

In an effort 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. The Regents and system administration commit to utilizing data and metrics to demonstrate the effectiveness of these systemwide efforts.

**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.

- Leverage and expand the use of Apply Montana central application to create a single-entry point into the MUS.
- Invest in marketing strategies that increase the awareness of Apply Montana portal and the opportunities in the MUS.
- Utilize the portal as an avenue to increase financial aid awareness (e.g. FAFSA completion, state funded financial aid, etc.).

**2. Flexible Career & Technical Education:** Expand efforts to effectively deliver flexible career training pathways for Montana students.

- Establish and expand accelerated degree pathways in in-demand fields (“Sprint Degrees”) in partnership with industry.
- Improve on-ramps to CTE through dual enrollment, enhanced industry collaboration, and work-based learning opportunities.
- Expand accelerated and stackable CTE credential pathways through the “Year to Career” Initiative.
- Enhance the System’s ability to deliver, track, and evaluate the quality of non-credit, rapid training opportunities.

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

- Continue the 1-2-Free program (first 6 credits for free).
- Work to centralize dual enrollment application and registration processes.
- Focus on maximizing dual enrollment course quality, alignment of dual enrollment courses with industry and university credentials/pathways, and conversion of dual enrollment students to full-time enrollment at MUS institutions.

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

- Expand and evaluate the Montana 10 student success intervention to improve retention, completion and time-to-degree among resident students.
- Continue to use performance funding incentives to encourage campuses to adopt evidence-based strategies to meet and exceed retention and completion targets and narrow equity gaps.
- Work to build MUS capacity to address student mental health and wellness supports that are prerequisites for retention and completion.

**5. Research:** Expand university research and development, with an aim to enhance Montana's economy, increase access to high-paying Montana jobs, and address key Montana issues and strengths, such as optics and photonics, fire, precision agriculture, environmental management, and health.

- Identify nascent research strengths primed for system, state, or federal investment.
- Improve technology transfer supports and pathways that help innovations move from lab to market.
- Coordinate across state government and the private sector to build an agenda for technology-led economic development in Montana.

**6. Seamless Education:** Develop tools and resources that broaden and streamline access to the academic offerings of the MUS.

- Implement key technology upgrades that improve student access and facilitate collaboration, including a single, high-quality learning management system and a shared catalog and registration tool for online coursework.
- Broaden use of distance and hybrid learning, particularly for collaborative approaches that expand student access to in-demand programs.
- Continuously evaluate the university system's program mix, with the aim of reducing unnecessary duplication of academic offerings and addressing student demand through collaboration where possible.

**7. Artificial Intelligence:** Provide vision, leadership, and coordination of adoption and appropriate use of artificial intelligence tools by MUS institutions.

- Where appropriate, create common standards that encourage and facilitate the use of AI tools by campus communities.
- Support faculty in developing and sharing teaching methods and curriculum that appropriately incorporate AI into teaching practice and program learning outcomes.
- Support campuses in evaluating opportunities for AI to improve campus operations.
- Coordinate procurement activities to ensure equitable access to AI tools by campus constituencies.

**8. Campus Stewardship:** Enhance systemwide strategies that develop a more centralized approach to the management of MUS infrastructure projects.

- Continue to convene the BOR Infrastructure Committee to ensure understanding and approval of the full scope of construction planning and projects in the MUS.
- Collaborate with campus leadership to conduct needs assessments and develop unique strategic approaches to facilities management to meet each campus's needs and align with overall MUS goals.
- Assemble data and key performance indicators for MUS campuses regarding facility condition, quality, and programmatic needs.

**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 and retaining faculty and staff.