

Campus Community Strategic Initiative Progress

Co-chair: Sharon Caven & Mary McCroskey

Membership: Kevin Turner, Stacey Gonzalez, Lisa Handley, Cynthia Harrison, Judy Oveson, Judy Bricker, Margaret Meggs

Attending Progress Review March 7: Mary McCroskey, Sharon Caven, Cynthia Harrison, Judy Bricker, Margaret Meggs

Facilitator: Curtis Smeby

Goal(s)

Enhance communication via e-mail

accomplishments

- E-mail is available to all users on campus.
- Faculty/staff training sessions are conducted

concerns and recommendations

- A new UAC policy governing the use of "user all" email might help define proper use
- Improve communication e-mail with students; require them to use their MSU-N e-mail accounts)
- There seems to be off-campus e-mail attachment problems when external email vendors apply
- Campus community seems to want more communication from administration and group leadership via email

Enhance communication via telephone

accomplishments

- Voice mail is accessible to everyone

concerns and recommendations

- Some dislike menu for main switchboard – rethink order of options?
- Does everyone know how to set up their voice mail? If not, should we require training?
- Guidelines should be developed and training provided for professional telephone etiquette and procedures
- Everyone must check voice messages on a regular basis and return calls in a timely manner
- Should a new voice mail system be utilized? How do we assess?

Enhance communication via mail

concerns and recommendations

- Training for sending Fed/Ex and UPS should be required for staff. Updated information for changes in sending via post office, e.g. out of country mail must be addressed in capital letters.

Enhance communication/interaction

Accomplishments

- New faculty and staff orientation is implemented fall 2004
- Professional development workshops are conducted for faculty and staff during fall orientation '04
- Chancellor implements open forums
- Faculty spends many hours debating and re-defining the general education core

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- Nursing faculty prepares for NLNAC accreditation
- Input on new logo and slogan is being solicited

concerns and recommendations

- Use public calendar for campus events; post more bulletins
- Some faculty and staff believe they are the “last to know”
- Appears to be top-down decision making without faculty and staff input, e.g. faculty forum
- Overall communication on campus should be improved. There is a sense that administration in general does not communicate effectively enough to ensure a common understanding. Use all identified components of communication in this effort.

Enhance communication via webpage, newspapers, and newsletters

accomplishments

- Webpage is quite good and should be reviewed by all
- New portal project for all MSU campuses is in progress

concerns and recommendations

- Portal training should be required for faculty and staff
- Explore using MSUN Radio for student announcements
- Re-instate student newspaper
- Could Channel 9 TV (Helena) that is located on campus be used for more advertising, etc.?

Increase opportunities for recognition

accomplishments

- Provost implements *In Celebration of the Academy* and faculty forums

concerns and recommendations

- Consider reinstating staff luncheon served by faculty and administration
- Chancellor's monthly bulletin should be consistent and continued
- Clarify the public relations function
- MSU-N needs to send the media more information; set goals for submission of information
- *Havre Daily News* does not include many of the articles e.g. Nursing accreditation review process

Increase opportunities for faculty/staff engagement

accomplishments

- Faculty and staff professional development workshops are conducted by same during fall 2004 retreat
- Portal will increase opportunities for faculty/staff engagement

concerns and recommendations

- This has not increased; set measurable guidelines
- Limited time to work together or as a team
- Work on solutions to provide more interdisciplinary teams

Increase teambuilding

accomplishments

- Discounts at bookstore seem to be working well
- MSUN Fridays – Northern gear may be working to some degree

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concerns and recommendations

- More opportunities for team building are needed (examples: cross-campus committees, workshops, Games/Fun Day, etc.)
- Name tags and pins for new employees should be required

Increase participation in outreach recruitment

accomplishments

- Enrollment management team meets on a weekly basis to review enrollment data and try to discern enrollment trends
- Institution goes back to two recruiters rather than one
- Pilot test of new recruiting techniques involving faculty visits to regional high schools and home visits by recruiters is completed during spring 2005
- Great Falls and Lewistown support staff are training in recruiting
- Online application is implemented

concerns and recommendations

- Current activities need to be assessed for effectiveness
- Enhance and expand recruitment efforts pilot tested in spring 2005
- Bus tours seem to have been dropped; did we measure effectiveness? Should we reinstate?
- Adopt a floor has been lost (more for retention than outreach).
- Recruitment efforts seem to be under reported in the media
- More interaction with counselors, alumni and key school personnel is still needed

Increase and enhance student academic service/programs

accomplishments

- New advising center is implemented. Seems to work quite well for first-year students
- New student orientation is reconfigured; constantly changing to meet the changing needs of the incoming students
- Board of Regents implements several changes in transfer policies after the Legislative Audit review
- Ninety-hour degree audit will be implemented fall 2005

concerns and recommendations

- Training and development on the new transfer policies needs to be conducted.
- Training on how to be a better advisor is recommended
- A common program sheet from entry through graduation would be more efficient

Partnerships Strategic Initiative Progress

Co-chair: Janice Brady & Curtis Smeby

**Membership: Suzanne Tilleman, Al Beute, Terry Lilletvedt, Greg Clouse, Kevin Johnson,
Paul Tuss**

Attending Progress Review March 8: Suzanne Tilleman, Terry Lilletvedt, Janice Brady

Facilitator: Curtis Smeby

Goal(s)

Establish Clearinghouse to coordinate all of MSUN partnerships

concerns and recommendations

- Provide an area where all partnership information will be readily accessible
- Resources were not allocated to implement this idea
- One idea worth considering is the partnership level: Level I – student connection (student teaching); Level II – program connection (Toyota); Level III – institutional connection (fund raising, etc.) Academic partnerships should go through Deans and Provost; Financial partnerships should go through the Foundation
- A process and repository for articulation agreements is needed
- A grant writer is needed at least part-time.

Administrative/management commitment of partnerships

Manual for partnership process

concerns and recommendations

- Recommend process for approval – academic approved through deans & provost; non-academic through VC finance; develop accurate list of partnerships – perhaps three levels – Level I connected to students; Level II connected to academic programs; Level III connected to institution & foundation
- Protocol for developing new partnerships should be developed for each of the three proposed levels

Regular assessment of partnership activities as needed

concerns and recommendations

- Currently required by accrediting agencies, program review, fundraising, etc. Do we have an assessment instrument?
- How are alumni, education partnerships, business partnerships, advisory boards and career center activities assessed?
- Enhance industry partnerships—focus on all academic areas
- Is there an office that assumes responsibility for this activity?

Develop new targeted partnerships

concerns and recommendations

- Consider protocol, need, and assessment for developing partnerships
- Does this idea need further clarification?

Campus Life Strategic Initiative Progress

Co-chair: Chuck Jensen

Membership: Bill Lanier, Harvey Block, Denise Brewer, Lanny Wilkie, Jack Zwang, Rob Harrison, David Ray, Marilee Russel, John Dollan, Mark Seiffert, Nicole Johnson

Attending Progress Review March 9th: Bill Lanier, Denise Brewer, Rob Harrison, Chancey Ringer, Steve Don, Jason Degele, Chuck Jensen

Facilitator: Curtis Smeby

Goal(s)

Implement a University Facilities Planning Board

accomplishments

- The board has been meeting on an as-needed basis for three years
- Facilities Planning Board has been successful successfully implementing “beautification of campus” projects that are tied to student and academic facilities fees
- In cooperation with Jim Waley, Administrative Architect, a facilities master plan has been developed

concerns and recommendations

- The group is active but needs to publicize accomplishments more frequently

Build new residence hall or renovation to Donaldson

accomplishments

- Focus was changed to short-term renovations of Morgan Hall

concerns and recommendations

- Continue to keep Donaldson on the radar screen
- Keep campus community informed about projects

Secure ATC Funding

accomplishments

- Over \$500,000 has been secured through state, federal and private funding for equipment

concerns and recommendations

- Continue to seek funding opportunities to keep facilities and equipment up-to-date

Pershing Hall Renovation

accomplishments

- State funds were approved for this project during the 2005 legislature; renovations should begin sometime during AY 2007.

Infrastructure upgrade for McKenzie Hall – voice & data

accomplishments

- Infrastructure upgrade in McKenzie completed during AY 2005
- Morgan upgrade is scheduled for summer 2005

Espresso Bar in Library

accomplishments

- Espresso bar in library is implemented; anticipated problems don't materialize

Start classroom Renovations

accomplishments

- Plan in place for upgrading classrooms; PIT is on the list
- Significant progress has been made upgrading Brockman and Cowan classrooms

concerns and recommendations

- Need to continue investing in the classroom technology that improves student learning

Upgrade SUB –recreation, game room

accomplishments

- Some upgrades have occurred -- paint, murals, and bowling alley. Lights have been installed over pool table and extended hours for student use
- Recreation room is scheduled to be moved to Morgan Hall, summer 2005

Technology infrastructure upgrade

accomplishments

- All major academic and administrative buildings have been rewired
- Residence halls are wired
- Network storage is implemented
- Wireless hubs in Library, Cowan, Brockman, and new ATC; other options being explored
- Smart classrooms continue to be implemented with technology fees.
- Morgan Hall upgrade scheduled for summer 2005

concerns and recommendations

- Conduct feasibility of a laptop program

Married student housing playground

accomplishments

- Still part of the facility master plan
- Plans and cost configurations should be presented during AY 2006

Social Pod transformation (vending machine installation)

concerns and recommendations

- Consider gathering areas for each building to transform the milieu of the building
- Limited progress to date but should still be considered.

Volleyball sandpit

concerns and recommendations

- Low priority; should re-examine the need for this one

Campus Life Activities

Build new dorm suites

accomplishments

- Morgan Hall gets a facelift (paint and carpet) and becomes part of a plan to “discount” room and board

concerns and recommendations

- No progress on Donaldson proposal; might want to re-visit

Develop to advertise all Northern events – radio, newspaper, bulletin, computerized sign

Accomplishments

- Web page is up-to-date; online application and HR link is added
- Portal project is slated to be online by fall 2006

concerns and recommendations

- Develop strategies to get more people to surf the webpage
- Funding an electronic marquee is still a priority; funding source(s) need to be identified
- Could we use the Bear Paw marquee?
- Develop a PR plan with measurable objectives

Re-establish Hello Walk

accomplishments

- Yearly event in the fall
- Added sand to paint to avoid slippery surface on stairs.

Develop gym into a student & family fitness center

accomplishments

- New cardio room is created summer 2004

concerns and recommendations

- Continue to develop long-term plan

Bring more concerts, readings, presentations to campus

accomplishments

- Library reading and lecture series, MAT, and faculty forums are implemented

concerns and recommendations

- Minimal support and attendance from faculty and staff
- Continue to explore strategies for increasing participation and interest

Improve children's activities during campus events

accomplishments

- Middle and high school students use the library on a regular basis
- SkillsUSA is a great event; invite the public
- Children's literature area of the library is re-vamped and moved for accessibility
- Faculty and staff picnics have been popular with families
- Halloween and Christmas events are well attended

concerns and recommendations

- Consider implementing a plan of activities that would continue to increase the number of events

Create a first time freshman experience

accomplishments

- Orientation has been re-vamped and is continually updated

concerns and recommendations

- Expand Bear Paw Kiwanis Camp
- Require more faculty and staff involvement.
- Examine research on freshman year experiences

Develop an outdoor interaction quad center

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accomplishments

- Funding for a Cowan Quadrangle was approved by the 2005 Legislature; construction should begin spring 2006

Establish a Spirit Band

concerns and recommendations

- Low priority; abandon idea

Hold regular Northern Light Tavern events

concerns and recommendations

- Not attempted; abandon idea.

Replace campus streets

accomplishments

- Several roads have been re-surfaced; efforts continue
- Parking lot in front of SUB is expanded

concerns and recommendations

- Continue to implement long-term plan as monies become available

Hope & Pride Strategies

Improve appearance of campus

(see above)

Encourage faculty to show campus pride

accomplishments

- Faculty forum is implemented
- COTS faculty participated in planned approach to student recruitment during spring 2005

concerns and recommendations

- Explore a variety of strategies that decrease apathy
- Expand the use of faculty in student recruitment

Hire PR staff

accomplishments

- The use of two full-time recruiters is re-instated

concerns and recommendations

- No new PR staff hired; still use one part-time public relations person
- Develop PR plan with measurable plans and objectives

Re-design orientation

accomplishments

- On-going process-- improvements continually made to orientation weekend in Bear Paws

Increase signage

accomplishments

- Building signs continue to be improved as monies become available

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- 75th Anniversary logo banners are created and hung
- MSU-N flag initiative is implemented
- Various sign companies have provided bids for electronic marquees

Concerns and recommendations

- Continue to find funding sources for signage

Strengthen partnership between students and administration

accomplishments

- Many 75th Anniversary activities are jointly planned with Student Senate

concerns and recommendations

- Invite students to Open Forum with Chancellor.
- Continue to explore opportunities for students, faculty, and staff gatherings (ex: comfort areas).
- Improve facilities for active student clubs.
- Continue to look for ways to expand and improve

Increase communication and partnership with community

concerns and recommendations

- Media need to be informed of our activities even if they do not provide coverage.
- Develop plan for improvement

Educational Master Plan Progress

Co-chair: Will Rawn & Greg Kegel

Membership: Jim Potter, Kevin Carlson, Darryll Thackeray, Curtis Smeby, Gail Reynolds, Darlene Sellers, Jonathon Richter, Roger Stone, Greg Kegel

Attending Progress Review March 10: Roger Stone, Darlene Sellers

Facilitator: Curtis Smeby

Students: Increasing the number of students enrolling & graduating from Northern accomplishments

- Enrollment Management team is established; meets regularly and continues to work toward implementing a data-driven system
- Enrollment and graduation data are posted on the web
- Hired two new recruiters and trained support staff at Great Falls and Lewistown in recruitment
- On-line admissions application is implemented
- Measurable recruiting goals are set for AY '05
- Pilot testing new marketing and recruiting strategies during AY '05 and '06

concerns and recommendations

- No measurable goals were set in the Master Plan, so goals are difficult to measure
- Retention data needs to be analyzed before goals can be set
- Continue to explore ways to create a "Northern niche" to help stem enrollment declines brought about by changing demographics of the hi-line
- Develop sustainable enrollment targets that may or may not fit the state's growth model

Quality: Increasing the quality of educational programs

accomplishments

- Program review is a continual process—reviews to date include the AAS degrees in auto body, electronics engineering, railroad maintenance and the BS degrees in civil engineering technology, computer information systems, computer engineering technology, health and physical education and nursing
- New structure for academic programs is implemented to increase communication, interdisciplinary cooperation, and bring in-line with academic structures at other institutions of higher education
- Plan with short-term and long-term objectives is developed to meet the recommendations of the external evaluator for the nursing program
- New general education program has been developed in response to planning committee recommendation to align education with core educational values
- Part-time Director of Assessment is hired
- Training session is provided for faculty on defining program outcomes and assessment for same
- Part of the assessment committee members attend Northwest Accreditation self-study training
- One faculty is attends training to be an ABET accreditation examiner; three individuals (faculty and staff) attend NCATE Board of Examiners training
- Handbook for the Learning Development degree is implemented to enhance communication with students

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- Over \$500,000 is secured through grants and private funding to update equipment used for career and technical education programs

concerns and recommendations

- Program review has continued, but initial scorecard is not the ideal instrument
- Program review is for program change, enhancement or deletion
- No attention was paid in the Master Plan to provide baseline information from which to establish criteria for measurement
- A coordinated strategy to react to program requests needs development

Innovation and Uniqueness: Increasing the ways in which Northern's academic programs are innovative and unique

accomplishments

- New AAS degree in plumbing is implemented; Northern is first institution to have an apprentice plumbing program in the state
- New certificate degree is approved in welding technology--first BOR-approved certificate degree program for Northern
- New master's cohort in Learning Development is implemented in Browning
- New general education core is implemented
- Three-year plan for offering courses in a weekend and summer format is implemented for Counselor Education
- Internship for K-12 principal endorsement program is defined and pilot-tested
- Exploring collaborative partnership with the Great Falls College of Technology for offering the bachelor's degree in Civil Engineering Technology in Great Falls
- Training for faculty on developing on-line courses and enhancements begins June 2005
- Development of online general education courses supporting the online BSN degree begins spring 2005
- Planning for re-instituting an honors program begins summer 2005

concerns and recommendations

- No direction or goal was provided in the Master Plan to measure this effort
- Academic plan with measurable objectives needs to be developed per new BOR policy
- Program review process has little regard to innovation, uniqueness or definition of quality
- Consider exploring dual enrollment course opportunities with the high school
- Offer more upper division courses or programs in Great Falls
- Consider offering general education courses in smaller communities, ex. Shelby, Conrad, Choteau, Malta, and Glasgow
- Expand tribal college activities
- Define and implement intent of *Indian Education for All* for MSU-N curricula
- Continue to look at new program offerings in psychology, allied health, social services and technical areas

Placement & Industry Demand: Increasing Northern's responsiveness to industry demands and the rate at which Northern's Students are placed in related employment

accomplishments

- K-12 principal endorsement program is implemented
- Business program delivered to FPCC
- AAS degree in Plumbing and certificate program in welding technology is implemented; AAS degree in Electrical Technology is submitted for BOR review

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- Sustainability monies are transferred into the nursing program to help meet the recommendations of the external evaluator
- COTS competes for *Think Big* initiative

concerns and recommendations

- Faculty believe initiative at FPCC has received limited financial support
- Sustainability monies were transferred to the nursing program; tribal college and graduate program initiatives were abandoned
- Successful in isolated incidents but without systematic progress, i.e. plumbing, Indian education grant initiatives, administrative endorsement
- Innovation and sustainability of graduate initiatives appear marginal

Resources: Increasing the efficient use of academic resources

accomplishments

- After program review, the electronics and computer systems programs are merged
- Change in academic structure to include two full-time deans
- One-year catalog and student handbook is implemented
- Low enrolled programs are put into moratorium
- Course enrollments are closely monitored to determine course scheduling needs
- One year course schedule for AY 06 is developed
- Student credit hours per semester (SCHS) generated is used to help determine need for faculty lines
- Program fee for nursing is approved by the Regents

concerns and recommendations

- Continue to examine efficiency of off-site course and program delivery
- How do we define need and sustainability for an academic program?
- Faculty believe there is little or no financial support for faculty development
- Some faculty believe lack of communication has inhibited the use of faculty input for some academic decisions

Relationship to Mission: Increasing the alignment of academic programs with Northern's mission and educational master plan.

accomplishments

- Restructuring took place but needs to be assessed for success

concerns and recommendations

- Mission statement is cumbersome and too long; provides minimal direction for academic units
- Program review and moratorium process needs some work; continue to review and update process
- The Board of Regents adopts a 7-year program review cycle; Northern must submit a five-year academic plan for new programs to be considered for implementation