Montana University System
Strategic Goals & Objectives Including
Preliminary Campus Budget Proposals
(Draft as of November 2005)

The following goals and objectives were approved for further development at the Board of Regents Meeting in Billings in September 2005. Campuses of the Montana University System have now proposed specific action plans to meet these goals and objectives. Action plans that require new funding have also been proposed for Board consideration as budget initiatives in a separate, but parallel, process.

It is also a goal of this planning process that we consolidate the many existing sets of measurement and accountability that have been developed over the past few years into this one comprehensive plan. The accountability metrics in this plan are the same as those the Board will be asked to approve as part of their biennial "contract" with the Legislatures Postsecondary Education Policy and Budget subcommittee. Accountability and measurement metrics for this plan have been developed by combining items from several existing initiatives:

- PEPB performance indicators and policy goals
- The Shared Leadership for a Stronger Montana Economy initiatives
- The University System campus quality measures; and,
- This strategic planning effort.

Goal I. Increase the overall educational attainment of Montanans through increased participation, retention and completion rates.

Actions proposed to achieve the goal but not meeting a specific objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
OCHE	Indian Education for All	$350,000	2	Yes
	Total Cost	$350,000		

Objective 1: Make higher education more affordable by offering more need-based financial aid grants and scholarships.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
UM-Missoula	MPACT scholarship program-system	$1,265,682		Yes
UM-Missoula	MPACT scholarship program - UM	$379,706	1	No
UM-Western	Expand scholarships, advising and support	$60,000	5	No
	Total Cost	$1,705,388		

Objective 2: Improve articulation and transferability among all 2-year and 4- year institutions, including the tribal colleges, and work collaboratively with the K-12 education system to increase high school academic preparedness, completion, and concurrent enrollment programs.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
OCHE	Connecting K-12 with postsecondary education (P-20)	$280,000	4	Yes
OCHE	Improve transferability	$2,000,000	1	Yes
MSU-Billings	Develop improved P-20 skills proficiency	$2,000,000	2	Yes
MSU-GF COT	Revitalize the higher education center	$150,000	1	No
MSU-GF COT	Improve transferability	$100,000	3	No
MSU-GF COT	Regional P-20 committee for ready-for-college center	$526,000	6	No
MSU-GF COT	Increase public awareness of 2-year programs	$210,000	7	Yes
MSU-GF COT	Improve completion rates	$250,000	10	No
MSU-GF COT	Reward teaching excellence	$400,000	12	No

MSU-Northern	Increase enrollment and graduation		1	No
UM- MT Tech	Montana Academy of Math and Sciences	$250,000	1	No
UM- MT Tech	Expand Outreach with K-12	$115,000	2	No
UM-HCOT	Expand marketing, recruiting, retention	$208,000	3	No
UM-Missoula	Improve retention and graduation - access	$260,000	4	No
UM-Missoula	Expand HCOT programs	$300,000	6	No
UM-Western	Create rural MT teacher initiative	$200,000	1	No
UM-Western	Enhance faculty & student retention	$50,000	4	No
	Total Cost	$7,299,000		

Objective 3: Increase access for adult and nontraditional learners through expanded outreach programs, distance education, evening/weekend programs, and expanded 2-year programs.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU-Bozeman	Expand non-traditional access	$150,000	2	No
MSU-GF COT	Increase participation for adult learners	$375,000	4	No
Miles CC	Distance learning health sciences initiative	$460,000	1	
OCHE	Distance learning coordination	$600,000	3	Yes
	Total Cost	$1,585,000		

Measurement: How the university system will be accountable for measuring progress toward this goal, including both short- and long-term targets.

- Prepare students for success through high quality education, as measured by
    - Postsecondary education participation rates
    - Completion rates
    - Retention rates.

- Make higher education more affordable by offering more need-based financial aid grants and scholarships, as measured by
    - Reducing the gap between EFC (Expected Family Contribution) and average cost of attendance
    - Percentage of students who receive financial aid or scholarships
    - Average aid/scholarship award amount.

- Promote postsecondary education affordability, as measured by
    - Per student state funding relative to peer states
    - Amount of state support as a percent of personal income
    - Amount of state support as percentage of per capita income
    - Tuition as a percentage of median family income.

- Work collaboratively with the K-12 education system to increase high school academic preparedness, completion, and concurrent enrollment programs, as measured by
    - Increased dual enrollment programs
    - Increased acceptance of credit for advance placement coursework
    - Expanded outreach to at-risk and disadvantaged students
    - Increased high school graduation rates.

- Increase postsecondary enrollment of traditional and non-traditional students through expanded outreach programs, evening/weekend programs, and expanded 2-year programs.

- Improve distance an online learning by coordinating online delivery of education across the entire Montana University System.

Goal II. Assist in the expansion and improvement of the state's economy through the development of high value jobs and the diversification of the economic base.

Actions proposed to achieve the goal but not meeting a specific objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU-Bozeman	Continue implementation of Core 2.0	$360,000	3	No
MSU-Bozeman	Improve advising and student support services	$340,000	4	No
MSU-Northern	Increase quality of educational programs		2	No
MSU-Northern	Increase Innovation and uniqueness		3	No
	Total Cost	$700,000		

Objective 1: Increase responsiveness to workforce development needs by expanding and developing programs in high demand fields in the state.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU-Billings	Create justice studies program	$300,000	6	No
MSU-Billings	Create health care pathways	$500,000	4	No
MSU-Billings	Expand on-line teaching credential programs	$200,000	9	No
MSU-Billings	Create construction trades program	$750,000	7	No
MSU-Bozeman	Increased capacity in high demand programs	$1,250,000	1	No
MSU-Bozeman	Increase capacity in professional programs	$600,000	5	No
MSU-Extension	Create Community Leadership Development position	$180,000	1	No
MSU-Extension	Strengthen Extension Indian Reservation Program	$150,000	2	No
MSU-GF COT	Healthcare workforce development programs	$360,000	2	No
MSU-GF COT	Establish enterprise hub	$185,000	5	No
MSU-GF COT	Infuse "flat world" core skill sets	$66,000	8	No
MSU-GF COT	Develop high-skills trades programs	$380,000	9	No
MSU-GF COT	Create institute for excellence in education	$175,000	11	No
MSU-Northern	Increase responsiveness to industry		4	No
UM-HCOT	Create CAD and construction programs	$110,000	1	No
UM-Missoula	Expand COT certificate and training programs	$300,000	5	No
UM-Missoula	Expand mountain campus programs	$450,000	9	No
UM-Western	Expand 2-year programs & AAS ed. studies	$200,000	3	No
	Total Cost	$6,156,000		

Objective 2: Establish collaborative programs among institutions, the private sector, and the state to expand research, technology transfer, the commercialization of new technologies, and the development of our entrepreneurs.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU-Bozeman	Increase support for graduate education	$1,250,000	6	No
MSU-Bozeman	Expand undergraduate research, scholarship	$300,000	9	No
MSU-Bozeman	Recruit leading faculty in high priority areas	$750,000	10	No
MSU-Bozeman	Enhance marketing of technologies	$300,000	11	No
UM-Missoula	Increase graduate research assistants	$250,000	8	No
		Total Cost $2,850,000		

Measurement: How the university system will be accountable for measuring progress toward this goal, including both short- and long-term targets.

- Increase responsiveness to workforce development needs by expanding and developing programs in high demand fields in the state, as measured by
  - Employer satisfaction with graduates
  - Degrees and certificates awarded in high-demand occupational fields
  - Job placement rates.
  - Growth in enrollment, for certificates and degrees, in 2-year programs.

- Establish collaborative programs among institutions, the private sector, and the state to expand research, technology transfer, the commercialization of new technologies, and the development of our entrepreneurs, as measured by
  - Research & development receipts and expenditures
  - Technology licenses with Montana businesses.

Goal III. Improve institutional and system efficiency and effectiveness.

Actions proposed to achieve the goal but not meeting a specific objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU- Fire School	Add 2 fire service trainers	$417,376	1	No
MSU-Billings	Create next-generation high-speed network	$600,000	1	No
MSU-Bozeman	Develop comprehensive internship program	$100,000	7	No
MSU-Bozeman	Expand entrepreneurship program	$150,000	8	No
UM - Forest Center	Wildfire risk reduction in urban interface	$200,000	1	No
UM - Forest Center	Establish applied forest management program	$200,000	2	No
UM- MT Tech	Expand Internships and coop. education	$10,000	3	No
UM-Bureau Mines	Technical assistance - oil and gas operators	$221,000	1	No
UM-Missoula	Extend services to Glacier/Lincoln counties	$600,000	2	Yes
	Total Cost	$2,498,376		

Objective 1: Improve the accuracy, consistency and accessibility of system data; develop a data warehouse.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU-Billings	Create university system transfer database	$500,000	3	Yes
	Total Cost	$500,000		

Objective 2: Reconstruct the budget allocation model to ensure consistency with MUS goals, agreement with tuition and fee strategies, fairness, and a reasonable chance of viability for all campuses.

Actions proposed to achieve objective:

Campus	Initiative	Biennial Cost	Campus Priority	System
MSU-Billings	Create new salary structure	$875,000	5	No
MSU-Billings	Improve academic quality	$250,000	8	No
MSU-Bozeman	Employee training and community relations - HR	$545,486	12	No
MSU-Bozeman	Enhance support services	$948,294	13	No
MSU-Bozeman	Improve stewardship of assets - eqpt. replacement	$831,451	14	No
MSU-Bozeman	Employee tng and community relations - Banner, Defib.	$382,000	15	No
MSU-Bozeman	Support services for growth	$961,011	16	No
MSU-Bozeman	Improve stewardship of assets - eqpt. maintenance	$661,983	17	No
MSU-Bozeman	Improve document management	$1,598,835	18	No
MSU-GF COT	Improve use of IT resources	$111,500	13	No
MSU-GF COT	Improve administrative processes	$30,000	14	No
MSU-GF COT	Create campus ePortfolio system	$60,500	15	No
UM-HCOT	Improve academic collaboration	$140,000	2	No
UM-Missoula	Improve retention and graduation - efficiency	$340,000	3	No
UM-Missoula	Increase brand recognition of UM	$150,000	7	No
UM-Missoula	Expand education technology - IT staff	$300,000	10	No
UM-Western	Build biomass fuel system	$200,000	2	No
	Total Cost	$8,386,060		

Measurement: How the university system will be accountable for measuring progress toward this goal, including both short- and long-term targets.

- Improve the accuracy, consistency and accessibility of system data, including the continued development of a comprehensive data warehouse.

- Deliver efficient and coordinated services, as measure by
    - Improve articulation and transferability among all 2-year and 4- year institutions, including community colleges and tribal colleges.
    - Percentage of expenditures in the following areas:
        - Instruction
        - Research
        - Public Service
        - Academic Support
        - Student Services
        - Institutional Support
        - Plant O&M
        - Scholarship and Fellowships
        - Other

- Reconstruct the budget allocation model to ensure consistency with MUS goals, agreement with tuition and fee strategies, fairness, and a reasonable chance of viability for all campuses