



**MONTANA**  
STATE UNIVERSITY  
**BILLINGS**

# STRATEGIC PLAN FRAMEWORK

**Vision:** Educating students to impact an evolving global community.

**Mission:** Montana State University Billings delivers a transformative education that empowers students from diverse backgrounds to succeed.

## Theme I: Build educational programs to support student needs

**Objective 1 - Educate:** Ensure a high level of effective teaching and learning across the curriculum

- 1.1 Develop and implement best practice teaching techniques
- 1.2 Enhance development opportunities to empower faculty as educators and scholars
- 1.3 Elevate programmatic offerings to be responsive to student and community needs
- 1.4 Review and strengthen general education to enhance student learning

## Theme II: Progressively grow the university

**Objective 2 - Recruit/Retain:** Develop and recruit a vibrant and diverse academic community of students, faculty, and staff

- 2.1 Increase student enrollment
- 2.2 Improve student retention and graduation rates
- 2.3 Continue to recruit and retain quality faculty and staff

## Theme III: Strengthen relationships with the community to enhance partnership opportunities

**Objective 3 - Partnership:** Develop and enhance public-private partnerships at the local and regional levels

- 3.2 Strengthen relationships with the Billings community and alumni
- 3.3 Improve community giving and philanthropy to MSU Billings
- 3.4 Strengthen relationships with Native American, Veteran, and Hispanic communities

## Theme IV: Unify, invigorate, and engage MSUB's structure and culture

**Objective 4 - University Foundations:** Stimulate student success by enhancing campus facilities and services to effectively support academic and co-curricular programs

- 4.2 Develop and implement a clear communication, branding, and marketing plan
- 4.3 Foster a vibrant campus atmosphere
- 4.4 Emphasize service excellence across the university

**Objective 5 - Stewardship:** Be responsible stewards of resources and foster a culture of collaboration

- 5.1 Maintain a competitive student cost of education
- 5.2 Ensure the operating budget is aligned to strategic objectives
- 5.3 Establish a stable auxiliary funding platform