Strategic Plan Goals

The Strategic Plan is comprised of three primary goals that contain a series of sub-goal statements and objectives within each area.

**Goal 1: Access & Affordability**
*Increase the overall educational attainment of Montanans through increased participation, retention and completion rates in the Montana University System*

**Goal 2: Workforce & Economic Development**
*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*

**Goal 3: Efficiency & Effectiveness**
*Improve institutional and system efficiency and effectiveness*

Maintaining the high quality of our institutions and the education provided to our students is not listed as an explicit goal. This is because it is THE MOST IMPORTANT consideration for every goal and initiative of the Montana University System and is considered to be an integral part of every component of this strategic plan.

Strategic Initiatives

1) Resident Student Access
2) Shared Services
3) Performance Funding
4) 2-year Education/CTE
5) Retention (MT Project 10)
6) Dual Enrollment
Strategic Initiative #1  
Resident Student Access

**Goal Statement**
Develop a unified approach to resident student recruitment, admissions, and financial aid, with the goal of increasing the percentage of MT high school graduates attending the MUS.

**Action Steps**

1) **Ensure Affordability:** Create long-term, reliable, sustainable, and low-cost tuition rates through tuition freeze.

2) **Improve Access:** Provide financial aid to improve access for low and middle-income students, as well as adult learners; leverage partnership with Foundations to find resources.

3) **Remove Barriers:** Develop a College & Career Access Portal that offers a single point of access to the ACT, dual enrollment, college admissions, and financial aid.

**Measures**

**Capture Rate:** Percentage of MT Public and Private High School graduates entering the MUS in the fall semester immediately following graduation. **Target = 40%**

**MUS Capture Rate of MT High School Graduates**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of Graduates*</td>
<td>9,666</td>
<td>9,668</td>
<td>9,566</td>
<td>9,648</td>
<td>9,494</td>
<td>9,403</td>
<td>9,682</td>
</tr>
<tr>
<td>% attending MUS**</td>
<td>36.8%</td>
<td>37.2%</td>
<td>35.5%</td>
<td>34.8%</td>
<td>34.5%</td>
<td>34.4%</td>
<td>32.5%</td>
</tr>
</tbody>
</table>

*source WICHE: MT high school graduates from public and private schools  
**recent MT high school graduates from public and private schools attending in the fall semester immediately following graduation

<table>
<thead>
<tr>
<th>CAMPUSES</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>MUS Capture Rate</td>
<td>#</td>
<td>3,561</td>
<td>3,592</td>
<td>3,392</td>
<td>3,361</td>
<td>3,275</td>
<td>3,238</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>36.8%</td>
<td>37.2%</td>
<td>35.5%</td>
<td>34.8%</td>
<td>34.5%</td>
<td>34.4%</td>
</tr>
</tbody>
</table>
Strategic Initiative #2
Shared Services

**Goal Statement**
Increase the number of services either facilitated, coordinated, or directed in a system-wide fashion that will increase efficiencies, effectiveness and cost savings at individual campuses and system-wide.

**Action Steps**

1) **Inventory:** update an inventory of system-wide shared services

2) **Taskforce:** continue to convene a taskforce to help identify potential services to share and sets goals

3) **Focus Areas:** identify and prioritize “areas of focus” to target for shared services implementation by:
   
   a. Identifying current assets in the information technology sector, removing duplication and determining potential areas of consolidation, particularly in the areas of licenses and contracts.
   
   b. Identifying areas where consolidation of administrative functions will improve efficiencies and effectiveness and result in cost savings.
   
   c. Identifying areas where the student experience and affordability can be improved through increased shared services.

**Measures**

Target = increase # of shared services by 20% (include $$ saved)

---

**MUS Shared Services (Top 10)**
*Current # of Shared Services in Inventory = 120*

1. Banner Finance & HR (UM & MSU sides)
2. Benefits Enrollment & Administration
4. Legal Counsel
5. Internal Audit
6. MUS Data Warehouse (Student, HR, & Finance)
7. Procurement Director
8. Compliance Officer
9. Student Conduct Software (Maxient)
10. Single Food Service Supplier/Vendor

---

**Potential Shared Services**

1. Reporting & Analysis Software
2. Central Admissions Application Process
3. Enterprise Risk Management
4. Transfer Pathways
5. File Sharing Services
6. Electronic Document Services
7. Janitorial Supplies
8. Affordable Textbook Initiative
9. Audit/risk assessment software
10. Degree Audit – System Approach
Strategic Initiative #3
Performance Funding

**Goal Statement**
Utilize performance funding as a system-wide strategy to increase student success and degree production.

**Action Steps**

1) **PF Allocation**: continue to allocate $15M per year through the performance funding model

2) **Residual Funds**: identify a system-wide approach for awarding residual funds that incentivizes campuses to adopt retention and completion strategies (see MT Project 10)

3) **Under-represent/At risk**: include specific under-represented/at risk student population metrics in the primary calculations for awarding performance funds.

**Measures**
Target = 100% of campuses receive 100% of eligible PF dollars.

**PF Results**

<table>
<thead>
<tr>
<th>Campus</th>
<th>Resident FTE (FY17 to FY19 average)</th>
<th>Campus Share of Resident FTE</th>
<th>Eligible $ Amount</th>
<th>PF Metrics Index Score</th>
<th>FY20 Allocation</th>
<th>% of Eligible SS Amt. Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSU Bozeman</td>
<td>8,830</td>
<td>35.5%</td>
<td>$5,322,089</td>
<td>1,031</td>
<td>$5,322,089</td>
<td>100%</td>
</tr>
<tr>
<td>Gallatin College</td>
<td>411</td>
<td>1.7%</td>
<td>$248,010</td>
<td>1,257</td>
<td>$248,010</td>
<td>100%</td>
</tr>
<tr>
<td>MSU Billings</td>
<td>2,332</td>
<td>9.4%</td>
<td>$1,405,436</td>
<td>913</td>
<td>$390,394</td>
<td>0%</td>
</tr>
<tr>
<td>City College</td>
<td>648</td>
<td>2.6%</td>
<td>$390,394</td>
<td>1,092</td>
<td>$390,394</td>
<td>100%</td>
</tr>
<tr>
<td>MSU Northern</td>
<td>898</td>
<td>3.6%</td>
<td>$541,227</td>
<td>1,070</td>
<td>$541,227</td>
<td>100%</td>
</tr>
<tr>
<td>Great Falls College</td>
<td>1,070</td>
<td>4.3%</td>
<td>$645,019</td>
<td>1,033</td>
<td>$645,019</td>
<td>100%</td>
</tr>
<tr>
<td>UM Missoula</td>
<td>6,112</td>
<td>24.6%</td>
<td>$3,684,142</td>
<td>1,018</td>
<td>$3,684,142</td>
<td>100%</td>
</tr>
<tr>
<td>Missoula College</td>
<td>979</td>
<td>3.9%</td>
<td>$590,346</td>
<td>1,026</td>
<td>$590,346</td>
<td>100%</td>
</tr>
<tr>
<td>MT Tech</td>
<td>1,428</td>
<td>5.7%</td>
<td>$860,558</td>
<td>1,027</td>
<td>$860,558</td>
<td>100%</td>
</tr>
<tr>
<td>Highlands College</td>
<td>300</td>
<td>1.2%</td>
<td>$181,113</td>
<td>1,042</td>
<td>$181,113</td>
<td>100%</td>
</tr>
<tr>
<td>UM Western</td>
<td>1,073</td>
<td>4.3%</td>
<td>$646,875</td>
<td>1,239</td>
<td>$646,875</td>
<td>100%</td>
</tr>
<tr>
<td>Helena College</td>
<td>804</td>
<td>3.2%</td>
<td>$484,791</td>
<td>997</td>
<td>$424,145</td>
<td>87%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24,887</td>
<td>100.0%</td>
<td>$15,000,000</td>
<td></td>
<td>$13,533,917</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Initiative #4
2-year Education/CTE

Goal Statement
Expand efforts to communicate and effectively deliver career and technical education (CTE) as an option for students to pursue in the MUS.

Action Steps (Shared Policy Goal)

1) Develop a College and Career Readiness (CCR) Portal that equally promotes CTE and non-CTE opportunities available throughout the Montana University System.

2) Work with k-12 partners and MUS campuses to more effectively promote CTE opportunities through school counseling and advising strategies.

3) Continuously review the effectiveness of existing CTE programs and conduct gap analyses to guide the development of new CTE opportunities that more effectively meet workforce demand.

4) Explore avenues for developing a system-level approach for the recruitment of students interested in CTE.

Measures
Target = grow CTE enrollment by 10%
Strategic Initiative #5
Retention – MT Project 10

**Goal Statement**
Rigorously pilot a student success intervention to improve retention and completion among low income students.

**Action Steps**

1) **Campus Planning:** Develop campus plans for implementing supports to accelerate academic progress, remove financial barriers to attendance, and increase students’ purpose and belonging.

2) **Serve Students:** Enroll 300 Pell-eligible students at three MUS campuses in the pilot program in Fall 2020.

3) **Rigorously Evaluate:** Rigorously track student progress, comparing program students to similar students not selected to participate.

**Measures**

1. **Retention Rate:** Percentage of new freshman returning in Fall of sophomore year
   
   **Target** = 10%-point increase in program group compared to control

2. **On-Time Graduation Rate:** Percentage of new freshman graduating in 100% of usual time (4-years for bachelors; 2-years for Associates)

   **Target** = 10%-point increase in program group compared to control
Strategic Initiative #6
Dual Enrollment

Goal Statement
Increase capacity, awareness, and opportunities for Dual Enrollment in Montana.

Action Steps

1) Continue with 12Free program (first 6 credits for free)
2) Expand communication of Dual Enrollment opportunities through the new College Access Portal
3) Explore ways to centralized dual enrollment registration.

Measures
Target = increase the annual number of dual enrolled students by 10%

Dual Enrollment System Totals

<table>
<thead>
<tr>
<th>Year</th>
<th>No Credit</th>
<th>Yes Credit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-13</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
<tr>
<td>13-14</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
<tr>
<td>14-15</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
<tr>
<td>15-16</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
<tr>
<td>16-17</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
<tr>
<td>17-18</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
<tr>
<td>18-19</td>
<td>2,211</td>
<td>2,872</td>
<td>5,083</td>
</tr>
</tbody>
</table>

Dual Enrollment Totals

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-13</td>
<td>2,211</td>
</tr>
<tr>
<td>13-14</td>
<td>2,872</td>
</tr>
<tr>
<td>14-15</td>
<td>3,458</td>
</tr>
<tr>
<td>15-16</td>
<td>4,510</td>
</tr>
<tr>
<td>16-17</td>
<td>5,445</td>
</tr>
<tr>
<td>17-18</td>
<td>6,306</td>
</tr>
<tr>
<td>18-19</td>
<td>7,564</td>
</tr>
</tbody>
</table>