Success Agenda

(Appendix A)

CCA Game Changers:

The MUS is actively employing *Complete College America* "Game Changer Strategies."

15 TO FINISH

Boost the number of students who are on track for on-time graduation by encouraging enrollment in 15 credits each semester (30 credits per year, including summers). Financial aid dollars, as well as institutional process and practice, should support this standard.

MATH PATHWAYS

Ensure all students enroll in and complete gateway math in their first year by designing math courses that are aligned with the skills students need for their chosen program of study.

COREQUISITE SUPPORT

Increase gateway course completion within the first year by enrolling entering students into the college-level math and English courses, providing those who need additional help a concurrent course or lab that offers just-in-time academic support.

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. **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.
   - Ensure affordability through long-term, reliable, sustainable, and low-cost tuition rates
   - Increase financial aid access for low and middle-income students
   - Improve awareness and remove barriers through the development of a College & Career Access portal, a single admissions application, and an electronic transfer process

2. **Dual Enrollment:** Increase awareness, capacity, and opportunities for dual enrollment in Montana.
   - Continue the 1-2-Free program (first 6 credits for free)
   - Expand communication of dual enrollment opportunities through the new College & Career Access Portal
   - Work to centralize dual enrollment application and registration processes
   - Focus on maximizing dual enrollment course quality and conversion of dual enrollment students to full-time enrollment at MUS institutions

3. **Retention:** Improve retention and completion rates of students by promoting and employing systemwide strategies.
   - Develop, pilot, and scale a student success intervention to improve retention, completion and time-to-degree among low income resident students (Montana 10 Initiative)
   - Increase clarity and impact of incentives for campuses to meet and exceed retention targets and to narrow equity gaps in retention
   - Work to build MUS capacity to address student mental health and wellness supports that are prerequisites for retention and completion

4. **Career & Technical Education:** Expand efforts to effectively deliver career and technical education (CTE) for MUS students.
   - Engage K-12 partners to more effectively promote CTE opportunities through school counseling and advising strategies
   - Explore MUS approaches to student recruitment for CTE programs
   - Continuously review the effectiveness of existing CTE programs and conduct gap analyses to identify new CTE programming needs

5. **Research:** Reinvigorate state-support for MT focused research and development.
   - Pursue funding for university research that:
     1) solves Montana problems with Montana solutions
     2) creates good Montana private-sector jobs, and/or
     3) grows emerging and important research sectors that contribute to the diversity of Montana's economy.

6. **Program Approval and Prioritization:** Align program development, expansion, and contraction with evolving workforce demands; focus programming to eliminate unnecessary/undesired duplication of programs.
   - Clarify academic "mission" and direction for each campus
   - Utilize distance learning, especially for collaborative approaches
   - Align business practices and integrating technology to improve system-wide collaboration and increase student access

7. **Performance-Based Funding:** Continue utilizing a performance funding model that contributes to the allocation of state funds.
   - Establish systemwide targets for retention by institutional mission
   - Utilize metric weights to increase emphasis on Regents' priorities

8. **Shared Services:** Increase the number of services either facilitated, coordinated, or directed in a system-wide fashion that will improve efficiencies, effectiveness and cost savings at individual campuses and systemwide.
   - Maintain an inventory of systemwide shared services
   - Continue to convene a taskforce to help identify potential services to share and set goals
   - Identify and prioritize "areas of focus" to target for shared services implementation

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 the faculty and staff necessary to achieve success.