



# MUS Strategic Plan

## Success Agenda

(Appendix A)

### Regents' Workgroup on Reform and Reinvention

In August of 2009 the Board of Regents designated a subcommittee of regents, along with six citizen advisors to serve as a workgroup to address topics related to reinventing and reforming the Montana University System.

Working throughout 2009 and 2010, the Workgroup focused its attention on providing guidance and recommendations related to the MUS 2-year Education Initiative (College!Now), mission differentiation, performance-based funding, system integration, and the MUS planning process.

### Recommendations

Upon completion of their work, the Regents' Workgroup recommends that the Board of Regents adopt a "Success Agenda" in order to increase educational attainment of Montanans and provide an efficient and effective system of higher education.

Additionally, the Regents' Workgroup recommends that the Board of Regents include a set of *Guiding Principles for Strategic Planning* in the MUS 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. Institutional Role Differentiation

- Define distinct roles for the primary components of the MUS (Doctoral Research Universities, Baccalaureate/Masters Universities, Comprehensive 2-year Colleges)
- Utilize role guidelines to serve as templates to develop policies and criteria that:
  - Sustain quality academic programs
  - Increase access AND student success
  - Guide development of new programs and research
  - Provide for efficient delivery of programs, services and overall administration
  - Emphasize collaboration with K-12
  - Target resource allocation

#### 2. Admission Standards

- Utilize multiple criteria in admissions policies to help align students with the university/college that matches their academic preparation, goals, and abilities
- Strengthen enrollment management strategies, such as requiring more rigorous documentation of college readiness at doctoral/research universities, in order to improve student success
- Reaffirm the open admissions concept of comprehensive 2-year colleges within Board policy to improve access and clarify differences between 2-year and 4-year (College!Now)

#### 3. Transferability

- Ensure seamless transferability between institutions through a system of common course numbering and aligned student learning outcomes
- Develop a Board approved transfer credential (e.g. Regents Transfer Program) to improve 2-year to 4-year transfer rates and success (College!Now)

#### 4. Community College Programs (College!Now)

- Increase utilization, enrollment and degree production in community college programs by targeting:
  - Academically under-prepared
  - Pre-college students (dual enrollment)
  - Non-traditional students (25+ yrs.)
- Clarify and promote the community college mission in Montana and role within the MUS by:
  - Rebranding the Colleges of Technology
  - Defining regional hubs with differential tuition policy, program delivery, etc.



# MUS Strategic Plan

## Success Agenda (cont.)

(Appendix A)

### Regents' Workgroup Members

#### Regents

Todd Buchanan (Chair)  
Janine Pease  
Lynn Hamilton

#### Citizen Advisors

Bob Hawks  
Elsie Arntzen  
Rick Hays  
Clayton Schenck  
Mike Halligan  
Quint Nyman

### 5. Need-based Financial Aid

- Work to develop strategies to reduce unmet student need
- Increase the amount of need-based student aid

### 6. Program and Service Alignment

- Align program development, expansion, and contraction with consistently assessed workforce demands
- Focus programming to eliminate unnecessary/undesired duplication of programs by:
  - identifying institutional niches
  - utilizing distance learning, especially for collaborative approaches
  - aligning business practices and integrating technology to improve system-wide collaboration and increase student access
- Increase investment in research and graduate programming to amplify institutional expertise and improve Montana's economy

### 7. Performance-Based Funding

- Align targeted outcomes with institutional type through purposeful allocation of resources based on programming type
- Associate achievement in key performance areas with aspects of funding (allocation model)
- Define, measure, and reward success by institution

### 8. Data and Information

- Integrate data throughout the MUS in order to:
  - Improve student access and services
  - Increase administrative efficiencies
  - Improve academic coordination
  - Produce quality data

### 9. Communication & Advocacy

- Effectively communicate the University System's "product" to stakeholders
- Develop a focused marketing and public relations strategy to increase support for higher education

### 10. Faculty and Staff Support

- Provide compensation and professional development adequate for recruiting and retaining the faculty and staff necessary to achieve success
- Provide faculty and staff a meaningful role in institutional and system decision making