

**Montana University System**  
**2019 PROGRAM REVIEWS**

Institution: **Montana State University Northern**

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Program Years: **2012-2018**

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**List of the programs reviewed:**

- Community Leadership
- Nursing
- Graphic Design

**SEE INDIVIDUAL REPORTS FOR ACTIONS AND JUSTIFICATION FOLLOWING EACH PROGRAM REVIEW**

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**Montana University System**  
**PROGRAM REVIEW**

Institution: **Montana State University - Northern**

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Program Years: **2013-2019**

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**List of the programs reviewed:**

B.A. in Community Leadership; Minor in Community Leadership

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**Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:**

Retain and grow the program, including expansion of delivery into the Great Falls region.

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**Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.**

Community Leadership Program

Academic Year	2013	2014	2015	2016	2017	2018	2019*
Major Counts (Fall)	22	17	9	13	9	11	15
Minor Counts (Fall)	21	28	34	33	16	12	13
Graduates	2	5	6	2	3	1	0
Retention Rate	-	64%	53%	78%	62%	56%	-

*\*As of 9/13/2019. Six graduates are anticipated for the spring of 2020.*

**2012 Statistics:** 30 Majors, 10 Minors, 0 Graduates, Retention Unavailable

As demonstrated by the statistics above, MSU-Northern's Community Leadership Program has begun rebounding after an extended period of gradually dwindling enrollments. On the advice of stakeholders, the program began a slow transition to online course delivery during the 2015-2016 academic year. The primary goal of this transition was to broaden the program's accessibility by accommodating the shifting population base of adult learners, providing a career ladder for those who are employed full-time and seeking advancement within their organization and field. Unfortunately, during the spring of 2017 the retiring faculty member needed to teach from a completely off-campus (and in fact out of state) location for personal reasons, essentially leaving the program without a resident advisor.

In the fall of 2017, however, a new faculty member was hired for the Community Leadership Program, and he began the process of rebuilding the program by completely revising the curriculum for both the major and the minor. Student, alumni, and employer feedback indicated that the program lacked a clear focus and did not provide clear pathways to employment. The primary objectives of the revisions, therefore, were to provide a clear disciplinary focus for the program and to expand the potential fields of employment. As a result, the new curriculum combines a focus on leadership studies with a broad

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foundation in the social sciences, along with optional tracks in either (or both) non-profit management or public administration. The Community Leadership Program also offers a unique combination of minors. The minor requirement encourages exploration of and collaboration with other programs at MSU-Northern, and it also expands students' knowledge and skill bases, thus increasing their employability. Students are encouraged to minor in programs such as Psychology, Native American Studies, Health Promotion, Criminal Justice, Business, or Accounting, among other possibilities.

The newly revised Community Leadership curriculum also offers students a choice of completing either a co-operative education or undergraduate research experience. The co-operative education option provides students with valuable "real world" experience to which they connect their course-based learning, as well as potential career opportunities. This option also facilitates the development of relationships between the Community Leadership Program and relevant community groups and agencies. Students consistently report positive experiences within their co-ops, and many continue their employment after the co-op requirements are completed. The new alternative undergraduate research option provides students who might be interested in pursuing graduate studies with the opportunity to explore current issues or problems in their field of interest more independently and in greater depth. Based upon the action research design, the undergraduate research option also facilitates the development of relationships and networking through collaboration with faculty, practitioners, and other experts in the field.

The 2019-2020 academic year is the first time the revised curriculum will be published within the university's catalog, view book, and program sheets. The fall of 2019, therefore, essentially begins the delivery of the revised online Community Leadership Program through MSU-Northern, although the program has not yet been officially advertised, marketed, and recruited with the new curriculum. We anticipate the energy of new faculty along with the focused curriculum and recruiting efforts will continue to bring steady growth to the program, which now clearly aligns with two critical sectors of Montana's economy.

The nonprofit and public administration sectors are both identified as Montana's top five industries by share of employment and wages. The non-profit sector accounts for 11.4 percent of Montana's total employment and 11.6 percent of its wages, and the public administration sector accounts for 8.1 percent of Montana's total employment and 9.8 percent of its wages (Montana Department of Labor and Industry statistics, 2015). Nonprofits alone account for well over 2,000 employers, over 51,000 employees, and \$2 billion dollars in wages. The state and federal governments are the first and second largest single employers in Montana, respectively. Combined, the nonprofit and government industries account for approximately one-fifth of all Montana jobs and wages, ensuring the need for (and potential for growth of) MSUN's Community Leadership program well into the future.

The newly revised Community Leadership Program, with its unique fully online delivery, will enable students from across Montana to benefit from the rigorous and well-developed coursework. Again, as evidenced by the enrollment statistics, interest in the program is rebounding, particularly due to the broad variety of career opportunities available to graduates of the program (jobs within a vast array of nonprofits, as well as local, tribal, state, and federal government). Past graduates have been employed in a wide array of professional fields, including social services, mental health, public health, criminal justice, domestic abuse prevention, youth mentoring, substance abuse prevention, childhood enrichment programming, recreation programs, community service organizations, non-profit management, and a variety of federal, state, local, and tribal government agencies. Others have continued their education through graduate studies in law, social work, counseling, and public administration.

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Not only should the Community Leadership Program be retained but, due to the labor market need and opportunity as a growth field of study, the program should be targeted for meaningful marketing and expansion. The program is experiencing multiple contacts from students, who did not complete the program, as well as word-of-mouth transfers from community and tribal colleges. In addition, the Community Leadership Program is poised to actively expanded into the Great Falls market through collaboration with Great Falls College MSU. Cascade County has approximately 140 nonprofit employers with well over 5,000 employees (Internal Revenue Service Statistics, 2017), presenting a sizable market of potential students, many of whom will require a bachelor's degree as a career path into management level positions. Currently, the Community Leadership Program is delivered by a single faculty member, along with a variety of social science and business faculty for support, making it one of MSUN's lowest cost programs. In addition, the introductory course for the program is included in the MUS's general education offerings for the social sciences, and three sections of the class each year draw steady enrollments.

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**PROGRAM REVIEW**

Institution: Montana State University-Northern

Program  
Years: 2013-2019

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**List of the programs reviewed:**

Associate of Science in Nursing (ASN) and RN-BSN completion (BSN in an online degree)

**Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:**

The nursing programs at MSU-Northern are currently in a rebuilding phase after statewide curriculum changes occurred. Low graduation results in 2018 resulted from teaching out the previous programs and delaying admission of new students while starting the new curriculums. Graduation numbers increased in 2019 upon implementing the new statewide curriculum. It is expected that enrollment numbers will increase.

Retain and Continue to Grow both programs.

**Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.**

The ASN nursing program has a waiting list each year, therefore more students can be admitted if resources are available. Plans are underway to move into Hagener Science Center where more space for a simulation lab and a nursing lab can be accommodated. Additional classroom space will also be available.

The nursing programs provide for student enrollment in general education courses and pre-requisite courses that are required by the Montana State Board of Nursing and the Montana Board of Regents approved curriculum.

Our ASN graduates have a 100% employment rate within six months of graduation. The majority of our RN-BSN students are currently employed as registered nurses.

There has been minimal marketing for our nursing program during the past two years, however, recruitment efforts will increase and the development of articulation agreements with ASN nursing programs throughout Montana will be addressed. MSU-Northern is working on a collaborative agreement with Great Falls College-MSU ASN program to allow a seamless transfer to MSU-Northern RN-BSN completion program.

The Montana Department of Labor and Industry estimates that there will be 445 additional registered nursing jobs per year through 2025. It is also estimated that an additional 27 nurse practitioner jobs

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will be needed per year through 2015. MSU-Northern Nursing programs provide a pathway to the nursing practitioner role as student frequently progress to graduate programs upon completing the RN-BSN program.

**NURSING ENROLLMENT AND GRADUATION NUMBERS**

<b>ENROLLMENT</b>							
	2012	2013	2014	2015	2016	2017	2018
Nursing, ASN	67	130	71	51	23	42	53
Nursing, BSN	60	78	59	61	36	22	26
Pre-Nursing ASN	75	58	57	60	75	65	41
<b>TOTAL</b>	<b>202</b>	<b>266</b>	<b>187</b>	<b>172</b>	<b>134</b>	<b>129</b>	<b>120</b>
<b>GRADUATION</b>							
	2013	2014	2015	2016	2017	2018	2019
Nursing, ASN	62	61	44	27	23	0	30
Nursing, BSN	22	38	31	29	31	5	13
<b>TOTAL</b>	<b>84</b>	<b>99</b>	<b>75</b>	<b>56</b>	<b>54</b>	<b>5</b>	<b>43</b>

The Dean of the College of Health Sciences and the nursing program faculty will do the following to increase the enrollment in their programs.

- Recruitment of student to the ASN and RN-BSN completion program
- Development of articulation agreements with other ASN programs
- Recruitment and retention of nursing faculty
- Continue community partnerships to ensure student placement in facilities for their clinical experiences.

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- Continue to evaluate program outcomes with faculty, advisory board, and student input.
- Continue to proceed with the move for all nursing programs to Hagener Science Center to allow for growth.

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Institution: **Montana State University - Northern**

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Program Years: **2013-2019**

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**List of the programs reviewed:**

B.A. in Graphic Design

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**Decision(s) concerning the future of the program(s), based on the program review criteria established at the campus:**

- **Maintain the Graphic Design B.A. Program**

For purposes of the 2019-2020 Board of Regents Program Review process, the following information is presented.

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**Rationale or justification for the decision based on the program review process established at the campus. Include graduation numbers and student majors for each of the last seven (7) years for every program under review.**

The employment rate of MSU-Northern Graphic Design graduates is excellent. Students are finding jobs within the field of Graphic Design and beyond. Our program mixes traditional art media, print media, digital media and web development. In addition, our graduates are strongly encouraged to gain understanding of business and marketing (often through a Marketing Minor). Thus, job prospects range from freelance Graphic Designers (making upwards of \$60/hr.) to working for industry performing a variety of tasks, ranging from design of print and digital media, illustration, website development, and marketing services. The integration of all these skills ensures flexibility and success in employment for our graduates.

MSU-Northern Graphic Design graduates report gaining successful employment. Some graduates are entrepreneurs who run their own design and marketing companies, with services ranging from website development, print media creation, marketing support, video production and art direction. Several graduates have gone on to get positions as designers and publishers for local newspapers. While others, are working for local companies as designers, social media specialists, and marketers. Another graduate was successful in running the in-house sign shop for the Colorado Rockies, an American professional baseball team based in Denver, Colorado.

While employment within the field of Graphic Design is projected to rise 3 percent over the next ten years, marketing employment prospects are projected to rise 8 percent, and web development employment prospects are expected to rise 13 percent over the next ten years, according to the US Department of Labor. These job markets should be considered due to the range of skills acquired by students graduating from the Graphic Design Program at MSU-Northern.



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The table below illustrates the Enrollment and Graduation data for the Graphic Design Program at MSU-Northern. The number of majors over the past seven years averages 12 students per year, with a graduation average of close to 3 students annually. The retention rate in the program has increased from 58 percent in academic year 2013-14 to 64 percent in academic year 2018-2019.

Enrollment							
	2013	2014	2015	2016	2017	2018	2019
<b>BA Graphic Design</b>	19	11	6	11	10	14	14
<b>AA Graphic Design<sup>i</sup></b>	2	3	3	-	-	-	-
<b>Total:</b>	21	14	9	11	10	14	14
Graduation							
	2013	2014	2015	2016	2017	2018	2019
<b>BA Graphic Design</b>	7	5	1	1	3	2	0
<b>AA Graphic Design</b>	1	0	0	-	-	-	-
<b>Total:</b>	8	5	1	1	3	2	0

During the past seven years, the Graphic Design program has operated with one full-time faculty and one half-time faculty. The program is designed to be delivered by a minimum of two full-time faculty, which ensures that curriculum can be offered at regular intervals. The shortage of personnel over the past seven years resulted in irregularity in course scheduling and a lack of predictability in 4 year degree planning. This past academic year, 2018-2019, the program had one full-time faculty delivering classes. This situation has led to student frustration, confusion, drop-outs, and a general degradation of the numbers of majors and, consequently, graduation rates. With the reinstatement of full-time faculty, changes to the Major, the proposal of a Minor, and an aggressive recruitment effort, we feel confident that student participation in the Graphic Design Major will stabilize and increase.

Changes to the Major have been proposed and have been passed by the Academic Senate. These changes will ensure that a variety of classes will be offered for the Art History requirement and several classes have been removed from the Major, to enhance the overall effectiveness and efficiency of the program. These changes to the Graphic Design Major are directed at improving student engagement levels.

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A Minor in Graphic Design has been proposed and passed by the Academic Senate. The Minor will help to recruit more students into program classes. The creation of a Graphic Design Minor will also meet the needs of several other programs at MSU-Northern, including the Business Program, Community Leadership Program and Health Promotions Program. The proposal of the Graphic Design Minor is aimed at improving program numbers in all four Majors: Graphic Design, Business, Community Leadership and Health Promotions. It should be noted that other Programs may also benefit from the Graphic Design Minor. Due to the fact that Graphic Design integrates well with a wide variety of disciplines.

Currently, the Business Program, specifically the Marketing Minor, now participates in one of our digital courses, GDSN 231. Further integration with the Business Program and the Health Promotions Program is underway. We will be meeting shortly with these departments to discuss the inclusion of GDSN courses in their curriculum. Increase in student enrollment and recruitment into the Graphic Design Program is the motivation behind these considerations.

The Graphic Design program faculty are invested in the following growth-strategies:

- Entering student work regularly into design contests across the nation
- Showcasing student work at local breweries and businesses
- Revising courses to ensure the most recent technologies, software and programs are delivered
- Changes to the Graphic Design Major that would make Marketing courses a requirement, further strengthening our partnership with the Business Program at MSU-Northern
- Expanding partnerships with employers within the state
- Exploring the possibility of a Graphic Design Advisory Board
- Participating in MSU-Northern's ShowCASE Recruitment Drive
- Scheduling events aimed at bringing high school art classes from across Montana's Hi-line area to the campus; traveling to area schools to recruit
- Producing student generated media designed to reach audiences on and off campus. Media would include posters, banners, billboards, email, video, promotional items and direct mail
- Creating Facebook & Instagram pages for the Graphic Design Program and implementing social media-based design contests in our local communities
- Targeted advertising (email) to students who have not been successful in entering the Graphic Design Program at Montana State University in Bozeman, MT

The Graphic Design Major does currently have a promising number of new recruits. And despite challenges with personnel, our major numbers continue to hold steady, while most majors across MSU-Northern's campus are down in numbers. These trends can be read as a positive for the Graphic Design Program at MSU-Northern, and it is recommended that the B.A. program be maintained. The Graphic Design program has unexplored potential for higher enrollment and graduation numbers and through the proposed modifications that potential is expected to be fulfilled.

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<sup>i</sup> Fall 2013, the Associates in Graphic Design was terminated. The nature of an associate's degree, with lower division courses, it was determined the graduates were less competitive in the job market; graduation data confirmed the lack of interest by students.