Appendix CCC

Action Roster
Update

MONTANA STATE UNIVERSITY
NORTHERN

ACTION ROSTER UPDATE
And Year Two Report
(January 1-December 31, 2013)

As of March, 2014

Colleagues:

The Action Roster includes tasks, goals, and projects which I identified in February 2012 as important to the forward movement of the University. In subsequent updates (April 2012 and July 2012) and in my Year One Report, I provided to the campus and to the larger community progress reports on the status of each initiative.

Presented for your review below is the summative Year Two Report that provides you the most current information on the status of Action Roster items as well as an update on other initiatives undertaken in the past twelve months.

James M. Limbaugh
Chancellor

Please note: As the year progressed, several initiatives inevitably "morphed" into one another. For ease of reference, this report combines or rearranges the various tasks in a manner more conducive to review.

	INITIATIVE	AT THE END OF YEAR TWO (2013)
1.	Enrollment, Recruitment, and Retention	▪ MSUN has implemented a broad variety of recommendations from Noel-Levitz regarding retention initiatives, using the format of faculty/staff Success Teams. o An Early-Alert Team is focused in improving success rates for underprepared and underperforming students. o An Enhanced Advising Team has been working on freshman scheduling changes (e.g., matching freshmen with appropriate courses and not allowing freshmen to change their schedules without advisor approval). o A revised Faculty Advising Guide has been distributed. o A Service Excellence Team has focused on the academic and social needs of students living in Family Housing. The Student Family Association was reinstated and the community center was resurrected and is now fully functioning. o The Service Excellence Team also worked with administrative offices to increase the registration hold to $250 before a student's enrollment was blocked. o The Financial Challenges Team created information sheets for recruiters and coaches to use in student recruitment events. As a result of this Team's efforts, the billing schedule was changed to be sent in mid-July rather than two weeks before the beginning of classes. ▪ The use of the MSUN website as a recruitment tool has been further enhanced. o A "content marketing" strategy has been introduced. o Use of social media has been expanded (expansion of Facebook presence, more effective use of video). o A search engine traffic study informed a revision of links and information on the front page. o Through the services of a professional website analytics company, we can now constantly identify and track broken links, misspelled words, and other errors on the website. ▪ Refinements to the recruiting process include the purchase of targeted lists of potential students in Montana and in targeted WUE states. ▪ Communications with both prospective and accepted students have been expanded. ▪ As a result of these efforts and the combined attention of the entire MSUN community to the needs of our students, enrollment stabilized and increased again in fall 2013. A headcount of 1334 registered an increase of 4.1% in headcount over fall 2012—the highest percentage increase of any four-year institution in the Montana University System. ▪ Additionally, the University realized a 6.46% increase in first-year to second-year retention (fall 2012 to fall 2013). ▪ A comprehensive recruitment/retention plan is currently in its draft stage. ▪ The Learning Success Center was opened in the Library in time for the fall 2013 semester. While it serves as a central site for tutoring, many faculty members also hold their office hours there to improve accessibility for students. ▪ DegreeWorks on-line advising system was implemented.

	INITIATIVE	AT THE END OF YEAR TWO (2013)
2.	Faculty/Staff Salaries	▪ The College Affordability Plan was passed by the 2013 Montana Legislature, providing a raise of 2.5% per year for FY 14 and FY 15.
3.	Campus Safety and Disaster Management	▪ The Safety and Disaster Management Committee has implemented an emergency contact system to allow immediate communication through cell phone, text messaging, and emails. ▪ An active shooter policy has been approved and disseminated.
4.	Data Management	▪ A data analysis committee has been organized to begin the review of extant sources of data and to identify additional data to be collected. ▪ This effort is a preface to the implementation of a data-based planning process.
5.	Grant Management	▪ A grant management structure is being designed to address institutional priorities related to grants. ▪ Once this design has been approved, a search for a grants writer/manager will ensue.
6.	Academic Program Prioritization Process/New Academic Programs	▪ The first stage of the academic program prioritization process was completed in May 2013 with a report from the Chancellor identifying decisions made on each academic program. ▪ At its September 2013 meeting, the Board of Regents approved all program decisions. ▪ Academic leadership is now developing action plans for those programs slated for growth or integration/revision and is reviewing options surrounding those programs slated for moratorium.
7.	On-Line Feasibility Study	▪ This report is complete and is available here for your review.
8.	Planning	▪ Our strategic planning process has been preceded by three sequential steps. o The vision statement, in tandem with the university's mission statement, provided a broad-brush framework. o Next, a two-year initiative was unveiled to guide our planning focus through fall 2014. o Finally, a "revealing our future" document was distributed, showing how the two aforementioned concepts (vision and two-year initiative) contributed to the development of a planning foundation. o With the two-year focus on academic prioritization and enrollment (through summer of 2014), the next step will be to implement a full strategic planning process that builds on the basic parameters as established and that establishes specific objectives and attendant data-based performance indicators. This work will begin in fall 2014.
9.	Facilities Use Review and Facilities Master Plan	▪ The University is working with Montana's Architecture and Engineering Division to contract with a facilities planning firm to complete a comprehensive analysis of MSUN's current space utilization and its needs for the future. This analysis will lean heavily on the priorities of the academic divisions, as established through the academic program prioritization process.
10.	Student Learning Assessment Plan and Unit Continuous Improvement Plans	▪ A university-wide assessment plan was completed and reported to NWCCU (Northwest Commission on Colleges and Universities, MSUN's accreditation body), resulting in the removal of a long standing concern that MSUN lacked a campus-wide assessment plan. ▪ Work continues on ensuring full participation on student learning assessment and unit continuous improvement.

	INITIATIVE	AT THE END OF YEAR TWO. (2013)
11.	Academic Scheduling	▪ This initiative will fall under the purview of the new Provost, Dr. Willliam Rugg.
12.	Day Care Center	▪ This project is still under active consideration. However, establishment of a funding source and a suitable location, combined with developing a business plan that allows the center to be self-supporting while at the same time maintaining affordability for students, are challenges that are as yet not adequately addressed.
13.	Morgan Wing Demolition	▪ We are working through a labyrinth of policies and procedures related to asbestos removal
14.	Native American Collection	▪ Space has been allocated in the Library and, through the generosity of local contractors, the area has been partitioned to create a dedicated display space. ▪ A steering committee of faculty, staff, students, and community members has recommended that the space be formally known as the Northern Montana Plains Indian Museum. ▪ Private fund-raising efforts to support the Museum have been initiated; the first effort (through the "We Love Northern Ball") realized $10,000 in donations. ▪ A professional conservator was retained by the University to provide an initial evaluation of the collection; her report is due in mid-March. ▪ An updated cataloging initiative is currently underway. After the cataloging is complete, all items will be stored in the Library. ▪ Phase One of the museum includes a dedication on May 2, 2014.
15.	Facilities Upgrades	▪ A focus of the past year has been stabilizing Donaldson Hall's exterior (brickwork, gutters, foundation work). ▪ The tennis courts were completely renovated and are now available for student use. ▪ Information Technology Services is in the process of expanding WiFi services to the student residence halls. MacKenzie Hall is complete as of this writing, and wireless network expansion to Morgan Hall is projected to begin in May 2014. ▪ Information Technology Services is upgrading six classrooms with smart room technology which includes a fixed podium, podium chair, computer, sound system, DVD-VCR player, Epson projector, tensioned projection screen, document camera, power control and an audio-visual controller. Four mobile podiums are being fabricated which will provide a mobile podium, computer, sound system, DVD-VCR player, Epson projector and audio-visual controller.
16.	Budget Preparation	▪ The Budget Advisory Committee will be convened by the Vice Chancellor for Administration and Finance.

Overview of Two-Year Initiative
Montana State University-Northern
AY 2012-2013 and 2013-2014

UPDATE ON PROGRESS
MARCH 2014

Using our four-stage strategic initiative as a focus…

In fall 2012, this two-year transitional plan focusing on student success was implemented as a precursor to the establishment of a comprehensive strategic planning process.

We will emphasize these tasks…	In 2012-2013… And in 2013-2014…
Continue Action Roster	*The Action Roster Update (as of March 2014) provides full information as to the status of the projects introduced in 2012.*
Retention Consultant	*The retention consultant has completed his work; his report has been received; several recommendations have been implemented as related to student success (e.g., the Learning Success Center). The recruitment consultant will have a final visit next month, which will be followed by the receipt of a comprehensive recruitment plan.*
Recruitment Consultant	
Strategic Marketing	*Multiple new initiatives have been implemented, including a revised website; use of web analytics to better understand usage patterns; creation of program-specific literature; expansion of marketing budget.*
Academic Program Review Completing initial review against parameters as defined by Academic Council	*The academic program review and resulting decisions were completed in May 2013.*
Academic Program Preparation Submittal of new/revised programs for approval; submittal of programs for elimination or moratorium	*Programs identified for termination or moratorium were accepted by the Board of Regents at its September 2013 meeting. Dr. William Rugg, provost, is now developing the process of review and action for those programs identified for growth, revision/integration, and moratorium.*
Continue Evaluation of Position Needs	*Every non-faculty position on campus is now reviewed against strategic needs.*

So that by Fall 2014...

- ⇒ **Recruitment/retention processes are fully evaluated and refined.**
  - *Initial review of processes has been completed. A Recruitment/Retention Council will be formed in fall 2014 to expand campus involvement.*
- ⇒ **Strategic marketing will have been in place for almost two years.**
  - *Core strategic marketing principles have been established.*
- ⇒ **Academic programs will be updated, with new programs available.**
  - *The current focus is on the programs identified for growth and integration/revision, while academic leadership works with faculty on those programs placed in moratorium to make decisions regarding the future.*
- ⇒ **Infrastructure will be further strengthened.**
  - *We continue our work toward the establishment of services, programs, and facilities that will increase student success and contribute to a positive working environment (e.g., streamlining and updating of campus policies and procedures, continued facilities improvements, collaborations to promulgate opportunities for student leadership and engagement, expansion of community partnerships, and maintaining a focus on institutional strengths as relayed through our new vision statement).*
- ⇒ **A full strategic planning process can be initiated.**
  - *The commencement of this process is on schedule for fall 2014.*

With successful implementation of these initiatives, we can reach a headcount enrollment goal of..	**1,350 students in fall 2014** A 6% increase over fall 2012 (1282) *Fall 2013 saw a headcount of 1,334.* ***Our new goal for fall 2014 is 1,374.***

JML: 3/31/14