

MONTANA UNIVERSITY SYSTEM

**Mission Review of
Montana State University Billings**



NOVEMBER 2014

Memorandum of Understanding

This document serves as a Memorandum of Understanding between the Montana Board of Regents, the Montana University System Office, and Montana State University Billings as a depiction of institutional role, characteristics, and system and statewide contributions. This agreement helps guide the system and the institution in developing strategic directions — reflecting Board of Regents strategic goals and Montana State University’s overall mission — that build on distinctive strengths and the leadership role that Montana State University Billings contributes to its affiliated campuses and the University System.

Mark A. Nook, Chancellor
Montana State University Billings

Waded Cruzado, President
Montana State University

Clayton Christian, Commissioner
Montana University System

Paul Tuss, Chair
Montana Board of Regents

MISSION STATEMENT

The MSU Billings experience—fully embracing Access & Excellence on all levels—is characterized by:

- Strong Commitment to Teaching Excellence
- Support for Individual Learning
- Engagement in Civic Responsibility
- Intellectual, Cultural, Social & Economic Community Enhancement

MSU Billings is an urban university serving a diverse constituency with diverse needs and expectations. This means all areas of the university have a responsibility to enhance the intellectual, social and economic qualities of the Billings community and our students. Our relationships are built with people and the contributions those people make now and in the future. We constantly assess student achievement, community involvement and stewardship of our resources to ensure continuing educational excellence in alignment with goals outlined in the Board of Regents strategic plan and the Montana State University “OneMSU” concept.

1.0 INSTITUTIONAL CHARACTERISTICS

1.1 Profile

MSU Billings is a community embedded within a city, which allows the university to serve an important niche in the region, state and in the Montana State University system.

- Located in the Montana’s urban center, MSU Billings has evolved into a comprehensive urban university.
- Programs in demand from our constituents range from short-term workforce training to two- year degrees to bachelor’s degrees and master’s education.
- Through its connection to MSU and our shared land-grant mission, MSU Billings is committed to bringing higher education opportunities to the citizens of Montana in a variety of dynamic and relevant formats.
- We mirror the diverse and evolving nature of the city, both in student demographics and in reciprocal relationships and partnerships throughout the community.

1.2 Role

MSU Billings has deep connections to Billings and south-central and eastern Montana in many meaningful ways.

- **We provide access to education and workforce solutions** to local, regional, national and international constituencies through traditional, non-traditional and general-interest learning opportunities as well as through online formats, adult-focused formats and to high school students via University Connections and dual credit/dual enrollment/concurrent enrollment programs.
- **Our reach extends to Montana’s historically underserved ethnic minorities who are working and living in the urban area.** American Indians of the Fort Belknap, Fort Peck, Crow and Northern Cheyenne reservations, and members of Billings’ Hispanic community, historically concentrated on the city’s south side, are getting new access to higher education through outreach efforts.

- **We remain aware, agile and responsive** to the diverse and ever-changing needs of a growing number of minority groups in the city.
- **We are well-positioned to partner with other entities** to increase overall educational achievement of the region.
- **Faculty and staff are committed to providing expertise and assistance** to advance Board of Regents strategic initiatives:
 - **Research and graduate education**, continually engaging our students in urban-based service learning, lab experiences, turning theoretical study of a subject matter into full personal investigation and practical application.
 - **College!Now**, providing two-year education and transfer opportunities through City College. City College serves as the comprehensive two-year arm of the university, providing certificates, university transfer associate degrees, associates of applied science, and workforce development experiences. Through partnerships with Billings School District 2, City College also provides dual credit/concurrent enrollment, Adult Basic Education and GED access.
 - **Transferability**, ensuring student can have seamless movement between units of the Montana University System.
 - **Maintaining a strong educational pipeline**, providing early access to higher education to high school students and home-schooled students through dual credit, concurrent enrollment, tech prep and other early entry programs.
 - **Distance learning**, integrating technology and teaching in new formats for the next generation of students, especially adult learners. Because 40% of MSU Billings' student body is over twenty-five years old, and many attend part-time, the flexibility provided through an online format is critical to their success as they juggle education, work and family responsibilities.
- **Graduates in the College of Allied Health Professions** are prepared to fill vital healthcare- related jobs including hospital administration, rehabilitation/counseling, human services, health and human performance services, athletic training, and outdoor adventure leadership.
- **Arts and Sciences graduates** not only advance to masters and doctoral programs, but also provide vitality to communities in which they live, enhancing social cultural and civic awareness.
- **Graduates in the College of Business** have the marketing, accounting, finance, management and entrepreneurial skills to contribute to business and economic stability and growth in Montana.
- **College of Education graduates** are well prepared to take on challenges in all areas of education—pre-school through grade 12—in the 21st century.
- **City College graduates** have the most up-to-date hands-on training and education to enter the technology, energy, trades and healthcare-related workforce.
- **The graduate program** has had steady enrollments over the past five years, with the majority of students in education, allied health and communications fields. Demand from the community, however, will necessitate careful planning for future growth in areas such as business, health informatics and gerontology.
- **More than 6,500 residents enhance their lives** and the community by customized education, short-term workforce training and personal enrichment through MSU Billings

Extended Campus.

Over the past decade, MSU Billings has positioned itself as a leader in eLearning. Responding to demands to enhance access, the university developed an online presence that now offers 204 individual courses with twenty-four programs and nine concentrations, the most of any institution in the Montana University System. Between fall 2009 and fall 2014, online course enrollments have increased by 56% and 54.6% of our students are taking at least one online course. This growth has helped serve the needs of place-bound students across rural Montana as well as to provide flexible options for adult learners.

As a public institution, MSU Billings takes its public service role seriously and works hard to support two key entities located within the university, but have wide reach to the community, state and region. Both are recognized by the Board of Regents and state leaders as critical elements of the university's mission.

- **The Montana Center for Inclusive Education (MCIE)** is located in the College of Education building and interfaces with community organizations and COE pre-service and in-service programs. The Center serves individuals with disabilities both directly and indirectly, of both the campus and broader communities. The MCIE has a long history of providing services, education and training to special needs populations in Montana and Wyoming, focusing on employment, rehabilitation counseling, transitioning, hearing conservation, community integration and collaboration.
- **Yellowstone Public Radio (KEMC/KBMC/KYPR)** provides news and cultural programming for more than 35,000 listeners residing in Montana and Northern Wyoming. KEMC/YPR provides valuable communication linkages to areas of Montana not served by local news outlets. KEMC/YPR provides valuable public access to the Montana Legislature and the Montana University System that would not otherwise exist.
- **Montana Regional Education Service Area 3** services for in-service educator preparation are provided by MSU Billings: <http://www.msubillings.edu/smart/>.

1.3 Distinct Characteristics & Strengths

Institutional uniqueness: MSU Billings' greatest distinction and greatest opportunity literally surrounds us: the city itself. Billings is the largest medical, financial and retail hub between Spokane, WA, Denver, CO, and St. Paul, MN. And as an urban university, strong partnerships will continue to be imperative for MSU Billings to be efficient and effective.

- Students have a greater opportunity at MSU Billings to take part in cooperative education, real- world field experiences and internships than at any other unit of the Montana University System. With three major medical facilities, three energy refineries, major financial institutions and the state's largest public school district located in the Billings area, our faculty and our students have opportunities available to few others in the Montana University System.
- Partnerships allow us to serve the dynamic, diverse and vibrant community needs that could not be met by any institution or private entity alone.
- We are not striving to be all things to all people. We are determined to follow our traditional focus of being acutely aware of the community in which we reside, making us particularly nimble at developing solutions to meet local and regional needs.

- More than 40% of our students are over the age of 25, and for decades more than 60% of our student body has been female.
- Because we are in an urban setting, a large percentage of our students at City College (46%) are part-time students, placing unique pressures on student services programs there.
- Urban adult learners— full-time and part-time— are well served by the university's commitment to alternative learning modes, online options, child care, tutoring and other student services that help them juggle work, family and education responsibilities.
- Through unique partnerships, services and programs, City College continues its transition into a comprehensive community college.
- There is well-established American Indian community in Billings and a growing Hispanic community, with more of each demographic living and working in an urban setting. Enrollment from those two groups reflects the dynamic nature of the community at large. Because of its proximity to at least four American Indian reservations, the university also benefits from a strong longtime connection to tribal colleges and American Indian leaders. MSU Billings continues to provide a forum for diversity of ideas, lifestyles and cultures. Diversity is embraced through the Montana Center for Inclusive Education, student organizations or faculty and/or community initiatives. Awareness of diversity issues will remain an important aspect of our urban university.
- Connections with underserved populations on the South Side have been solidified in recent years with our advancement of programs through a community outreach center at Garfield School to provide access to educational opportunities.
- Mirroring a state with a diverse American Indian population, MSU Billings has developed strategies to infuse Indian Education for All throughout educator preparation programs so that all students can better understand Montana's cultural diversity.
- MSU Billings is one of four universities in the Montana University System with an embedded two-year college in its organization. City College has specific programs with direct relationships to the community (oil refining, energy, health care) that reflect its urban mission.
- MSU Billings is the only NCAA Division II institution in Montana and fulfills an important role in providing male and female student-athletes with opportunities to compete in seventeen collegiate sports, ranging from baseball to soccer to track and field and volleyball.

Core themes: MSU Billings is committed to creating an environment of academic, educational and service excellence. With that as our focus, we have identified four core themes, which provide the foundation upon which the university's 2013-2018 strategic plan has been built. Those themes are:

- Cultivating Teaching Excellence.
- Providing an Environment for Learning.
- Promoting and Engaging in Civic Responsibility.
- Enhancing the Community.

MSU Billings uses its unique position, as an urban university, to fulfill Montana State University's shared land grant mission and provide invaluable education, outreach and services to the

community as part of the “OneMSU” initiative.

Strategic planning and accountability: At MSU Billings, planning, accountability and strategic initiatives are analyzed with consideration of the Board of Regents Strategic Plan and provide a framework for decision making at all levels. Living and working within budget and resource constraints, MSU Billings uses all the tools in our toolbox to make well-informed and strategic decisions. These dynamic and evolving documents can be found at: <http://www.msubillings.edu/GenInfo/accreditation.htm>.

1.4 Areas of Commonalities

MSU Billings shares some commonalities with other units of the Montana University System in areas of education and outreach. As an institution whose primary objective is to provide undergraduate and graduate teaching and learning experiences, MSU Billings engages in similar educational activities as all other four-year campuses and the research universities.

1.5 Peer Institutions

MSU Billings’ peers are the BA/MA Carnegie class universities in the West as established by WICHE and used by the Office of the Commissioner of Higher Education (OCHE). MSU Billings has been identified as one of four “regional comprehensive universities” in the Montana University System. The others are MSU Northern, UM Western and UM Montana Tech.

For comparison purposes—especially as it relates to affordability, access and transferability—MSU Billings analyzes its performance and outcomes as part the Montana University System and as part of the MSU family of institutions, which includes MSU, MSU Northern and the Great Falls College MSU.

Also notable, MSU Billings is one of three universities in the MUS with an AACSB-accredited College of Business and one of two universities with an NCATE/CAEP-accredited College of Education. MSU Billings is one of four institutions in the system with an “embedded” former College of Technology as part of the university. We often measure progress and collaboration on that basis as well. Other embedded former Colleges of Technology are with the University of Montana in Missoula (Missoula College), Montana Tech in Butte (Highlands College) and Montana State University (Gallatin College MSU).

2.0 ACADEMIC PROFILE

2.1 Academic Programs

Academics are the heart of MSU Billings, and the institution’s commitment to students and our academic profile is assessed through rigorous accreditation reviews by the Northwest Commission of Colleges and Universities, AACSB and NCATE/CAEP. Other programs (music, art and City College technical programs) undergo accreditation reviews that are critical for students who need to sit for licensure and therefore become eligible for jobs in their chosen careers.

- The university offers approximately eighty-two degree options through its five colleges. The colleges—Allied Health Professions, Arts and Sciences, Business, Education,

and City College—offer pre-professional and certification programs and awards degrees at the associate’s, bachelor’s, and master’s levels.

- The sixth entity—MSUB Extended Campus—provides short-term specialty education and training for a broad constituency ranging from children to mature adults. The unit also provides professional services in support of conferences and special events. MSU Billings also offers post-master’s (non-degree) supervisor endorsement programs in Reading K-12 and Special Education K-12.
- MSU Billings offers:
 - fourteen Certificates of Applied Science
 - thirty-two Associate degrees
 - twenty-eight Bachelor’s degrees
 - nine Master’s degrees

General Education Program: MSU Billings’ general education program requires thirty-one credits of general education classes for an AA, AS, BA or BS degree. In contrast, the MUS system requires thirty credits. The difference is that MSU Billings requires an additional one-credit free-standing lab in the Sciences. For AAS degrees, the university requires twelve credits of related instruction work in general education including three credits in the categories of human relations, writing, computation and technology.

Faculty across the university have been engaged with the MUS transferability and common course numbering initiative to ensure students have seamless transfer options within the system.

Graduate Education Program: Graduate programs are centered on the activities of educating, serving and communicating. MSU Billings offers fifteen master’s degrees and options—six of them completely online—and is committed to ensuring all graduate students complement the theoretical study of a subject matter with investigation and practical application. A research course is required in all degree graduate programs.

Class Size Analysis, Student Faculty Ratios:

Table 1

Undergraduate Section Size, Fall 2014

University Campus

Section Size	# Sections	% of total
2 to 9	105	18%
10-19	182	31%
20-29	151	26%
30-39	84	15%
40-49	28	5%
50-99	27	5%
100+	1	0%
Total	578	100%

City College

Section Size	# Sections	% of total
2 to 9	45	22%
10-19	85	40%
20-29	60	29%
30-39	12	6%
40-49	2	1%
50-99	4	2%
100+	0	0%
Total	208	100%

IPEDS Fall 2013 Enrollment Survey Student Faculty Ratio:

City College	17:1
University Campus	18:1

2.2 Technology and Instruction

MSU Billings has been a leader in online education in Montana for a decade and has transitioned from the eCollege delivery platform to Desire2Learn (D2L) in Fall 2008. D2L is now used for *MSU Billings Online* as well as enhancement of on-site instruction. D2L is also used by MSU and the Great Falls College MSU. MSU Billings recognizes the importance of technology in teaching and learning and offers 614 courses online annually, including full courses for 24 degree programs. About 40% of our students are getting their education through online formats, a format that fits the schedules and lifestyles of urban students. Instructional technology enhances program delivery by expanding our faculty's ability to teach students synchronously and asynchronously through web conferencing, online instruction, and audio-video formats such as windows media or podcasting. Thus instructional technology provides flexibility for students who have difficulty taking a class at a specific date and time and allows a faculty member to address multiple learning styles. Using technology will also allow MSU Billing to pursue innovative delivery methods (such as hybrid courses) to better accommodate adult learners.

MSU Billings has been proactive in moving from the old ITV systems to the newer telepresence systems. This allows our students and faculty to communicate through interactive video from classroom to classroom, from the D2L system to a home system, and take part of interactive groups using WebEX – telepresence – D2L integrated together.

MSU Billings has developed a unique form of the TEAL classroom by using the collaborative furniture developed by Steelcase, Stanford, and other progressive schools and integrating the functions with telepresence system on each table. Student workgroups collaborate within their group, with a student member at home, other workgroups within the classroom, and the faculty member all using real-time video, audio, and desktop computer sharing.

MSU Billings continues to collaborate with MSU and OCHE staff on continued development of a more user-friendly systematic approach to high-speed digital delivery of education as well as continued development of the Digital Community College and Digital Academy. Technology shifts in the future will require us to be innovative and flexible as well as responsible with state and student resources.

2.3 Alternative scheduling

As the state's urban university, it is important for MSU Billings to be creative and flexible in meeting the needs of students who have multiple responsibilities. Because 80% of the students who attend MSU Billings also work to make ends meet, the university has become a leader in developing alternative scheduling and modes of delivery. The university offers its general education core online so students can pursue their degree requirements while also

raising families. Some majors are also offered entirely online, in a 2+2 format (for seamless transition from another college or from the online arena), in a seven and one-half-week format (half of the fifteen-week semester) and during evenings or weekends. Summer session classes contain three-, five-, eight-, ten- and thirteen-week options. These alternatives allow MSU Billings to fulfill its mission to a wide array of urban constituencies.

3.0 STUDENTS

3.1 Student Characteristics and Student Services

Like our urban setting, MSU Billings is a melting pot. The headcount enrollment is almost 5,000 students from different backgrounds and experiences and the annualized FTE is more than 3,800. While those numbers are significant, what is truly noteworthy is the fact that on an annual basis, about 90% of our students are Montana resident students, and about 36% of those are first-generation students, indicating our mission to serve families in this region of Montana continues to be important. Other noteworthy facts:

- 63% of our students are female and—as with other urban universities in the country—a majority (89%) either commutes daily to their classes or pursues their degree online.
- About 11% of our students live in one of two residence halls at the University Campus.
- A small, but growing, number (3%) are international students and about 18% are non-Caucasian, primarily American Indian (4% of total student population in Fall 2014) and a growing Hispanic population (4.6% in Fall 2014). MSU Billings had 782 new freshmen for Fall 2014 and 11.6% were over the age of 24.
- The connection between the university and the Billings urban area — with its rich array of opportunities — attracts talented and committed students of all ages and backgrounds.
- Many top students choose MSU Billings. Of those who take the ACT test, the average score is 21.1, putting MSU Billings students on par with those attending the research universities in the Montana University System.
- The university annually attracts around 220 high school students to take early college classes through the University Connections Program and concurrent enrollment. Of those, more than one-fifth are home-schooled students, of which there is a large contingent in Billings.
- Billings is a hub for veterans and their families. MSU Billings is serving more and more veterans and their families, further attesting to its vital role as an urban university. As of Fall 2014, 380 veterans and their dependents are being served by the university.
- Enrollment at City College campus located about seven miles west of the East Campus is experiencing dramatic growth, especially in its healthcare and trade/industry programs. Since 2002, City College student enrollment has increased 106%.
- MSU Billings strives to deliver quality services to students in the classroom while also meeting the diverse needs of approximately 2,600 individual students who annually enroll in distance education courses. Our online program amounted to 5898 course enrollments in Fall 2014, which is up 56% since 2009.
- Of our graduate students, 86% are part-time, taking fewer than nine credits.

Student Services programs continue to serve all populations by integrating traditional services with new initiatives. Those include:

- Peer Mentoring program for American Indian and other minority students through the Diversity Center.
- Recruitment and support services at the Garfield Outreach Center (educational access point for American Indian, Hispanic and low-income students).
- Revamped orientation programs for adult learners and City College students.
- One-stop-shop philosophy and evening hours to better serve all students.
- Expanding services at City College, including a one-stop shop.
- Road-map to assist undecided freshmen in major selection.
- First Year Experience, Leadership and Service Learning courses offered as part of our urban mission.
- Mandatory Advising for all students.
- Veteran's Coordinator to assist veteran students in transition; veteran's lounges to welcome veterans, and Veterans' Student Club.
- Financial Education Success Specialist for financial literacy education and financial literacy incorporated into the First Year Seminar course.
- College Success Specialists in every academic college to support students' academic success through their first year.
- Advanced academic/workforce training and counseling services to assist veteran students.

3.2 Retention and Graduation Rates

Work is under way to improve retention and, therefore, graduation rates. In 2010, MSU Billings entered into a partnership with Noel Levitz for Retention training and completed the training in 2011. As a result of the training, a focused retention plan was developed. Key strategies in the retention plan include:

- *Identification & Tracking of Underrepresented & Targeted Populations*
- *Communication Flow to the New Freshman Cohort*
- *Academic Support Center Structures*
- *Focus on Transitions and Academic Planning*

To assist in carrying out these initiatives, College Success Specialists were placed in each academic college. These College Success Specialists teach the first year seminar, actively communicate with students about key transitions and milestones, assist students who are on academic probation, and coach students through their first year of college.

Retention of first-time full-time students in the F12 freshmen cohort at the University Campus was 62%, up 6% from the F11 and F12 cohorts. Retention of the F12 freshmen cohort at City College was 50%.

Efforts continue to further increase retention rates through many of the initiatives references in section 3.1 above.

3.3 Student Satisfaction and Student Learning

One way to measure if the university is meeting our commitment to excellence is through learning outcomes assessment. Assessment at MSU Billings is the responsibility of the various departments which deal with students, whether in the academic arena or in student affairs. Academic departments are to clearly articulate learning goals for students and their majors and to plan, implement and report an appropriate process for measuring how those goals are being met. Academic leaders are responsible for reviewing results and making changes based on those assessments.

The division of Student Affairs has developed an assessment plan that describes student learning initiatives sponsored or supported by student affairs departments or professionals. The assessment plan can be found at: <http://www.msubillings.edu/VCSA/>.

All Service Learning courses address and assess certain student learning outcomes. The university has had early success in this area. In order to enhance service learning, the university requires a civic engagement project for students taking the first year seminar course. This course gets students promotes an introduction to community, civic engagement, and service learning.

MSU Billings' participation in the National Survey for Student Engagement for Spring 2012 and reported through the Voluntary System of Accountability program shows:

- 95% of seniors believe this institution provides support for student success.
- 87% of seniors worked with classmates on assignments outside of class.
- 83% of seniors rated their entire educational experience as good or excellent.

3.4 Enrollment trends, projections, and challenges

Combined
Enrollment

Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
5335	5284	5081	4969	4781

Factors that influence our enrollment projections include:

- The state of the economy
- Program offerings
- Financial assistance (especially for adults and readmits)
- Program availability for transfer students
- Continued decline in high school graduation numbers in geographic areas our students traditionally come from
- Initiatives to increase the yield of high school graduates from Yellowstone County and the surrounding area
- American Indian and Hispanic outreach and advancement of distance education
- Increased competition in the form of scholarships from MSU Bozeman and UM Missoula.

Because the Billings area has four high schools and School District 2 includes nearly one in

every seven public education students in Montana, there is intense competition for those graduates from other universities who have more scholarship resources. Continued uncertainty about the economy, or possible quick turnaround, could also adversely affect MSU Billings enrollment as well as a perception of stagnant academic planning, lack of unique programs we do not offer and affordability issues.

3.5 Student Finances

Tuition, fees and room/board rates at MSU Billings put us as one of the best higher education values in the state. Yet, as other units of the Montana University System, the impact of eroding state support is being felt by students at MSU Billings. Because of the growing gap between family and personal income and state support, our students — the majority of whom are part-time or working students — have to rely on outside sources of funding to pursue their college education. About 80% of our students attend MSU Billings through some sort of financial aid or scholarships and many leave school with an average debt of \$20,500, which is below Montana as a whole (\$27,400) and the national average (\$29,400).

Increases in Pell grants and loan availability over the past several years have helped immensely in the MSU Billings Financial Aid Office's efforts to vigorously address the financial needs of our students. There are other mechanisms in place to support students with financial needs. Commitment to the University Connections program allows high school students to earn college credit at a reduced rate and the MSU Billings Foundation provides \$1 million annually for student scholarships.

4.0 PUBLIC OUTREACH, RESEARCH, & TECHNOLOGY TRANSFER

4.1 Outreach programs

In many significant ways, the community and the university view each other as partners, not as customers. MSU Billings remains committed to being responsive to the needs of the region and its citizens.

- **Center for Applied Economic Research:** The Center is a service organization of MSU Billings working to provide economic research and analysis for the Billings and Yellowstone River region. That region includes central and eastern Montana and northern Wyoming. The Center creates customized macroeconomic indicators for the Billings trade area and the state.
- **MSU Billings Noyce Scholars Program:** MSU Billings is taking a lead in meeting local and statewide needs for teachers in the STEM fields by providing generous annual and renewable awards to students who are both qualified to enter MSUB's Teacher Education program and interested in a career teaching in Montana.
- **MSU Billings Extended Campus:** Serving its role as Montana's urban university, MSU Billings plays an integral role within the MSU system as it fulfills its land grant mission. MSU Billings knows full well it is imperative to provide leadership and develop partnerships to advance the growth and development of the city. As such, the university has developed key partnerships with the Downtown Billings Association, Big Sky

Economic Development, and the Billings Chamber of Commerce for training and research opportunities as well as with the Yellowstone Boys and Girls Ranch for a resource center in Garfield School. Located on the South Side, the Garfield Community Resource Center provides developmental and educational entry points for a large percentage of the disadvantaged in our community. MSU Billings Extended Campus also provides space and event support services for local and regional businesses and organizations.

- **MSU Billings Red Lodge:** Largely a tourist community, Red Lodge is also home to a rich and diverse population of citizens who desire greater access to the university. In partnerships with business and school district leaders through the [Red Lodge Area Community Foundation](#), MSU Billings has a physical and programmatic presence in the new Red Lodge High School and in community events.

4.2 Funded research/sponsored projects program profile

MSU Billings, as a regional urban university, has gradually and selectively expanded its applied research and sponsored programs profile in recent years. Our faculty teach as well as provide research opportunities for undergraduate and graduate students. Funding from sponsored programs has averaged nearly \$3.5 million for the past five years.

Table 3

Sponsored Program Funds Received, FY14			
Student Affairs		Extended Campus	
Upward Bound / Talent Search	531,001	DOJ	115,573.00
SOS	290,719	DOL	23,843.00
CACG	73,565	Total	139,416.00
Other	180,302		
Total	1,075,587	City College	
		TAACCCT	56,154.00
College of Education		CHE / Perkins	211,653.00
MCD	435,403	Other	40,531.00
COE	234,058	Total	308,338.00
Total	669,461		
		College of Arts & Sciences	
College of Business		Sciences	239,498.00
CAER	32,705	Communication	165,208.00
		Total	404,706.00
KEMC			
CPB Funds	145,186		
Grand Total	2,775,399		

Source: Schedule 4 Expenditures

4.3 Inventions, patents, and spin-off companies

MSU Billings has received one patent based on the research of Drs. Kurt Toenjjes and David Butler related to the study of genetic material to inhibit fungal infections. Mr. Andrew Sullivan holds patents for a wood-fired pottery kiln and an automated method of feeding solid fuel into the kiln. He also holds a patent for an invention relating to a process for recovering the transition metal component of catalysts used in the hydro conversion of heavy materials containing hydrocarbons. All three of these patent holders were inducted into the National Academy of Inventors in 2014.

4.4 Community engagement

Because we view the cultural, social, and economic diversity of the area in which we live as an asset, MSU Billings is attuned to the unique and specific needs of our community and has formed key partnerships to address those needs. These partnerships are critical to the university's ability to maintain high academic standards as well as meeting the needs of our urban constituents.

- **Advisory Boards:** Each college has an advisory board made up of community members that best represent the respective mission of the college and the related business and industries. In addition, City College has a national advisory board plus fifteen different Program Advisory Boards that have nearly 300 business and industry representatives. The College of Arts and Sciences has unique advisory boards for its Criminal Justice and Environmental Studies programs and the College of Allied Health Professions has an advisory board reflecting the diverse and dynamic nature of the Billings health care community. The College of Education includes representatives from the Yellowstone County Home School Association and the Billings business community, as well as individuals representing education from pre-school through college. The College of Business advisory board includes representatives from the retail, finance, legal and consulting sectors and includes one of those as an Executive in Residence.
- **Healthcare Partnerships:** Personnel at St. Vincent Healthcare, the Billings Clinic, Advanced Healthcare of Montana, and Riverstone Health fill important advisory and support capacities for programs and faculty as well as key clinical site opportunities for students. Experts from across the health care community are utilized to teach courses and provide outreach opportunities for deans and faculty.
- **Energy, Industry and Technology Partnerships:** ConocoPhillips, ExxonMobil, Northwestern Energy, PPL Montana, Montana-Dakota Utilities and Cenex Harvest States provide ongoing scholarships, faculty, equipment and internship support for programs and students across the university.
- **Personal Enrichment and Professional Development:** Through MSUB Extended Campus, more than 6,500 citizens are annually connected to the university through youth activities, camps, senior programs, conferences, workforce solutions development and specialty training.
- **Clinical Partnerships and Field Experience Partnerships:** As the largest city in the state, Billings has a wealth of clinical partnerships and field experience opportunities for students and faculty in education, health care, finance, energy, mental health and management areas. These relationships are critical for students in each of the colleges as they apply knowledge gained in the classroom to real-world experience.

- **MSU Billings/Parmly Billings Library:** The MSU Billings Library and the City of Billings Parmly Billings Library have collaborated to establish a collocated city/university service point at City College.
- **Scholarship and Student Support:** Since 2005, more than \$46 million has been contributed by the private sector for scholarships, equipment and programs. This includes the very successful People, Pride & Promise Campaign for Excellence led by the MSU Billings Foundation.

MSU Billings has also benefited from extensive collaboration with the administration, faculty and staff at MSU Bozeman. Some of those collaborations and benefits have come in are areas of budgeting, accounting technology, library services, broadband service, faculty access to grants and expertise, student affairs and pre-engineering education. This same collaboration extends to Great Falls College MSU and MSU Northern.

4.5 Special recognition

The Northwest Commission on Colleges and Universities' Year Three Peer Evaluation Report completed during the AY 2013-2014 gave MSU Billings two commendations, touting the university's careful attention to the ideals of shared governance and the campus's integration of facilities, infrastructure, and information technology through the university's 2013-2018 strategic plan. NWCCU's report notes that MSU Billings' "faculty, staff, and students alike appreciate the collegial approach to and involvement in planning, sharing, and supporting the mission of the University," and that this collaborative approach manifested in the "Discovering the MSUB Advantage, Strategic Plan 2013-18" "assures alignment of critical infrastructure with the mission, programs, and services of the University."

Other special recognition:

- NWCCU's Peer Evaluation report also called special attention to MSU Billings' "transparency and accessibility of budget development and annual budget information."
- Exceptional interaction among students, faculty and community as noted by peer reviewers for the Association to Advance Collegiate Schools of Business in its most recent accreditation report.

4.6 Peer comparisons

For comparison purposes—especially as it relates to affordability, access and transferability—MSU Billings analyzes its performance and outcomes as part the Montana University System and as part of the MSU "one university" family of institutions, which includes MSU, MSU Northern and the Great Falls College MSU.

5.0 SYSTEM COLLABORATION

5.1 Collaborations with K-12

- **Partnerships with School District 2:** As the largest school district in Montana, School District 2 provides plentiful opportunities for partnership to address key educational issues. The ongoing relationship addresses career/technical education via the Career Center and City College, providing adult education at City College, access to college

courses in high school via the University Connections program and dual credit/concurrent enrollment programs, collaboratively addressing dropout rates, and finding common ground on retention and educational attainment for minority students. The College of Education maintains a long-running partnership with the district to provide high quality field experience placements for education majors, undergraduate and graduate.

- **Educator Preparation Programs and Diversity:** The College of Education students who engage in field experiences in Billings or elsewhere complete a diversity form indicating the types of diversity in classrooms/agencies: cultural, gender, academic ability, and socio-economic status. In conjunction with this effort, the Office of Public Instruction is working to develop a database that will follow individuals throughout their school career from kindergarten through college. When completed, this will provide a wealth of information for educator preparation programs in preparing candidates to work with a wide diversity of learners and in tracking the performance of our graduates. The College of Education is working with School District 2 to pilot a teacher-in-residence/co-teaching student teaching experience.
- **Montana Higher Education Consortium:** A College of Education special education faculty member serves as state co-chair. This group is made up of representatives of teacher education preparation programs across the state as well as Office of Public Instruction and K-12 representation.
- **Montana Office of Public Instruction Special Education Endorsement Project:** MSU Billings administrates this alternative special education teacher preparation program for the state. Project candidates may matriculate through MSU Billings, UM Western, University of Montana, University of Great Falls or Carroll College for their course of study. Participants have a maximum of three years to complete the special education endorsement that is added to an elementary or secondary Montana Educator License.
- **Early Access to Higher Education:** Through the University Connections program, which offers MSU Billings undergraduate courses to high school students at a scholarship rate of \$50 per credit, home-schoolers, rural Montana students and high school students in School District 2 are getting a head start on their college careers. The dual-credit agreement with School District 2 and with the Laurel schools initiated fall 2014 provides additional access to post-secondary education for high school students.
- **Training for Elementary Science Teachers:** Through a federally funded state grant the College of Education has developed a program that helps elementary science teachers in regional school districts adopt inquiry-based teaching for their classrooms.
- **Adult Basic Education GED Prep West:** This collaboration, begun in 2008, involves the Billings School District 2 Adult Basic Education Program, the Job Service and City College to provide a West Billings branch of GED preparation.
- **Dual Credit Opportunities and Continuing Education Opportunities:** MSU Billings has dual credit arrangements with Billings Senior High School, Billings West High School, Skyview High School, Laurel High School, and Park City High School, and offers continuing education opportunities for educators through the university conferences and courses for teacher certification and licensure. Offered in person and online, these are often available for Office of Public Instruction credit or continuing education credit. Dual enrollment/dual credit with School District 2 is a work in progress.

- **Workforce Education and Training:** In collaboration with Big Sky Economic Development, representatives from MSU Billings serve on the Workforce Council and on the steering committee of BillingsWorks, an initiative to enhance a skilled workforce through education, talent attraction and advocacy of community development.

5.2 Program Partnerships

Not only does MSU Billings have a number of important partnerships in the city, there are also key relationships that cross the state. For example, working with the Montana Department of Corrections, the U.S. Department of Justice and the Montana Women’s Prison, a pilot project was developed to provide academic and workforce training in the prison. That project is ongoing. Collaborations, affiliations and program relationships with other units of the University System are listed in Section 5.4.

5.3 Participation in System Initiatives

Consistent with the MSU Billings focus on student learning and its commitment to the community—and recognizing that continued strength lies in partnerships and collaborations at all levels—MSU Billings has the opportunity to collaborate more fully with OCHE on data/information systems and advancement of two-year education. Our faculty, staff and administration have implemented common course numbering to ease the transfer of credits between institutions throughout the state. University faculty, staff, and administrators serve on the Two- Year Education Council, the Prior Learning Assessment Taskforce, the Developmental Education Council, and other OCHE projects and initiatives. MSU Billings is also well positioned to be a leader in collaborative efforts on the MUS two-year education initiative as well as in future endeavors to expand access to higher education through non-traditional methods, whether that is through virtual engagement or other means. The MSU Billings staff also actively participates in the MSU Integration Initiative process, analyzing if some “back office” administrative duties could be done at one campus.

The key is balance. We will be shaped by the state system, the “OneMSU” initiatives and local demands to respond to workforce needs, build a strong and healthy community and enhance access for “non-traditional” learners, whether they be “non-traditional” by age or by circumstance. With a dynamic and diverse population in the city and enrolled in the university, strategic decisions will be imperative.

5.4 Campus collaborations and/or affiliations

A major opportunity for MSU Billings will be continued collaboration with other units of the University System on initiatives proven to be mutually beneficial or are on track for yielding positive results. Many of these collaborations also involve different academic departments and programs of the university.

Those areas include:

- ROTC program collaboration with MSU.
- Pre-engineering academic program with MSU.
- Master’s in Public Administration program with MSU.
- INBRE and EPSCOR collaboration with MSU.

- Infrastructure support for the MSU nursing program.
- Infrastructure support and collaboration for the Veterans Upward Bound program (MSU Northern).
- MBA program with UM.
- Surgical technology (AAS) program with Missoula College.
- Wind energy technology training program with Great Falls College MSU, MSU Northern and MSU.
- A creative 2+2 program with Flathead Valley Community College.
- Library resources and services with MSU.
- Participation in the Inland Northwest Research Alliance with MSU.
- Business Process Redesign (BPR) with MSU.
- Montana Campus Compact with UM and other units of the Montana University System.

5.5 Support/Collaboration with other campuses (CC's, Tribal Colleges, other)

MSU Billings has a long history of collaboration with tribal colleges in the region as well as with public and private institutions that serve American Indians. Other notable partnerships and collaborations with other campuses and colleges include:

- **Strengthening Workforce Alignment in Montana's Manufacturing and Energy Industries (SWAMMEI) Project:** In eight target occupations, the SWAMMEI project offers TAA-eligible, veteran and other low-skilled student populations an opportunity to access accelerated training anywhere in the state. City College specifically is participating in the following areas: Welding, Oil/Gas Training (non-credit), Commercial Driver License (non-credit), Energy Technology (Spring 2015) start date, Coaching (Inside Track Coaching), and cooperative endeavors in Manufacturing with Flathead Valley Community College and Entrepreneurship with Missoula College.
- **Articulation Agreements:** Agreements are in place with each tribal college in Montana.
- **Rocky Mountain College:** Development of 3+2 collaboration for the CAHP's Athletic Training Program
- **Montana Council of Deans of Education:** MSU Billings College of Education has involvement and leadership on this statewide organization with representation from Carroll College, UM, MSU Bozeman, UM Western, University of Great Falls, MSU Northern, Rocky Mountain College and Salish Kootenai College. The university also collaborates with other colleges on Certification Standards and Practices for education as well as a statewide Special Education Advisory panel.
- **Montana Regional Education Service Area III (RESA III):** This regional educational service area funded through the Montana Office of Public Instruction is located in the Montana Center for Inclusive Education. The RESA offers professional development for regional educators in line with OPI requirements and initiatives. The previous Region III Comprehensive System of Personnel Development (CSPD III) that provides professional development for special educators has been subsumed under RESA III.
- **State Nursing Directors:** The University collaborates on this organization that has participation from MSU, MSU Northern, Great Falls College MSU, the Missoula College, Helena College, Highlands College, Flathead Valley Community College and

Salish Kootenai College.

- **Athletic Training:** MSU Billings College of Allied Health Professions (CAHP) has established a collaborative agreement with Rocky Mountain College that allows students to complete both a Bachelor of Science degree in Exercise Science and Master's Degree in Athletic Training within five years. The CAHP is pursuing similar agreements with Sheridan College.

6.1 OPERATING BUDGET: Table 4

<u>Campus</u>	EXPENDITURE PER STUDENT					Average Growth Rate/Year
	<u>FY'11 Actual</u>	<u>FY' 12 Actual</u>	<u>FY'13 Actual</u>	<u>FY'14 Actual</u>	<u>FY'15 Budgeted</u>	
University of Montana						
UM - Missoula	10,990	11,441	12,358	12,666	13,648	6.1%
UM - Tech	11,258	11,783	11,867	12,239	12,406	2.6%
UM - Western	9,198	9,323	9,519	9,787	10,452	3.4%
UM - Helena College	6,049	6,353	7,473	7,639	8,744	11.2%
Montana State University						
MSU-Bozeman	12,570	12,510	13,346	13,422	13,905	2.6%
MSU - Billings	8,947	9,130	9,691	10,183	10,431	4.2%
MSU - Northern	12,977	12,764	13,041	13,734	14,373	2.7%
MSU - Great Falls College	7,529	7,133	7,605	8,087	8,716	4.0%
Community Colleges						
Dawson	9,501	10,997	12,899	15,712	15,759	16.5%
Flathead Valley	7,479	8,474	8,985	10,784	11,646	14.0%
Miles	11,608	12,007	12,838	15,790	15,953	9.3%
Source: Individual campus reporting metric worksheets for "Expenditures per Student FTE"						

APPENDICES

Appendix A – Institutional Characteristics

A-1 - List of Peer Institutions

MSU Billings uses the BA/MA Carnegie class universities in the West as established by WICHE and used by the Office of the Commissioner of Higher Education. In recent discussions by the Board of Regents and planning documents outlined by OCHE, MSU Billings has been identified as one of four “regional comprehensive universities” in the Montana University System.

Others are:

- MSU Northern in Havre
- UM Western in Dillon
- UM Montana Tech in Butte

Also for comparison purposes, especially as it relates to affordability, access and transferability, MSU Billings analyzes its performance and outcomes as part the Montana University System and as part of the “OneMSU” family of institutions, which includes MSU, MSU Northern and the Great Falls College MSU.

Appendix B – Academic Profile

B-1 - Undergraduate Degrees Awarded, 2013-14

Senior Campus		2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	Associate Degrees	33	32	40	32	25	33
	Bachelor's Degrees	540	547	533	510	568	502
	Master's Degrees	106	128	125	152	139	127
	Total SR Degrees	679	707	698	694	732	662

College of Technology		2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	Certificates	32	28	29	36	26	26
	Associate Degrees	189	196	212	291	259	240
	Total COT Degrees	221	224	241	327	285	266

Grand Total Degrees		900	931	939	1021	1017	928
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B-2 - Undergraduate Degree Recipients by College, 2013-14*(Distinct Students)*

Undergraduate Degree Recipients by College, 2013-14

College	#	%
College of Arts & Sciences	257	52%
College of Education	62	13%
College of Allied Health Professions	79	16%
College of Business	92	19%
Total*	490	100%

**5 students counted in two colleges.*

Graduate Degree Recipients by College, 2013-14

College	#	%
College of Arts & Sciences	23	18%
College of Education	65	51%
College of Allied Health Professions	39	31%
Total	127	100%

College of Technology Degrees, 2013-14	#	%
Certificate	25	10%
Associate	237	90%
Total**	262	100%

***1 student counted in both degree types*

B-3 - Faculty Characteristics & Faculty Productivity**Fall 2013 Faculty Characteristics, Senior Campus and City College combined**

Faculty Characteristics						
	Rank	Men	Women	Total	% of Total	% Women
	Professors	25	13	38	23%	34%
	Associate Professors	13	11	24	14%	46%
	Assistant Professors	23	24	47	29%	51%
	Instructors	30	14	44	27%	32%
	Lecturers	6	6	12	7%	50%
	Total	97	68	165	100%	41%
Tenure Status						
	Tenured	80	49%			
	Tenure Track	47	28%			
	Non-tenure track	38	23%			
	Total	165	100%			
	Part Time Faculty	177				

NOTE: There are two separate faculty unions at MSU Billings. The CBA covers the faculty on the University Campus and the MTTYFA covers faculty (instructors and lecturers) at City College.

NOTE: The IPEDS survey included one unranked ESL instructor that was not identified in CUPA or on this report.

SOURCE: *IPEDS Human Resources Survey (Fall 2013) & CUPA HR Survey (Fall 2013)*

Appendix C – Students

MONTANA STATE UNIVERSITY-BILLINGS				
STUDENT CHARACTERISTICS				
FALL SEMESTER 2014				
	UNIV	CC	Total Enrolled	% Total 4781
ENROLLMENT				
Total Headcount	3502	1279	4781	
Number of PT Students (less than 12 credits - 9 credits for graduate)	980	588	1568	32.8%
Number of FT Students (12 or more credits - 9 credits for graduate))	2522	691	3213	67.2%
Total Full-Time Equivalent Students (FTE) (FTE Based on 15 credits for undergraduate and 12 credits for graduate)	2973.76	836.80	3810.56	
GENDER				
Women	2300	715	3015	63.1%
Men	1202	564	1766	36.9%
ETHNIC STATUS - USING MONTANA ETHNIC				
American Indian	202	84	286	6.0%
Hispanic	161	41	202	4.2%
Black	41	13	54	1.1%
Asian American	42	7	49	1.0%
Caucasian	2843	1085	3928	82.2%
Pacific Islander	13	1	14	0%
Multi-Racial	27	13	40	1.0%
Non-Resident Alien	135	13	148	3.1%
No Response	38	22	60	1.3%
GEOGRAPHIC ORIGINS				
Students from Yellowstone County	1691	838	2529	52.9%
Students from other Montana Counties	1228	365	1593	33.3%
Out-of-State Students	448	63	511	10.7%
Non-Resident Alien	135	13	148	3.1%
UNIVERSITY CAMPUS UNDERGRADUATES ON-CAMPUS vs. COMMUTER				
On-Campus Residents-Undergraduates	534	--	534	17.8%
Commuter Students-Undergraduates	2463	--	2463	82.2%

AGE DISTRIBUTION

17 years or younger	13	206	219	4.6%
18 - 21	1357	462	1819	38.0%
22 - 24	668	176	844	17.7%
25 - 29	567	180	747	15.6%
30 - 39	550	168	718	15.0%
40 - 49	234	62	296	6.2%
50 - 61	100	24	124	2.6%
62 +	13	1	14	0.3%
Average Age of Undergraduates	24.9	23.9		

CLASS DISTRIBUTION

Freshmen	1002	522	1524	31.9%
Early High School**	0	223	223	4.7%
Sophomores	515	269	784	16.4%
Juniors	567	146	713	14.9%
Seniors	867	76	943	19.7%
Non-degree Undergraduate	46	0	46	1.0%
Post Baccalaureate*	77	43	120	2.5%
Total Undergraduates	3074	1279	4353	91.0%
Masters	334	0	334	7.0%
Non-degree Graduates	94	0	94	2.0%
Total Graduates	428	0	428	9.0%

C-2 - Freshmen ACT scores distributed by ranges (<18, 18-20, 21-24, 25-29, 30+)/ same for SAT; % of entering class requiring remediation, in either English, in math, or both

Fall 2013-University Campus students only

ACT Composite Scores

30-36	1.0%
24-29	21.0%
18-23	53.0%
12-17	25.0%
6-11	0.0%
Below 6	0.0%
Total	100.0%

C-3 - Retention & Graduation Rate of First-time, Full-time Freshmen

Returning for a Second Year
of Enrollment

University Campus - Fall Cohort	Fall 09-10	Fall 10-11	Fall 11-12	Fall 12-13	Fall 13-14
Fall to Fall Retention Rate	56%	56%	56%	62%	
City College - Fall Cohort					
Fall to Fall Retention Rate	55%	49%	51%	50%	

Source: OCHE Data Warehouse, CCA Progress Metric #5: Retention Rates

First-time, Full-Time,
Bachelor's Degree Seeking

University Campus - Fall Cohort	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007
Six year Graduation Rate	23%	26%	30%	29%	27%

Source: OCHE Data Warehouse, CCA Outcome Metric 2 - Grad Rates

First-time, Full-Time,
Associates Degree Seeking

City College - Fall Cohort	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009
Three Year Graduation Rate	17%	18%	16%	16%	21%

Source: OCHE Data Warehouse, CCA Outcome Metric 2 - Grad Rates

C-4 - Student FTE by Residency & Level

University Campus		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Resident Total		2971	3137	3045	2938	2798
	Undergraduates	2707	2820	2731	2646	2531
	Graduates	264	317	314	292	267
Non-resident Total		315	366	418	458	468
	Undergraduates	91	109	138	168	181
	WUE	193	233	252	263	262
	Graduates	31	24	28	27	25
Total FTE		3286	3503	3463	3396	3266

City College		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Resident Total		924	990	947	849	819
	Undergraduates	924	990	947	849	819
Non-resident Total		49	63	68	75	68
	Undergraduates	12	16	24	28	24
	WUE	37	47	44	47	44
Total FTE		973	1053	1015	924	887

Grand Total		4259	4556	4478	4320	4153
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C-5 - Student Headcount by New Student Status

University Campus		Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
First-time Freshman		557	549	494	460	528
New UG Transfer		360	368	373	334	283
First-time Masters Seeking Graduate		121	97	80	82	67
First-time Non-degree (UG and GR)		91	73	75	62	72
Total New Students		1129	1087	1022	938	950
City College						
New Early High School		62	59	111	117	146
First-time Freshman		393	302	294	276	233
New Transfer Students		123	89	98	108	84
First-time Non-degree UG		4	3	1	1	0
Total New Students		582	453	504	502	463