ACADEMIC PRIORITIZATION OVERVIEW
INSTITUTION: Montana State University

Current State of Prioritization Process	Issues to Resolve	Next Steps	Lessons Learned
Beginning: Prioritization of Doctoral academic programs is moving from a conceptual phase to more detailed planning. The comprehensive review will provide a systematic approach for managing and allocating resources to meet University strategic goals for enhancing the success of doctoral programs at MSU and for increasing high-quality educational attainment at the doctoral level. The review will provide faculty an opportunity to examine their role in integrating research with teaching, supervision of graduate students and providing outreach and service to the community.	At this preliminary stage, the work involves development of a clear articulation of goals and expected outcomes. Currently, there are no outstanding issues to resolve. In general, it is expected that a detailed review and appraisal of all doctoral programs will be conducted on the basis of productivity, quality, demand, and impact. The review will identify pathways for continual improvement and success of doctoral programs, and will include a process for data-informed assessment and modification.	Following is a preliminary list of next steps. The timeline will be refined during the first phase of the project. • Prepare an overall charge: Nov 2017 • Select a review team: Nov 2017 • Identify best practices and proven methodologies for prioritization of doctoral programs at research universities: Dec 20217-Jan 2018 • Establish the review process: Jan 2018 • Begin monthly workshops with faculty: Feb 2018 • Develop data sources and data formats: Feb 2018	

ADMINISTRATIVE SERVICES PRIORITIZATION OVERVIEW
INSTITUTION: Montana State University

Current State of Prioritization Process	Issues to Resolve	Next Steps	Lessons Learned
In Progress: Prioritization of administrative support services involves the reallocation of work being performed in individual departments into a broader university-wide shared services approach. The following six functional areas were identified as potential business operations for implementation of shared services across the campus. • Fiscal services • Human resources • Information technology • Communications • Institutional data analysis • Student advising Each area has a project lead and working group who have developed initial plans that have been reviewed by senior administrators. During the FY'18 budget process,resources and lines were identified in select departments for reallocation.	• Improve services and outcomes in support of the university's overall mission. Enable Deans and Department/Unit heads to successfully lead and make decisions by providing high-quality and timely data, analysis and support. • Improve financial decision-making at the unit level; accelerate technology utilization; recruit and retain high quality staff and faculty; and improve student success with integrated advising. • Enable departments/units to focus on their primary mission, and reduce the amount of time spent on administrative functions. • Improve knowledge and expertise of employees who provide services, resulting in higher compliance with policies, regulations, etc. • Improve employee job satisfaction. • Address student enrollment growth without increasing administrative costs, while providing excellent service and ensuring compliance.	Shared service projects in the six functional areas are proceeding at different stages of planning and implementation. For example: • Fiscal Services has completed a pilot and is currently supporting 20 departments. Plans are to continue growth during FY'18 and re-engineer critical accounting processes. • Human Resources has implemented Phase I organizational changes and re-engineering processes. Phase II is now beginning with a focus on providing more strategic HR support via the use of strategically focused HR Business Partners combined with an HR shared services function to process transactional activities. • Information Technology has completed a detailed assessment of IT work across campus and has developed a new team-of-teams model. FY'18 will focus on implementing this new model and will address selected projects.	• Target areas with an obvious problem to solve, where departments/units can easily understand and be open to making a change. (e.g., pcard process is labor-intensive, all depts. are happy to "outsource" that process) • Ensure that solutions make identified processes easier and faster to use in order to increase transparency and speed of adoption. • Communicate, communicate, communicate — meet with as many stake-holding groups as possible, involve as many "champions" for shared services as possible. • Utilization of a networked (team-of-teams) approach is critical to input, idea generation and buy-in. • Establish milestones and deadlines for specific short, medium and long-term goals. • Employ metrics and data analytics from the outset.