



The basis of this strategic plan - called the 'FutureU' process - operationalizes the three goals of current MUS Strategic Plan:

- Access and Affordability
- Workforce and Economic Development
- Efficiency and Effectiveness

Also congruent with MSU's Integration Initiatives, this plan is strongly based on the MSU Billings foundation of **Teaching and Learning** and the long-standing MSU Billings theme of **Access and Excellence**

We are focused on:

- Targeted enrollment development
- Resource development
- Student retention
- Community partnerships
- Faculty and Staff development
- Unique MSUB Mission and values

About the University

Montana State University Billings is part of the MSU family (with other units in Bozeman, Havre and Great Falls). MSU Billings has an enrollment of over 5,000 students and has approximately 900 employees.

With three campuses across a vibrant city, MSU Billings provides education opportunities and work-ready graduates. Certificate, two-year, four-year and graduate programs are offered through:

- College of Allied Health Professions
- College of Arts and Sciences
- College of Business
- College of Education
- City College (formerly the COT)

Core Theme 1

We Embrace Teaching Excellence

- Enhance excellence in traditional, online and blended teaching
- Maintain a culture of rigorous academic achievement and creative scholarly endeavor
- Enhance compensation for faculty and staff
- Increase professional development opportunities for faculty and staff
- Identify and procure increased external funding
- Implement an eLearning Office
- Provide state-of-the-art technologies for student learning

Core Theme 2

We Are an Environment for Learning

- Enhance MSUB's reputation for Affordability and Excellence
- Implement the recently completed MSUB Enrollment Management and Retention Plan
- Enhance programs with "room to grow" and work to "phase out" unneeded programs
- Expand graduate program opportunities
- Expand outreach and support for international students
- Maintain our edge as eLearning front runner
- Enhance student learning through interdisciplinary approaches, experiential learning, and streamlined general education
- Fully embrace and implement our comprehensive two-year education mission

Core Theme 3

We Engage in Civic Responsibility

- Establish MSUB as a well-recognized engaged institution **overall**
 - Define engagement, inventory current practices
 - Develop appropriate budget, compensation models and funding sources
 - Enhance public recognition
 - Achieve Carnegie status as "community engaged institution"
- Establish MSUB as a well-recognized **locally, regionally, and globally engaged** institution
 - Strengthen 1st Year Seminar
 - Cultivate more community partnerships
 - Increase civic engagement in coursework
 - Perform an analysis of what MSUB can do to meet growing educational demands in Eastern MT/Western N.D. energy boom
 - Formalize partnerships on a regional, and global scale
 - Explore international alumni opportunities
 - Enhance study abroad opportunities
 - Increase student/faculty exchange programs

Core Theme 4

We Enhance our Communities

- Launch the MSUB Extended Campus concept
- Improve engagement through a wide range of mutually beneficial events and programs
- Enhance partnerships with tribal and other two-year colleges
- Fully implement the MUS *College!Now* initiative

Essentials for Success

We All Have a Stake in the Future

- Enhance efficiency across all operations and departments
- Evaluate and reassign personal and financial resources based on strategic plan priorities
- Improve communications -- internally and externally -- to showcase the MSUB Advantage
- Update the university's facilities plan to integrate with strategic initiatives
- Continue to engage and communicate with all constituencies on the planning process