Goals Report as a source of data4. Develop a content map for the Division5. Vice Chancellor's Office coordinates this with help from University relations	<ul style="list-style-type: none">• Knowledgeable campus community• No grants that promise deliverables without our knowledge

IV. Implementation Plan

The Implementation Plan translates each of the nine goals into year-by-year objectives with action plans to accomplish each objective. This implementation plan will be reviewed by the Student Affairs leadership team in its regular meetings to maintain accountability and track progress.

Annual Objectives and Action Items

The following priorities were established for the nine goals, with “1” being the top priority.

GOAL	PRIORITY
Goal 1: Prioritize and implement the Athletics and Auxiliaries Facilities Master Plan to the degree that it is affordable and within a necessary timeline	1 / 2
Goal 2: Prioritize, operationalize, and implement the Noel Levitz training recommendations for a strategic enrollment management plan	1 / 2
Goal 3: Recruit, retain, and support a growing diverse student population	5
Goal 4: Enhance the student experience in the community and increase awareness of civic responsibility (University Core Theme)	7
Goal 5: Design and implement student services for the College!NOW initiative	9
Goal 6: Identify technology needs in the areas of hardware, software, Wi-Fi, training and support, and communicate those needs through the existing channels	6
Goal 7: Increase the Student Affairs percent of MSUB budget in order to continue and improve University performance metrics and prioritized initiatives	3
Goal 8: Bring Student Affairs compensation structure into alignment with the Montana University System	4
Goal 9: Educate campus colleagues on Student Services and the impact those services have on students and University initiatives	8

The following charts establish objectives by year for each of the nine goals and action items to achieve each objective. The *Resources Required* column is incomplete for lack of time, but when completed will identify the number of estimated person-days required.

Resource limitations may not permit all of the objectives to be accomplished in any one year. The priorities will help to determine which objectives and actions to address first. The Student Affairs leadership team will update this plan each year and establish new priorities for the year.

Annual Objectives and Action Items (cont.)

Goal 1: Prioritize and implement the Auxiliaries and Athletics Facilities Master Plan to the degree that it is affordable and within a necessary timeline			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Draft financial model completed for new suite-style housing and conference center	<ol style="list-style-type: none"> 1. See established Project Plan 2. Design Charettes 	Committee meetings	Jan./Feb. 2012
2. Housing project decisions completed	<ol style="list-style-type: none"> 1. Series of master plan committee meetings to weigh alternatives and make decisions 2. Obtain student support and engagement 3. Go to Bozeman and Board of Regents for approval 	Committee meetings with design team. Prepare presentation docs. ASMSUB and RHA input	May-Nov. 2012
3. Completed design, development, and construction of Student Union remodel	<ol style="list-style-type: none"> 1. See established Project Plan 	Facilities Services and Contractor	Aug. 2012
4. Identify and compare alternatives for construction and renovation of recreational and athletic facilities and develop a plan for approval	<ol style="list-style-type: none"> 1. User focus groups 2. Develop a financial model 3. Identify architectural alternatives – CTA renderings 4. Combine the data and compare for features and cost 5. Develop a plan based on what we can afford 6. Obtain approvals 	Athletic Director leading committee dialogue and planning. Facilities Services helps. SAC review	All 2012
5. Campus and community communication plan developed and executed	<ol style="list-style-type: none"> 1. Develop the plan 2. Collaborate with Communications Department to execute the plan 	Student Life and Housing SUB notices	Begin Spring 2012
6. Complete draft of athletics and recreation program plan and integrate with facility plan	<ol style="list-style-type: none"> 1. User focus groups 2. Identify options and analyze costs 3. Make recommendations for programming 4. Obtain approvals 	Athletic Director, architect and Facilities Services	2013

7. Build new conference center and residence hall	1. Financial Model set 2. BOR approval 3. Design and Bonding complete	University decision with BOR approval	Fall 2014-15 opening
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Goal 2: Prioritize and implement the Noel Levitz training recommendations for a strategic enrollment management plan

OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
<p>1. RETENTION: Reach fall-to-fall retention goal for the following years for the new freshman cohort: F11-56% (University Campus 57%, City College 52%); F12-57% (University Campus 59%, City College 54%); F13-59% (University Campus 62%, City College 54%); F14-60% (University Campus 63%, City College 55%).</p> <p>a) Identify & track targeted populations below and improve upon average retention rates by 5% over the next 3 years</p> <ul style="list-style-type: none"> o undecided: 46% average Fall to Fall retention rate, o minority: 42% average Fall to Fall retention rate , o international: average rates yet to be established, o adult learners: 54% average Fall to Fall retention rate but declined to 49% in F10) <p>b) Refine and implement communication flow to new Freshman (NFR). Expand and develop additional academic support center structures: SLA, M098, & Academic Recovery</p>	<p>A.</p> <ol style="list-style-type: none"> 1. Collect pertinent data on incoming freshman cohort to assign each College Success Specialist a case-management load (for appropriate tracking and retention interventions throughout the first-year) Case management loads to be divided by academic college (undecided students will be included in case management). 2. Establish retention sub-committees (to be led by College Success Specialists) to develop strategies and implementation plans for each sub-population. 3. Develop college specific A&SC 111 sections, in order to create college affiliations & consistent contact points. 4. Design curriculum for A&SC 111 that emphasizes career exploration. 5. Establish fall mid-term follow-up for students attending Return to Learn. <p>B.</p> <ol style="list-style-type: none"> 1. Integrate College Success Specialist case-management into existing communication flow 2. Enhance communications to Rising Second Year students 	<p>VCSA works with Chancellor, VCs and Budget Committee on structure and costs for retention initiatives.</p> <p>Hiring of personnel required.</p>	<p>Fall 2012 – Fall 2015</p>

<p>program.</p> <p>c) Strengthen Advising transitions</p> <p>d) Assist in facilitating development of college retention plans that include base-line retention measures and specific goals by college.</p> <p>e) At City College, continue to expand communication and retention plan with Advising/Retention Committee.</p>	<p>C. 1. Develop Supplemental Learning Assistance (SLA) program</p> <p>D. 1. Work with MSU Bozeman and SunGard to implement Degree Works degree audit system for soft roll-out Fall 2012</p> <p>E. 1. Research and create “college retention plan” templates to distribute to CRT.</p> <p>2. Strengthen Critical Interfaces - NFR Integration with Colleges</p> <p><i>(For complete list of action plans, see Retention Plan AY 11-12)</i></p>		
<p>2. RECRUITMENT: Reach recruitment goals for undergraduate domestic students by increasing the enrollment of both Montana residents and expanding WUE and out-of state residents.</p> <ul style="list-style-type: none"> • New first-year students <ul style="list-style-type: none"> ○ University: 625 in Fall 2012 675 in Fall 2013 725 in Fall 2014 ○ City College: 358 in Fall 2012 388 in Fall 2013 419 in Fall 2014 • Transfer students <ul style="list-style-type: none"> ○ University: 420 in Fall 2012 460 in Fall 2013 500 in Fall 2014 ○ City College: 102 in Fall 2012 104 in Fall 2013 108 in Fall 2014 	<ol style="list-style-type: none"> 1. Implement all recruitment strategies for targeted sub-populations, including the full communication plans outlined in the drafted Recruitment Plan for Undergraduate Domestic Students. 2. Continue to build and strengthen relationships and partnerships with Montana (and regional) community and tribal colleges. 3. Continue the MSUB Promise scholarship for Montana residents. 	<p>New Student Services staff will manage increased volume of prospect data</p> <p>Recruitment team will rely on University relations as partner for publications and possible funding</p> <p>New Student Services will partner with Financial Aid and MSU Foundation for support</p>	<p>Fall 2012 through Fall 2014</p>

<p>3. RECRUITMENT and RETENTION:</p> <ul style="list-style-type: none"> • American Indian & Hispanic students <ul style="list-style-type: none"> ○ Increase enrollment 50% through both recruitment and retention strategies over 5 years. ○ Increase by 172 American Indian students and 97 Hispanic Students by Fall 16. 	<ul style="list-style-type: none"> • Creation of partnership on Issksiniip Project to retain at-risk students in healthcare areas • Weekly communication sent out for the following diverse populations: American Indian, African-American, Hispanic, and LGBT. • Develop retention sub-committee to create specific retention strategies for various minority populations (differing native populations, Hispanic, etc.) • Do a case-by-case review of F11 native students for situational analysis and strategy development. • Site visit for Fort Lewis College (Liz Perrault) • Develop resource list & referrals for local childcare • Explore possibilities & resources for future pilot projects such as: <ul style="list-style-type: none"> <input type="checkbox"/> Peer mentorship program (Possibly connected to Issksiniip project) <input type="checkbox"/> Textbook loan program 	<p>New Student and Retention Services & Diversity Center</p>	<p>Fall 2016</p>
<p>4. FINANCIAL AID & SCHOLARSHIPS</p> <ol style="list-style-type: none"> a. Increase communication with students to have more satisfied requirements earlier for packaging b. Increase efficiency and timeliness of fin. aid packaging c. Review appeals on a regular basis; make timely decisions d. Reduce reliance on paper scholarship applications; move toward increased database usage 	<ol style="list-style-type: none"> 1. Communication – paper tracking letters; emails in conjunction with paper tracking letters; tracking reminder postcards; phone calling (orientation registrants for outstanding requirements; outstanding packing requirements; incomplete document lists). 2. Process and Awarding Changes <ol style="list-style-type: none"> a) Increase auto package population b) Resolve appeals prior to first day of class c) Package with priorities as set by Noel Levitz recommendations 3. Scholarship Process <ol style="list-style-type: none"> a. Online application development 	<p>Financial Aid Staff – full time and student</p> <p>Enrollment Management Team</p>	<p>Fall 2012- Fall 2014</p>

<p>e. Focus on customer/student service</p>	<p>and refinement b. Establish an institutional scholarship strategy 4. Staffing – be responsive to customer service, packaging, and compliance/regulatory needs and changes</p>		
<p>5. ENROLLMENT MANAGEMENT STRUCTURE</p>	<p>1. Began process with Chancellor in 2011-12. Proposal made to realign recruitment and retention under one area – Enrollment Management – with one Executive Director. Not accepted. 2. Work on new proposal in 2012-13. Provide information to Chancellor and President that will help them understand the need for a different structure in order to meet our enrollment targets.</p>	<p>VCSA works with Chancellor, Budget Committee, President</p>	<p>Fall 2012-Summer 2013</p>

Goal 3: Recruit, retain, and support a growing diverse student population (see #2.3. above)			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Complete the tribal listening sessions by Summer 2012 Fort Peck CC, Poplar Fort Belknap College, Harlem Stone Child College, Box Elder	1. Establish a schedule that includes Chancellor and tribal governance for three sessions 2. Conduct three sessions 3. Develop and implement task tracking system	Dir. of AIO to establish dates.	Summer 2012
2. Define target populations and set quantitative goals	1. Clarify Chancellor's goals for Native Americans and Hispanics – see #2.3. above 2. Clarify goals for international students	VCSA, Enrollment Team, AIO, Chancellor, Provost, IS	By May 2012
3. Plans in place to achieve the goals • Recruitment • Retention • Support	1. Incorporate existing strategies for recruitment and retention 2. Collect best practices 3. Develop the plan 4. Revisit international student readiness plan	Enrollment Team, Retention and Recruitment teams, and AIO work together to analyze plans	Begin Spring 2012 and set for 2012-13
4. Evaluate campus culture and develop training programs	1. Organize the Diversity Initiative Group 2. Conduct a campus culture survey 3. Identify and prioritize a portfolio of training to address issues surfaced in the survey 4. Implement high priority training	University Diversity Initiative Group implemented	Spring and Summer 2012
5. Develop an integrated, collaborative support system for targeted groups	1. Establish a cross-divisional team (use international team as a model) 2. Identify: • Issues • Existing support mechanisms 3. Develop a plan to close gaps	AIO/DC team and collaboration with other services and DIG	Spring and Summer 2012 Action 2012-13

Goal 4: Enhance the student experience in the community and increase awareness of civic responsibility (University Core Theme)			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Engage with Academic Affairs to elevate their awareness, valuation, and participation in student community experience	<ol style="list-style-type: none"> 1. Assemble a cross-divisional taskforce 2. Develop opportunity ideas with faculty 3. Survey the community 	OCI and Service Learning Coordinator work on plans to engage faculty	Begin Spring 2012
2. Inventory existing community partnerships and evaluate their quality	<ol style="list-style-type: none"> 1. Compile and analyze existing data 2. Focus groups 	OCI staff develops inventory and reviews assessment data	Spring 2012
3. Develop a master plan in collaboration with Academic Affairs including staff and financial resource requirements	<ol style="list-style-type: none"> 1. Develop the master plan (including resources) 2. Cabinet review and approval 	Share with Provost Council and Cabinet	Overlap with Obj. #1 Cabinet review Fall 2012
4. Utilize Service Learning Advisory Board to explore new options and initiatives	<ol style="list-style-type: none"> 1. Explore new best practices 2. Utilize Consortium for options 	Create Advisory Board plans	Thru 2014
5. Continue to participate in and assess ASC 294 learning outcomes related to civic engagement.	<ol style="list-style-type: none"> 1. Work with Student Success Coordinator on design of class and outcomes assessment. 	OCI Staff and Student Success Coordinator	Thru 2014

Goal 5: Design and implement student services for the College!NOW initiative			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Establish a Team Leader and Design Team to review City College needs (most done Spring 2012)	<ol style="list-style-type: none"> 1. Identify areas most affected 2. VCSA appoint team and leader 3. Establish partnership link with Academic Affairs 	Dir of Student Services creates team	Begin Spring 2012
2. Timeline and Gen Ed plan acquired (done Spring 2012)	<ol style="list-style-type: none"> 1. Establish link with College!NOW initiative 2. Get available plans and schedule 	Work with Dean, Chancellor on plans	Spring and Summer 2012
3. Develop contingency plan	<ol style="list-style-type: none"> 1. Identify potential impacts on each service <ul style="list-style-type: none"> • Cost • Staffing • Service features • Facilities 	Team Leader and Design Team develops plan	Spring and Summer 2012

Goal 6: Identify technology needs in the areas of hardware, software, Wi-Fi, including training and support, and communicate those needs through the existing channels			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Quarterly meetings with Chief Information Officer	<ol style="list-style-type: none"> 1. Invite Chief Information Officer 	VCSA works with CIO	Begin Spring 2012
2. Create a space in the Student Affairs assessment database for IT/IR needs	<ol style="list-style-type: none"> 1. Student Affairs Assessment Committee determine content 2. Jenny Howie to complete programming 	SA Assessment Coordinator	Annual plans Set for March 2012

Goal 7: Increase the Student Affairs percent of MSUB general fund allocation in order to continue and improve University performance metrics and prioritized initiatives			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Develop a model for the financial benefit of retention and degree completion	1. Vice Chancellor works with Budget Director on format and calculations	VCSA and Budget Director	FY13
2. Utilize National and Noel Levitz data to show impact of Student Services budget on retention and degree completion	1. Vice Chancellor shares the data with Budget Committees <ul style="list-style-type: none"> • Chancellor • University 	VCSA and Retention Team	Spring 2012 and update annual
3. Target budget % identified	1. Align budget to strategic goals 2. Get data from successful universities	VCSA, Team Leads and Budget Director	For FY13
4. Identify potential external funding sources	1. Work with grants and contracts office 2. Match content to sources 3. Training on grant writing	VCSA and Team Leads	FY13 and FY14

Goal 8: Bring Student Affairs compensation structure into alignment with the Montana University System			
OBJECTIVES (THROUGH JUNE 2015)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Director training on hiring and salary/classification selection completed	1. Work with HR on content and timeline 2. Schedule and execute training	VCSA and HR Director	Spring and Summer 2012
2. Obtain comparison data from other MUS Universities and develop a scorecard	1. Vice Chancellor work with HR to design the scorecard and identify data sources 2. Receive and analyze data	VCSA	Begin Spring 2012
3. Directors prioritize positions for evaluation and start with top priorities	1. Ask staff to review and update position descriptions 2. Apply the training to evaluate positions 3. Find a way to coordinate across units	Directors and Team Leads implement plan	Begin Summer 2012 and end Spring 2013

Goal 9: Educate campus colleagues on Student Services and the impact those services have on students and University initiatives			
OBJECTIVES (THROUGH JUNE 2014)	ACTION ITEMS	RESOURCES REQUIRED	TIMELINE
1. Inventory of Communication vehicles we are already using	1. VCSA office collects this data in a Student Affairs Team meeting	VCSA and UR Director establish vehicle	Spring 2012
2. Comprehensive Communication Plan	1. VCSA office works with University Relations to design the plan 2. Get input from <ul style="list-style-type: none"> • Annual Goals Report • Student Affairs team 	VCSA and UR Director develops plan	Spring 2012
3. 2 nd annual Student Affairs Report (by 8/1/12)	1. See Communication Plan	VCSA, Team Leads and UR Director implement	Aug. 2012
4. Directors develop a component of the plan for their unit and constituencies	1. VCSA and University Relations provide the template 2. Directors complete the template	Directors and Team Leads implement	Spring 2012