MUS Strategic Plan

https://mus.edu/data/strategic-plan/

The Montana University System Strategic Plan is the primary planning document of the Board of Regents. The Plan sets forth an agenda for higher education in Montana by delineating the strategic directions, goals, and objectives that guide the Montana University System (MUS).

In July 2006, after several years of study, public dialogue, and internal deliberations, the Board of Regents approved the Strategic Plan. Since then, updates have occurred annually, including revisions to strategic initiatives as well as a refreshing of the data within each goal.

### Introduction | Success Agenda | Guiding Principles

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**Goal 1: Access & Affordability**

Increase the overall educational attainment of Montanans through increased participation, retention and completion rates in the Montana University System.

- College Participation
- Retention & Completion
- Financial Aid
- Affordability
- K-20 Collaboration
- Two-Year Education
- Distance Learning

**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.

- Workforce Development
- Research & Development
- Graduate Education

**Goal 3: Efficiency & Effectiveness**

Improve institutional and system efficiency and effectiveness.

- Information Technology
- Efficiency
- Transferability
- Budget Allocation
The Montana University System Strategic Plan is the primary planning document of the Board of Regents. The Plan sets forth an agenda for higher education in Montana by delineating the strategic directions, goals, and objectives that guide the Montana University System (MUS).

History
In July 2006, after several years of study, public dialogue, and internal deliberations, the Board of Regents approved the Strategic Plan. Since then, updates have occurred annually, including revisions to strategic initiatives as well as a refreshing of the data within each goal.

The development of the Strategic Plan began with two primary initiatives. The first was to work more closely with the interim legislature to develop a set of mutually agreed upon accountability measures that would guide the MUS and evaluate progress. Working with the Postsecondary Education Policy and Budget (PEPB) subcommittee of the 57th Legislature, the Board of Regents did develop this set of accountability measures in July 2002. Subsequently, the PEBB subcommittee has updated the accountability measures. This latest set of agreed-upon measures evolved into “shared policy goals” and work to form one base for this strategic plan.

The second initiative was to work with the PEBB Subcommittee to explore new ways for the MUS take a more direct leadership role in the state’s economic development. This overall effort, called “Shared Leadership for a Stronger Montana Economy”, engaged a broad range of Montanans to prioritize specific initiatives that would help establish a new role for the MUS in strengthening the state’s economy. The Governor’s Office and several legislative interim committees were included in the effort. In July 2004, the Board of Regents and the PEBB subcommittee met jointly and agreed on three priority initiatives for immediate implementation:

- Develop stronger business-university system partnerships for workforce training;
- Remove barriers to access for postsecondary education; and
- Expand distance learning programs and training.

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.
In order to increase the overall educational attainment of Montanans and provide an efficient and effective system of higher education, the Board of Regents adopted a *Success Agenda* to augment the Strategic Plan and help guide the Montana University System.

1. **Resident Student Access**: 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.

   - Ensure affordability through long-term, reliable, sustainable, and low-cost tuition rates
   - Increase financial aid access for low and middle-income students
   - Improve awareness and remove barriers through the development of a College & Career Access portal, a single admissions application, and an electronic transfer process

2. **Dual Enrollment**: Increase awareness, capacity, and opportunities for dual enrollment in Montana.

   - Continue the 1-2-Free program (first 6 credits for free)
   - Expand communication of dual enrollment opportunities through the new College & Career Access Portal
   - Work to centralize dual enrollment application and registration processes
   - Focus on maximizing dual enrollment course quality and conversion of dual enrollment students to full-time enrollment at MUS institutions

3. **Retention**: Improve retention and completion rates of students by promoting and employing systemwide strategies.

   - Develop, pilot, and scale a student success intervention to improve retention, completion and time-to-degree among low income resident students (Montana 10 Initiative)
   - Increase clarity and impact of incentives for campuses to meet and exceed retention targets and to narrow equity gaps in retention
   - Work to build MUS capacity to address student mental health and wellness supports that are prerequisites for retention and completion

4. **Career & Technical Education**: Expand efforts to effectively deliver career and technical education (CTE) for MUS students.

   - Engage K-12 partners to more effectively promote CTE opportunities through school counseling and advising strategies
   - Explore MUS approaches to student recruitment for CTE programs
   - Continuously review the effectiveness of existing CTE programs and conduct gap analyses to identify new CTE programming needs
5. Research: Reinvigorate state-support for MT focused research and development.

- Pursue funding for university research that:
  1. solves Montana problems with Montana solutions
  2. creates good Montana private-sector jobs, and/or
  3. grows emerging and important research sectors that contribute to the diversity of Montana’s economy.

6. Program Approval and Prioritization: Align program development, expansion, and contraction with evolving workforce demands; focus programming to eliminate unnecessary/undesired duplication of programs.

- Clarify academic “mission” and direction for each campus
- Utilize distance learning, especially for collaborative approaches
- Align business practices and integrating technology to improve systemwide collaboration and increase student access

7. Performance-Based Funding: Continue utilizing a performance funding model that contributes to the allocation of state funds.

- Establish systemwide targets for retention by institutional mission
- Utilize metric weights to increase emphasis on Regents’ priorities

8. Shared Services: Increase the number of services either facilitated, coordinated, or directed in a system-wide fashion that will improve efficiencies, effectiveness and cost savings at individual campuses and systemwide.

- Maintain an inventory of systemwide shared services
- Continue to convene a taskforce to help identify potential services to share and set goals
- Identify and prioritize “areas of focus” to target for shared services implementation

9. Communication & Advocacy: Build on current communication and marketing efforts to increase support for higher education.

- Effectively communicate the University System’s “product” to stakeholders
- Devise methods to succinctly articulate the “value proposition” of attaining post-secondary degrees and certificates

10. Faculty and Staff Support: Provide compensation and professional development adequate for recruiting

CCA Game Changers
The MUS is actively employing Complete College America “Game Changer Strategies.”

15 TO FINISH
Boost the number of students who are on track for on-time graduation by encouraging enrollment in 15 credits each semester (30 credits per year, including summers). Financial aid dollars, as well as institutional process and practice, should support this standard.
MATH PATHWAYS
Ensure all students enroll in and complete gateway math in their first year by designing math courses that are aligned with the skills students need for their chosen program of study.

COREQUISITE SUPPORT
Increase gateway course completion within the first year by enrolling entering students into the college-level math and English courses, providing those who need additional help a concurrent course or lab that offers just-in-time academic support.

MOMENTUM YEAR
Build momentum so students meet first-year benchmarks: informed choice of meta major or major, enrollment in 30 credits with nine in the program of study and completion of gateway courses. Provide early support and guidance for decision making, using interest assessments and labor-market data.

ACADEMIC MAPS WITH PROACTIVE ADVISING
Default students onto highly-structured academic maps that include 15 credits per semester (or 30 per year), indicate milestone and pre-requisite courses, and empower advisors to effectively monitor progress and provide intervention as needed.

A BETTER DEAL FOR RETURNING ADULTS
Increase degree attainment by inviting adult learners back to complete their education, providing a redesigned system that offers accelerated courses, year-round enrollment and predictable schedules. Give credit for prior learning and experience and additional support to help students navigate the system.
In order to provide a dynamic and effective strategic plan, the Board of Regents subscribes to the following Guiding Principles for the on-going development and review of the MUS Strategic Plan.

**Systematic**
The planning and review cycle for the MUS Strategic Plan will take place over the course of a biennium, whereby the Plan is assessed, reviewed, and updated at the beginning of each biennium.

**Accountable**
Outcomes and measurements of the strategic goals will be made public and communicated on a regular basis.

**Inclusive**
The planning and review process will seek to include a broad array of stakeholders from throughout the state.

**Flexible**
The MUS Strategic Plan is intended to be a flexible document that can adapt to the changing environment within higher education and throughout the state/nation.

**Campus Connected**
Campus strategic plans will be connected to the broader strategic goals in the MUS Strategic Plan.

**Statewide Focus**
The planning process will include a statewide focus on advancing higher education throughout the entire state.

**National Context**
National trends and initiatives will be considered throughout the planning process and aid in the development of strategies and initiatives.

**Planning Process**
The Board of Regents is committed to a biennial planning and review process that includes a broad array of University System stakeholders.

At the beginning of each biennium the MUS will hold a comprehensive planning meeting with representatives from MUS constituencies throughout the state. The goal of the meeting is to conduct a biennial review and update to the MUS Strategic Plan, including:

- review of key outcome measures and performance indicators;
- revisions and updates to strategic goals; and
- development and review of strategic initiatives
Goal Statement
Prepare students for success in life through quality higher education

Goal 1: Access & Affordability

System Initiatives:

Resident Student Access Initiative:
A system-wide effort to develop a unified approach to resident student enrollment, financial aid, and success with goal of increasing the % of MT HS graduates who attend and graduate from the MUS. Action Steps = 1) Assess and expand MUS Central Application; 2) Launch “ApplyMontana” Portal; and 3) scale Montana 10 student success initiative

GEAR UP (Gaining Early Awareness & Readiness for Undergraduate Programs):
The purpose of this federal initiative is to increase the number of low-income students who are prepared to enter and succeed in postsecondary education. Montana GEAR UP provides college and career readiness services, such as tutoring, financial aid information, enrollment in rigorous academic courses, comprehensive mentoring, college visits, supplemental curriculum materials, and professional development for school staff. The program serves these students as they progress through middle and high school. In the 2012-13 academic year, the GEAR UP grant began funding the ACT test for all Montana high school juniors!

Objective 1.1.1
Improve postsecondary education participation rates, with particular attention to Montana residents in MUS institutions

Metric 1.1.1
First Time Freshman Capture Rates
Capture rates presented here are the percentage of Montana high school (public or private school) graduates who enroll in the MUS during the fall immediately after high school graduation. Homeschool students are not included in this report.

Student Counts
First Time Freshman only include Montana high school graduates who enrolled in the fall immediately after High School graduation.

<table>
<thead>
<tr>
<th>Year</th>
<th>High School Graduates</th>
<th>First Time Freshmen</th>
<th>Capture Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2013</td>
<td>9,759</td>
<td>3,523</td>
<td>36.1%</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>9,871</td>
<td>3,621</td>
<td>36.7%</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>9,749</td>
<td>3,392</td>
<td>34.8%</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>9,783</td>
<td>3,391</td>
<td>34.7%</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>9,833</td>
<td>3,301</td>
<td>33.6%</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>9,770</td>
<td>3,301</td>
<td>33.8%</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>9,890</td>
<td>3,152</td>
<td>31.9%</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>9,900</td>
<td>2,879</td>
<td>29.1%</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>9,940</td>
<td>2,773</td>
<td>27.9%</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>9,880</td>
<td>2,932</td>
<td>29.7%</td>
</tr>
<tr>
<td>Fall 2023</td>
<td>9,940</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2024</td>
<td>10,520</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2025</td>
<td>10,410</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2026</td>
<td>10,660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall 2027</td>
<td>10,360</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Number of Graduates provided for this report is the number of projected High School graduates as determined by the Western In..
Goal Statement
Prepare students for success in life through quality higher education

**Goal 1: Access & Affordability**

**System Initiatives:**
MT Project 10

**Goal Statement**
Expand comprehensive student success program to additional institutions in the MUS to enhance system-wide retention and completion efforts.

**Action Steps**
1. Program Expansion: Develop campus plans with additional four-year and two-year campus partners to implement supports to accelerate academic progress, remove financial barriers to attendance, and increase students’ purpose and belonging.
2. Serve Students: Continue to support initial cohort of 230 students and expand program to serve an additional 1,000 Pell-eligible and non-Pell-eligible students over two years.
3. Rigorously Evaluate: Partner with external evaluator to rigorously assess program implementation, student outcomes, and return on investment.
4. Sustainability: Actively seek multi-pronged funding approach that will support sustainable program delivery at participating campuses and expansion to other MUS institutions.

**Objective 1.1.2**
Increase retention rates within the Montana University System

**Metric 1.1.2**

**Objective 1.1.3**
Increase graduation rates within the Montana University System

**Metric 1.1.3**
**Objective 1.1.2**
Increase retention rates within the Montana University System

**Metric 1.1.2**

**Percentage of MUS First Time Freshman Retained by System**
Percentage of first time freshman cohorts returning for a second year of enrollment in the MUS. Cohorts are designated such that Fall 2019 shows the percent of students from the cohort of the Fall of 2019 that returned in the Fall of 2020.

**By Institution**

<table>
<thead>
<tr>
<th>Campus</th>
<th>First Time Freshmen</th>
<th>Institution Retained</th>
<th>% Institution Retained</th>
<th>System Retained</th>
<th>% System Retained</th>
<th>Total FTF Retained</th>
<th>Total FTF % Retained</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSU-Bozeman</td>
<td>2,606</td>
<td>1,862</td>
<td>71.5%</td>
<td>90</td>
<td>3.5%</td>
<td>1,952</td>
<td>74.9%</td>
</tr>
<tr>
<td></td>
<td>2,807</td>
<td>2,006</td>
<td>71.5%</td>
<td>96</td>
<td>3.4%</td>
<td>2,102</td>
<td>74.9%</td>
</tr>
<tr>
<td></td>
<td>2,812</td>
<td>2,049</td>
<td>72.9%</td>
<td>94</td>
<td>3.3%</td>
<td>2,143</td>
<td>76.2%</td>
</tr>
<tr>
<td></td>
<td>2,870</td>
<td>2,106</td>
<td>73.4%</td>
<td>100</td>
<td>3.5%</td>
<td>2,206</td>
<td>76.2%</td>
</tr>
<tr>
<td></td>
<td>3,251</td>
<td>2,389</td>
<td>73.5%</td>
<td>104</td>
<td>3.2%</td>
<td>2,493</td>
<td>76.9%</td>
</tr>
<tr>
<td></td>
<td>3,108</td>
<td>2,307</td>
<td>73.2%</td>
<td>86</td>
<td>2.8%</td>
<td>2,393</td>
<td>77.0%</td>
</tr>
<tr>
<td></td>
<td>3,308</td>
<td>2,364</td>
<td>73.7%</td>
<td>55</td>
<td>2.6%</td>
<td>2,449</td>
<td>76.3%</td>
</tr>
<tr>
<td></td>
<td>3,313</td>
<td>2,385</td>
<td>74.7%</td>
<td>65</td>
<td>2.0%</td>
<td>2,450</td>
<td>76.7%</td>
</tr>
<tr>
<td></td>
<td>3,300</td>
<td>2,236</td>
<td>72.1%</td>
<td>76</td>
<td>2.5%</td>
<td>2,312</td>
<td>74.6%</td>
</tr>
<tr>
<td></td>
<td>3,680</td>
<td>2,682</td>
<td>72.9%</td>
<td>73</td>
<td>2.0%</td>
<td>2,755</td>
<td>74.9%</td>
</tr>
</tbody>
</table>
Objective 1.1.3
Increase graduation rates within the Montana University System

Metric 1.1.3

MUS Bachelor’s Degree Graduation Rates
Percentage of undergraduate students who graduate from a bachelor’s degree program in 100% (4 Years), 150% (6 Years), and 200% (8 Years) of expected (full-time) program length. Cohort consists of first-time, full-time, Bachelor’s Degree Seeking students from the fall semester (i.e. 2003 is the fall of 2003 cohort of students). System rates include students that transferred and graduated from another MUS campus.

<table>
<thead>
<tr>
<th>Type of Rate</th>
<th>Institution</th>
<th>4 Year Rate</th>
<th>6 Year Rate</th>
<th>8 Year Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MSU-Bozeman</td>
<td>25.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MSU-Billings</td>
<td></td>
<td>50.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MSU-Northern</td>
<td></td>
<td></td>
<td>53.2%</td>
</tr>
<tr>
<td></td>
<td>UM-Missoula</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MT-Tech</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>UM-Western</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2014 Fall Cohort
Cohort Count: 4,870
Total Grads: 2,589

All Bachelor’s Degree Graduation Rate Historical Trends

12/1/2022
Goal Statement
Make higher education more affordable by offering more need-based financial aid and scholarships

Goal 1: Access & Affordability

MUS State Funded Need-based Aid Programs
Annually, MUS students collectively receive approximately $40M per year in Federal Pell Grants. At MUS 2-year campuses, between 40% to 50% of first-time, full-time resident students receive Pell Grants, while at MUS 4-year Pell Grants are awarded to 30% to 35% of students. The Pell Grant represents $95% of the total need-based aid awarded in the MUS. MT Access Scholarship = $1,000,000

MT Access Scholarship
New in FY20, the MUS embarked on a rejuvenated effort to provide state funded need-based aid. The 2019 Legislature appropriated $1M per year for need-based aid, contingent on MUS campus foundations providing matching dollars.

As of November 2020, 95% of the matching funds have been raised for the biennium.

In FY20, approximately 2,000 students received MT Access awards of $500 per semester.

Objective 1.2.1
Reduce the unmet student need for financial aid (increase need-based aid)

Metric 1.2.1

Objective 1.2.2
Increase the percentage of students who receive grants and scholarships, as well as the average amount awarded.
**Objective 1.2.1**
Reduce the unmet student need for financial aid (increase need-based aid)

**Metric 1.2.1**

**Need Based Financial Aid**

**Academic Year Need Based Aid Received by First-time, Full-time Students**

Includes all types of need-based financial aid except loans in both Fall and Spring semesters. Average financial aid in this dashboard is the amount received only among the students who received need-based aid. Only includes students enrolled in both Fall and Spring semesters. Need based aid only includes State and Federal sources. Constant dollars show dollar amounts in current year dollars while Nominal Dollars are in dollars of that year.
Objective 1.2.2
Increase the percentage of students who receive grants and scholarships, as well as the average amount awarded.
MUS Strategic Plan
Affordability

https://www.mus.edu/data/strategic-plan/affordability.html

Goal Statement
Promote postsecondary education affordability

Goal 1: Access & Affordability

System Initiatives: Tuition Freeze:

- Freeze on tuition for 14 out of 15 years at all two-year colleges (FY08 – FY17, FY20-FY22).
- Regional 4-year campuses (Tech, MSUN, MSUN, and UMW) tuition frozen for 11 out of 15 years since
- MSU and UM, tuition frozen during 9 of the past 15 years.

Regional Comparison 2020-21:
(avg. academic year tuition and fees for full-time resident students)

MSU/UM = $7,392
Regional Peers = $9,745

MSUB, UMW, MSUN = $5,897
Regional Peers = $7,797

Special Focus (MT Tech) = $7,397
Regional Peers = $11,247

MUS 2-yr Colleges = $3,907
Regional Peers = $4,314

Financial Literacy:
Campuses in the MUS are taking a coordinated and collaborative approach toward decreasing student loan debt. Assisted by grant funds obtained by OCHE, efforts to educate and communicate to students and parents the various resources available for paying for college, as well as improving students' abilities to manage their own finances are now occurring on all MUS campus.

Objective 1.3.1
Decrease average loan amounts and the percentage of students borrowing

Objective 1.3.2
Decrease tuition as a percentage of median household income
**Objective 1.3.3**
Increase the amount of state support as a percentage of total personal income relative to peer states and historical levels

**Objective 1.3.1**
Decrease average loan amounts and the percentage of students borrowing

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**Loan Amounts for Degree Recipients**

Percent of Students taking out Loans

Constant dollars show dollar amounts in current year dollars while Nominal Dollars are in dollars of that year. (no parent PLUS loans included; includes Dawson CC and Miles CC)
**Objective 1.3.2**
Decrease tuition as a percentage of median household income

**Tuition & Fees as a Percent of Household Income**
If a state doesn’t show up it reflects that no schools of that type exist within the state.

*Tuition and Fees Data Source: Western Interstate Commission for Higher Education (WICHE), Tuition and Fees in the West
*Median Household Income Data Source: Census Bureau, 1 Year American Community Survey

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**Montana Campuses**
2021-22 Tuition & Fees as a Percent of Household Income
- Montana State University: 13.2%
- University of Montana: 13.1%

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**State Comparison of Tuition & Fees as a Percent of Household Income**

<table>
<thead>
<tr>
<th>State</th>
<th>Percent of Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon</td>
<td>15.0%</td>
</tr>
<tr>
<td>Arizona</td>
<td>12.0%</td>
</tr>
<tr>
<td>New Mexico</td>
<td>15.6%</td>
</tr>
<tr>
<td>Colorado</td>
<td>15.1%</td>
</tr>
<tr>
<td>Utah</td>
<td>11.5%</td>
</tr>
<tr>
<td>Nevada</td>
<td>13.4%</td>
</tr>
<tr>
<td>Idaho</td>
<td>12.9%</td>
</tr>
<tr>
<td>Montana</td>
<td>13.1%</td>
</tr>
<tr>
<td>North Dakota</td>
<td>16.9%</td>
</tr>
<tr>
<td>South Dakota</td>
<td>15.4%</td>
</tr>
<tr>
<td>Wyoming</td>
<td>9.2%</td>
</tr>
<tr>
<td>WICHE Average</td>
<td>14.4%</td>
</tr>
</tbody>
</table>

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**School Sector**
- Doctoral Universities

**Student Level**
- Undergraduate

**Resident Status**
- Resident

**Year**
- 2021-22
Objective 1.3.3
Increase the amount of state support as a percentage of total personal income relative to peer states and historical levels
Goal Statement
Work collaboratively with the K-12 education system to increase high school academic preparedness, completion, and concurrent enrollment programs

Goal 1: Access & Affordability
System Initiatives: 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.

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

Objective 1.4.1
Increase enrollment of at-risk and disadvantaged students

Metric 1.4.1

Objective 1.4.2
Expand outreach to top academic achievers graduating from Montana high schools

Metric 1.4.2

Objective 1.4.3
Increase early access to higher education through dual enrollment

Metric 1.4.3
Objective 1.4.1
Increase enrollment of at-risk and disadvantaged students

Metric 1.4.1

MUS Headcounts - System Totals
Counts prior to Fall 2016 do not include FVCC.

<table>
<thead>
<tr>
<th>Campus Type</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Year</td>
<td>1,032</td>
<td>1,090</td>
<td>1,072</td>
<td>1,166</td>
<td>982</td>
<td>1,141</td>
<td>1,150</td>
</tr>
<tr>
<td>4 Year</td>
<td>4,440</td>
<td>4,562</td>
<td>4,594</td>
<td>4,846</td>
<td>4,084</td>
<td>5,386</td>
<td>5,468</td>
</tr>
<tr>
<td>Community College</td>
<td>225</td>
<td>217</td>
<td>255</td>
<td>315</td>
<td>324</td>
<td>313</td>
<td>340</td>
</tr>
<tr>
<td>Grand Total</td>
<td>5,697</td>
<td>5,869</td>
<td>5,921</td>
<td>6,327</td>
<td>6,290</td>
<td>6,840</td>
<td>6,958</td>
</tr>
</tbody>
</table>
**Objective 1.4.2**

Expand outreach to top academic achievers graduating from Montana high schools

**Metric 1.4.2**

**MUS Honors Scholarship - Totals**

Number of 4 Year merit-based renewable scholarships offered which waives the recipient’s tuition at an eligible Montana campus and amounts paid in total.

Visit [https://www.mus.edu/Prepare/PayScholarships/MUS_Honor_Scholarship.html](https://www.mus.edu/Prepare/PayScholarships/MUS_Honor_Scholarship.html) for more information

Data does not include Flathead Valley CC or Tribal Campuses

<table>
<thead>
<tr>
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<th></th>
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<tbody>
<tr>
<td>Student Counts</td>
<td>603</td>
<td>652</td>
<td>645</td>
<td>666</td>
<td>683</td>
<td>675</td>
<td>681</td>
<td>701</td>
<td>707</td>
<td>720</td>
<td>703</td>
</tr>
<tr>
<td>Average Amount Paid Per Semester</td>
<td>$2,393</td>
<td>$2,529</td>
<td>$2,531</td>
<td>$2,553</td>
<td>$2,552</td>
<td>$2,565</td>
<td>$2,685</td>
<td>$2,772</td>
<td>$2,772</td>
<td>$2,755</td>
<td>$2,758</td>
</tr>
<tr>
<td>First Time MUS Honors Students</td>
<td>179</td>
<td>204</td>
<td>206</td>
<td>196</td>
<td>207</td>
<td>211</td>
<td>200</td>
<td>214</td>
<td>205</td>
<td>215</td>
<td>207</td>
</tr>
</tbody>
</table>
Objective 1.4.3
Increase early access to higher education through dual enrollment

Metric 1.4.3

Dual Enrollment System Totals - Students
Annual number of high school students (age 15 or younger) enrolled in at least one college class; all counts are unduplicated counts (a student that takes dual enrollment in both the spring and fall will only be counted once if both terms are selected). Dual credit classes are taught in the high school and students are granted both high school and college credit for the class. Totals are not the sum of the columns because a student may be taking both a dual credit course and one that is not.

Term
- All

Gender
- All

Race
- All

Student Campus
- City College
- Dawson CC
- Flathead Valley CC
- Gallatin College
- Great Falls College
- Helena College
- Highlands College
- Miles CC
- Missoula College
- MSU-Northern
- UM-Western

Dual Credit
- No
- Yes

Dual Enrollment Type

<table>
<thead>
<tr>
<th>Dual Credit</th>
<th>12-13</th>
<th>13-14</th>
<th>14-15</th>
<th>15-16</th>
<th>16-17</th>
<th>17-18</th>
<th>18-19</th>
<th>19-20</th>
<th>20-21</th>
<th>21-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>1,735</td>
<td>2,192</td>
<td>874</td>
<td>1,437</td>
<td>1,554</td>
<td>986</td>
<td>1,246</td>
<td>1,393</td>
<td>1,433</td>
<td>1,526</td>
</tr>
<tr>
<td>Yes</td>
<td>1,739</td>
<td>1,906</td>
<td>2,457</td>
<td>3,721</td>
<td>4,645</td>
<td>4,903</td>
<td>4,535</td>
<td>5,342</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dual Enrollment Totals | 1,735 | 2,192 | 2,564 | 3,308 | 3,943 | 4,603 | 5,733 | 6,112 | 5,752 | 6,578 |
Goal Statement
Increase postsecondary enrollment of traditional and non-traditional students through expanded outreach programs, evening/weekend programs, and 2-year programs

System Initiatives: 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.
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.

Measure
Target = grow CTE enrollment system-wide by 10%

Objective 1.5.1
Increase enrollment at 2-year programs.

Metric 1.5.1

Objective 1.5.2
Increase programs and classes for non-traditional students, including evening and weekend programs

Metric 1.5.2
**Objective 1.5.1**
Increase enrollment at 2-year programs.

**Metric 1.5.1**

MT University System Enrollment for Entire System

This dashboard presents information on FTE for the MUS as a system. Census data prior to Fall 2016 is not available for Flathead Valley Community College and is excluded from totals for those periods. Please see our Headcount dashboard at [https://musc.edu/dashboards/headcount.asp](https://musc.edu/dashboards/headcount.asp) for headcount and demographic information. Census records are not gathered for Summer or Fiscal Year. If selected a blank page will be displayed.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident</td>
<td>Resident Undergraduate</td>
<td>4,915</td>
<td>4,477</td>
<td>4,327</td>
<td>4,155</td>
<td>3,948</td>
<td>3,695</td>
<td>3,129</td>
<td>3,354</td>
<td>3,282</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>4,915</td>
<td>4,477</td>
<td>4,327</td>
<td>4,155</td>
<td>3,948</td>
<td>3,695</td>
<td>3,129</td>
<td>3,354</td>
<td>3,282</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>Non-Resident Undergraduate</td>
<td>328</td>
<td>297</td>
<td>332</td>
<td>358</td>
<td>363</td>
<td>355</td>
<td>324</td>
<td>382</td>
<td>515</td>
</tr>
<tr>
<td></td>
<td>WUE</td>
<td>73</td>
<td>70</td>
<td>78</td>
<td>54</td>
<td>69</td>
<td>73</td>
<td>77</td>
<td>117</td>
<td>123</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>402</td>
<td>366</td>
<td>410</td>
<td>412</td>
<td>432</td>
<td>428</td>
<td>401</td>
<td>499</td>
<td>638</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>5,317</td>
<td>4,843</td>
<td>4,737</td>
<td>4,568</td>
<td>4,379</td>
<td>4,123</td>
<td>3,529</td>
<td>3,854</td>
<td>3,920</td>
</tr>
</tbody>
</table>
**Objective 1.5.2**

Increase programs and classes for non-traditional students, including evening and weekend programs

**Metric 1.5.2**

**MUS Headcounts - System Totals**
Counts prior to Fall 2016 do not include FVCC.

<table>
<thead>
<tr>
<th>Measurement Period</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Year</td>
<td>2,701</td>
<td>2,594</td>
<td>2,275</td>
<td>2,080</td>
<td>1,772</td>
<td>1,783</td>
<td>1,688</td>
</tr>
<tr>
<td>4 Year</td>
<td>9,737</td>
<td>9,493</td>
<td>9,224</td>
<td>8,807</td>
<td>8,523</td>
<td>8,506</td>
<td>7,933</td>
</tr>
<tr>
<td>Community College</td>
<td>1,088</td>
<td>1,084</td>
<td>1,204</td>
<td>1,028</td>
<td>877</td>
<td>881</td>
<td>780</td>
</tr>
<tr>
<td>Grand Total</td>
<td><strong>13,526</strong></td>
<td><strong>13,171</strong></td>
<td><strong>12,603</strong></td>
<td><strong>11,915</strong></td>
<td><strong>11,172</strong></td>
<td><strong>11,170</strong></td>
<td><strong>10,401</strong></td>
</tr>
</tbody>
</table>

12/1/2022
Goal Statement
Improve distance and on-line learning by coordinating online delivery of education across the entire Montana University System

Goal 1: Access & Affordability

System Initiatives: MUS Distance Learning Initiative:

In the 2005 and 2007 legislative sessions, the Montana Legislature appropriated funds specifically aimed at increasing the availability of distance learning in the Montana University System.

With these funds ($300,000 in 2005, $900,000 in 2007) the university system invested in distance learning resources, faculty, and infrastructure. As a result, Montana universities and colleges now offer more than 100 online degrees and over 700 internet courses.

MUS.edu/online is a central location for students, faculty, and the public to find information on distance education opportunities and topics in the MUS.

**Objective 1.6.1**
Increase student enrollment in online courses

*Metric 1.6.1*

**Objective 1.6.2**
Increase the number of online courses and degrees

*Metric 1.6.1*
Objective 1.6.1
Increase student enrollment in online courses

Metric 1.6.1

MUS Headcounts in Distance Learning Courses
Counts are results from the end of term data collection and include any students enrolled in at least one distance learning course.
*Distance learning courses are where instruction is delivered entirely outside of the traditional classroom setting and there is no "in person" contact between student and teacher (i.e. online and/or video courses)
**Objective 1.6.2**
Increase the number of online courses and degrees

**Metric 1.6.1**

Number of Distance Learning Courses Offered

Number of unduplicated courses offered
Goal Statement
Increase responsiveness to workforce development needs by expanding and developing programs in high demand fields in the state

Goal 2: Workforce & Economic Development

System Initiatives:

MT STEM Scholarship
The 2019 Legislature revitalized the MT STEM Scholarship by shifting Lottery funding from last dollar to first dollar and extending the number of years that students can receive scholarships from two to four. Award amounts are $1,000 in the first year, $1,500 in years two and three, and $2,000 in year four.

CTE/Big Sky Pathways
In collaboration with OPI, K-12 school districts, two-year colleges, and business and industry, develop and promote sequential curriculum providing high school students with a clear, non-duplicative pathway from high school to two-year colleges and/or careers.

Objective 2.1.1
Increase degrees and certificates awarded in high-demand occupational fields

Metric 2.1.1

Objective 2.1.2
Increase job placement rates

Metric 2.1.2

Objective 2.1.3
Increase the number of certificates and degrees conferred in 2-year programs

Metric 2.1.3
Degrees & Certificates Awarded by MUS 2-year Colleges
**Objective 2.1.1**

Increase degrees and certificates awarded in high-demand occupational fields

**Metric 2.1.1**

MUS Degrees & Certificates Awarded by Discipline

Academic Year consists of Summer, Fall, and Spring terms (ex: 2018-19 includes Summer 2018, Fall 2018, Spring 2019)

Hover the cursor over the graph or year to change the Academic Year metrics.

### Count of Awards by Discipline

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>1,730</td>
<td>1,745</td>
<td>1,744</td>
<td>1,662</td>
<td>1,607</td>
<td>1,584</td>
<td>1,731</td>
<td>1,433</td>
<td>1,284</td>
<td>1,316</td>
</tr>
<tr>
<td>Business &amp; Communication</td>
<td>1,285</td>
<td>1,227</td>
<td>1,128</td>
<td>1,249</td>
<td>1,224</td>
<td>1,205</td>
<td>1,274</td>
<td>1,134</td>
<td>1,015</td>
<td>1,091</td>
</tr>
<tr>
<td>Education</td>
<td>852</td>
<td>827</td>
<td>970</td>
<td>882</td>
<td>946</td>
<td>960</td>
<td>856</td>
<td>765</td>
<td>772</td>
<td>760</td>
</tr>
<tr>
<td>Health</td>
<td>1,413</td>
<td>1,519</td>
<td>1,508</td>
<td>1,431</td>
<td>1,470</td>
<td>1,331</td>
<td>1,475</td>
<td>1,417</td>
<td>1,524</td>
<td>1,623</td>
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<tr>
<td>Legal Professions and Stud.</td>
<td>84</td>
<td>83</td>
<td>84</td>
<td>78</td>
<td>84</td>
<td>66</td>
<td>73</td>
<td>70</td>
<td>71</td>
<td>82</td>
</tr>
<tr>
<td>Science, Technology, Eng.</td>
<td>2,102</td>
<td>2,315</td>
<td>2,323</td>
<td>2,342</td>
<td>2,470</td>
<td>2,580</td>
<td>2,806</td>
<td>2,775</td>
<td>2,618</td>
<td>2,523</td>
</tr>
<tr>
<td>Social &amp; Behavioral Sci.</td>
<td>892</td>
<td>936</td>
<td>982</td>
<td>866</td>
<td>861</td>
<td>830</td>
<td>840</td>
<td>785</td>
<td>806</td>
<td>766</td>
</tr>
<tr>
<td>Trades</td>
<td>610</td>
<td>671</td>
<td>760</td>
<td>806</td>
<td>990</td>
<td>721</td>
<td>752</td>
<td>634</td>
<td>562</td>
<td>659</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>8,976</td>
<td>9,323</td>
<td>9,707</td>
<td>9,316</td>
<td>9,560</td>
<td>9,278</td>
<td>9,766</td>
<td>9,013</td>
<td>8,652</td>
<td>8,820</td>
</tr>
</tbody>
</table>

### 2021-22 Total Degrees

- **Graduate Degrees**: 1,990
- **BA Degrees**: 4,824
- **AA Degrees**: 1,427
- **Certificates**: 579

% Awards By Discipline 2021-22

Hover the cursor over the bar for description of percents

- Science, Technology, Engineering, & Math: 26.6%
- Health: 18.4%
- Arts & Humanities: 14.9%
- Business & Communication: 12.4%
- Social & Behavioral Sciences: 8.7%
- Education: 8.6%
- Trades: 7.5%
- Legal Professions and Studies: 0.9%

- Female: Male
Objective 2.1.2
Increase job placement rates

Metric 2.1.2
Objective 2.1.3
Increase the number of certificates and degrees conferred in 2-year programs

Metric 2.1.3
Degrees & Certificates Awarded by MUS 2-year Colleges

MUS Degrees & Certificates Awarded
Academic Year consists of Summer, Fall, and Spring terms (e.g.: 2018-19 includes Summer 2018, Fall 2018, Spring 2019)
Hover the cursor over the graph or year to change the Academic Year metrics. Max values are labeled in the line chart.

Count of Degrees/Certificates Awarded

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates</td>
<td>387</td>
<td>420</td>
<td>458</td>
<td>554</td>
<td>576</td>
<td>679</td>
<td>628</td>
<td>618</td>
<td>507</td>
<td>468</td>
<td>579</td>
</tr>
<tr>
<td>Associate Degrees</td>
<td>2,087</td>
<td>2,021</td>
<td>2,102</td>
<td>2,114</td>
<td>2,003</td>
<td>1,959</td>
<td>1,904</td>
<td>2,079</td>
<td>1,576</td>
<td>1,449</td>
<td>1,427</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2,474</td>
<td>2,441</td>
<td>2,560</td>
<td>2,668</td>
<td>2,579</td>
<td>2,638</td>
<td>2,522</td>
<td>2,697</td>
<td>2,083</td>
<td>1,917</td>
<td>2,006</td>
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</table>

2021-22 Total Degrees
2,006

Graduate Degrees
BA Degrees
AA Degrees Certificates
1,427 579

Degrees/Certificates By Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Unknown</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>46.4%</td>
<td>53.3%</td>
<td></td>
</tr>
</tbody>
</table>

STEM Degrees/Certificates
*Includes Healthcare degrees

<table>
<thead>
<tr>
<th>STEM Degrees/Certificates</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>32.2%</td>
<td>67.8%</td>
</tr>
</tbody>
</table>

12/1/2022
Goal Statement

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.

Goal 2: Workforce & Economic Development

System Initiatives:

MUS Research Initiative:
The MUS received an appropriation of $15M in state funds from the 2015 Montana Legislature to serve as seed money to leverage university-based research into strategic advancements for Montana’s economy. The fundamental purpose of this research initiative is to: (1) solve Montana problems with Montana solutions; (2) create good Montana private-sector jobs, and/or; (3) grow emerging and important research sectors that contribute to the diversity of Montana’s economy.

The Commissioner of Higher Education administered competitive grants to researchers on the basis of each project’s potential for private-sector job creation, commercialization, and economic return on investment for the State of Montana. Areas of emphasis include agriculture, natural resources and energy, materials and manufacturing, health and biomedical sciences, and technology and computer science.

See details and complete list of funded projects

Objective 2.2.1
Increase research & development receipts and expenditures

Metric 2.2.1

Objective 2.2.2
Increase technology licenses with Montana businesses

Metric 2.2.2
Objective 2.2.1
Increase research & development receipts and expenditures

Metric 2.2.1
Research Expenditures
**Objective 2.2.2**
Increase technology licenses with Montana businesses

**Metric 2.2.2**

**MUS Technology Transfer Activity**

<table>
<thead>
<tr>
<th>Year</th>
<th>Active Licenses Elsewhere</th>
<th>Active Licenses in MT</th>
<th>Revenue from Licenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>216</td>
<td>224</td>
<td>$385,243</td>
</tr>
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<td>2007</td>
<td>252</td>
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<td>$465,320</td>
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<td>2008</td>
<td>282</td>
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<td>2009</td>
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<td>$336,320</td>
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<tr>
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<tr>
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<td>320</td>
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<td>$336,320</td>
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<tr>
<td>2014</td>
<td>374</td>
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<td>2015</td>
<td>391</td>
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<td>2016</td>
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<tr>
<td>2020</td>
<td>419</td>
<td>419</td>
<td>$336,320</td>
</tr>
<tr>
<td>2021</td>
<td>425</td>
<td>425</td>
<td>$336,320</td>
</tr>
</tbody>
</table>

**Patents Issued**
- 2011: 14
- 2012: 8
- 2013: 9
- 2014: 8
- 2015: 7
- 2016: 8
- 2017: 9
- 2018: 11
- 2019: 13
- 2020: 20
- 2021: 5

**Inventions Filed**
- 2011: 29
- 2012: 31
- 2013: 29
- 2014: 46
- 2015: 43
- 2016: 51
- 2017: 32
- 2018: 30
- 2019: 37
- 2020: 34
- 2021: 20

**Active Licenses Elsewhere**
- 2011: 231
- 2012: 238
- 2013: 238
- 2014: 297
- 2015: 302
- 2016: 261
- 2017: 316
- 2018: 314
- 2019: 319
- 2020: 324
- 2021: 329

**Active Licenses in MT**
- 2011: 112
- 2012: 97
- 2013: 82
- 2014: 87
- 2015: 89
- 2016: 83
- 2017: 94
- 2018: 96
- 2019: 78
- 2020: 96
- 2021: 96

**License Revenues**
- 2011: $620,000
- 2012: $663,586
- 2013: $654,479
- 2014: $315,560
- 2015: $437,782
- 2016: $568,324
- 2017: $401,140
- 2018: $393,037
- 2019: $436,610
- 2020: $733,010
- 2021: $562,008

**Revenue from Licenses**
- 2011: $243,950
- 2012: $258,450
- 2013: $585,486
- 2014: $563,650
- 2015: $569,042
- 2016: $1,168,320
- 2017: $785,500
- 2018: $680,500
- 2019: $670,000
- 2020: $811,031
- 2021: $646,347

**Reimbursed Patent Costs**
- 2011: $616
- 2012: $258,379
- 2013: $131,007
- 2014: $250,155
- 2015: $151,260
- 2016: $595,056
- 2017: $394,022
- 2018: $287,468
- 2019: $233,398
- 2020: $72,320
- 2021: $99,102

11/30/2022
 Goal Statement

Expand graduate education capacity and opportunities in order to increase educational attainment of Montanans, fuel economic development, grow the research and development enterprise, and contribute to the cultural and social fabric of Montana and the region.

Goal 2: Workforce & Economic Development

System Initiatives

Faculty, staff, and students in the Montana University System (MUS) are engaged in science and technology research and graduate education that help build Montana’s economic future. The MUS research enterprise also builds partnerships with communities, businesses, and other educational entities to help align science education and research with pressing social and economic challenges.

Expanding graduate education capacity and opportunities will help grow the MUS research enterprise. The following initiatives are key to this effort:

- Improved stipends and resident tuition status to attract competitive graduate students;
- Sufficient start-up funding packages and salaries to retain and recruit competitive faculty;
- Strategic addition of graduate programs to meet workforce needs and research opportunities; and
- Innovative partnerships and financing to build modern facilities and a competitive research infrastructure.

Objective 2.3.1

Increase the number and percentage of graduate students in the Montana University System.

Metric 2.3.1

Objective 2.3.2

Increase graduate degree production, maintaining a strong concentration in science, technology, engineering, and math (STEM) fields.

Metric 2.3.2
Objective 2.3.1
Increase the number and percentage of graduate students in the Montana University System.

Metric 2.3.1

MUS Headcounts - System Totals
Counts prior to Fall 2016 do not include FVCC.
Objective 2.3.2
Increase graduate degree production, maintaining a strong concentration in science, technology, engineering, and math (STEM) fields.

Metric 2.3.2

MUS Degrees & Certificates Awarded
Academic Year consists of Summer, Fall, and Spring terms (ex: 2018-19 includes Summer 2018, Fall 2018, Spring 2019). Hover the cursor over the graph or year to change the Academic Year metrics. Max values are labeled in the line chart.

2021-22 Total Degrees
1,990

Graduate Degrees
1,990

BA Degrees

AA Degrees

Certificates

Degrees/Certificates By Gender
38.4% Male 61.5% Female

STEM Degrees/Certificates
57.3% Yes 42.7% No

Count of Degrees/Certificates Awarded
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<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Graduate &amp; Professional Degrees</td>
<td>1,601</td>
<td>1,611</td>
<td>1,599</td>
<td>1,682</td>
<td>1,552</td>
<td>1,626</td>
<td>1,658</td>
<td>1,674</td>
<td>1,721</td>
<td>1,738</td>
<td>1,990</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1,601</td>
<td>1,611</td>
<td>1,599</td>
<td>1,682</td>
<td>1,552</td>
<td>1,626</td>
<td>1,658</td>
<td>1,674</td>
<td>1,721</td>
<td>1,738</td>
<td>1,990</td>
</tr>
</tbody>
</table>

11/30/2022
MUS Strategic Plan
Information Technology

https://www.mus.edu/data/strategic-plan/it.html

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

Goal 3: Efficiency & Effectiveness

MUS Shared Services related to Information Technology

1. Banner Finance & HR (UM & MSU sides)
2. Benefits Enrollment & Administration
4. MUS Data Warehouse (Student, HR, & Finance)
5. Student Conduct Software (Maxient)
6. Reporting & Analysis Software
7. Central Admissions Application Process
8. Course Sharing Software

Potential Shared Services

1. Learning Management System
2. File Sharing Services
3. Electronic Document Services
4. Audit/risk assessment software
5. Research/Academic Analytics Software

IT Strategic Directions
In order to meet the three primary goals outlined in the Board of Regents’ Strategic Plan, the Montana University System will strive to implement the following Information Technology Strategic Directions:
1. Enterprise Information Systems
Develop an integrated information system with the goal of maximizing administrative efficiencies, allowing for seamless student enrollment between campuses, and promoting consistent business practices across all institutions.

Assumptions:

- The MUS will continue to make incremental steps toward developing a single integrated information system.
- Incremental steps include, but are not limited to, the following:
  - Utilizing a single instance of the administrative information software that is hosted and managed by the main campus on each side of the system (i.e. UM and MSU host a single instance of Banner for their affiliated campuses, with the potential for including the community colleges, as well as tribal colleges).
  - Allowing for multi-institutional functionality to enable (for example): enrollments from more than one campus on students’ schedules and transcripts, financial aid based on combined enrollment at more than one institution, centralized administrative services, such as, a single source for payroll generation.
  - Standardizing codes and data elements, as well as aligning business rules and practices.

2. Network Connectivity
Continue to develop and improve an education network that provides high speed telecommunication capabilities that link MUS institutions, provide connectivity to national research and education networks, and expand the reach of the MUS to remote areas of Montana.

3. Data Warehousing
Maintain and work to improve a system-wide data warehouse for the purpose of measuring the goals in Board of Regents’ Strategic Plan, collecting and reporting official enrollment, developing linkages with K-12 and workforce data, and producing and monitoring the MUS Operating Budget.
Goal Statement
Deliver efficient and coordinated services

Goal 3: Efficiency & Effectiveness

System Initiatives: 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:** 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

*Metric 3.2.1*

*Metric 3.2.2*
Educational Revenue per Student FTE

Educational Revenue is the sum of public higher education state appropriations and public in-state and out of state net tuition. All values in 2020 dollars. Cost of Living and Enrollment Mix adjuster taken into effect the state to state differences in cost of living and enrollment mix (2 year vs 4 year schools).

Source: SHEEO, State Higher Education Finance Report [Report: SHEEO (sheeo.org)]

Goal Statement
Deliver efficient and coordinated services.

System Initiatives: MUS Transferability Initiative:
The 2007 Legislature appropriated $1.5 million to help the MUS improve the transferability of courses and further develop its centralized data system.

As a result, the MUS initiated a "common course numbering" process for all undergraduate courses. This process requires that all courses deemed to be equivalent must possess the same course prefix, number, and title; all courses with same name and number will directly transfer on a one-to-one basis with equivalent courses at the receiving institution.

Progress:
As of June 2019, more than 10,000 courses in over 60 disciplines have gone through the Common Course Numbering process and developed program outcomes. This represents 100% of the undergraduate courses in the MUS.

Objective 3.3.1
Improve articulation and transferability among all 2-year and 4-year institutions, including community colleges and tribal colleges

Metric 3.3.1
Objective 3.3.1
Improve articulation and transferability among all 2-year and 4-year institutions, including community colleges and tribal colleges

Metric 3.3.1
In 2019, the Legislative Audit Division conducted a survey of over 12,000 recent transfer students (response rate = 10.6%).

**Transfer Survey Student Response to:** “Overall, I am satisfied with my experience transferring between campuses in the Montana University System.”

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>2.0%</td>
<td>5.9%</td>
<td>10.9%</td>
<td>45.8%</td>
<td>35.4%</td>
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</table>

**Source:** Compiled by the Legislative Audit Division from student transfer survey data.

**Transfer Survey Student Response to:** “The transfer process from one Montana campus to another was simple.”

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree Nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>1.8%</td>
<td>7.1%</td>
<td>9.7%</td>
<td>46.5%</td>
<td>34.9%</td>
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</tbody>
</table>

**Source:** Compiled by the Legislative Audit Division from student transfer survey data.
Goal Statement

Biennial review/update of the budget allocation model consistent with state and system policy goals and objectives

Goal 3: Efficiency & Effectiveness

Performance Funding History:

In May 2013, the Montana University System (MUS) adopted a performance funding model to augment the university system’s allocation methodology for distributing state appropriations to campuses. This first version of the MUS performance funding model allocated $7.5 million of state dollars in fiscal year 2015, approximately 5% of total state appropriations. The model utilized two basic metrics for all campuses, freshmen to sophomore retention of first-time, full-time students and the annual number of undergraduate degrees and certificates awarded.

Following the approval of the initial performance funding model, a Performance Funding Taskforce comprised of MUS administrators and faculty leaders, designed a more detailed model. The Montana Board of Regents approved the model in May 2014 for allocation of funds in fiscal years 2016, 2017 and beyond.

This current version of the performance funding model was used to allocate $15 million of state appropriations for FY20, approximately 8% of the total state appropriation to the MUS educational units.

Background

The Montana Legislature allocates the vast majority of funding for our education units in a “lump sum” that is then allocated by the Regents to the individual institutions within the system. How these funds are allocated is central to every strategic objective of the Board. In order to achieve the goals and objectives in this strategic plan, the basic funding allocation model must be continually analyzed. To be an effective tool for achieving our strategic goals, the allocation model should, at a minimum:

- Focus on financing for the state system, not only funding for the individual campuses;
- Be transparent as to the policy choices of the Regents, Legislature, and executive branch;
- Provide a framework for dealing with allocations to institutions, tuition revenues, financial aid, and mandatory fee waivers;
- Have a specific fund dedicated to furthering Regents’ priorities;
- Protect institutional viability by moderating the short-term effects of enrollment changes;
- Provide incentives for institutions to collaborate as a system;
- Ensure equity of funding among all institutions;
- Maintain an adequate base of funding and education quality for all institutions;
- Maintain a differential between 2-year and 4-year
Performance Funding

In May 2014, the Board of Regents approved a new set of performance metrics designed to be used in 2015-16 and 2016-17 fiscal years, and beyond. Within this set of metrics, retention rates and completion numbers are measured for all MUS campuses. In addition, mission specific metrics are identified at the flagship and 2-year campuses. Degree counts in graduate programs and research expenditures are included in the flagship campus measurements, while early college enrollment of high school students coupled with a menu consisting of transfer rates, success in developmental education, credit accumulation, and licensure/exam pass rates round out the metrics for 2-year campuses. For all campuses, special weighting will be applied for Pell-eligible students (low income), American Indian students, nontraditional-age students, and veterans.