'Jacket Leadership Team Meeting Minutes
November 10, 2026, 2:00 – 3:30 p.m.

The 'Jacket Leadership Team promotes shared governance by including a wide representation of departmental leaders in decision-making processes and the enacting of institutional priorities. It aims to enhance the university's mission, improve operational efficiency, and foster a collaborative environment that promotes academic excellence and student success.

Please share all information from today's meeting with the stakeholder group you represent.

Meeting began at 2:00 p.m.

MSUB MOMENT
While the Eastern Montana Normal School officially started in 1927, there wasn't an official building open on its campus until 1936. Why did it take so long? It all comes down to dashed hopes from the 1930 election. A state bonding proposal was approved by voters that year that would have allocated $230,000 for construction of a main building. But a Montana Supreme Court ruling on technical language of that election question nullified the funding. It wasn't until 1934, when federal funding from the FDR administration came to Montana, and university officials allocated $250,000 for construction of an administration and classroom building. Ground was broken on May 1, 1935, and by April of the next year, what is now known as McMullen Hall, was dedicated.

SHOUT-OUTS

Chancellor Hicswa gave a shoutout to everyone who contributed to helping fall enrollment numbers reach their highest level since 2019. She announced that first-time freshmen have increased 25% since the COVID pandemic. First time and transfer enrollment increased 8.2% over last fall, when MSUB also had record growth.

Kurt Toenjes, Dean of the College of Health Professions and Science, gave a shoutout to Kathleen Thatcher, Director of Assessment and Accreditation (A&A), and Hannah O'Donnell in A&A for last week's successful accreditation visit from the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

Jerry Girard, Director of Student Health Services, gave a shoutout to Amber West Martin, Director of the Academic Support Center and Center for Teaching and Learning, and Eileen Wright, Director of the Library, for their teamwork and creativity in addressing student food insecurity in study spaces.

Lee Vartanian, Provost and Vice Chancellor for Academic Affairs, gave a shoutout to Career and Employment Services for the employer mixer they hosted last week.

Tia Brown, Vice Chancellor for Administration and Finance, gave a shoutout to Ryan Morris, Executive Director of Facilities Services, and Bill Skov, electrician, for the installation of new streetlights on campus.

INFORMATION

Longitudinal Retention and Graduation Data

Joann Stryker, Director of Institutional Research, presented on tracking and reporting Retention and Graduation rates. The Student Achievement webpage contains static dashboards that were recently revised. MSUB retention rates and graduation rates are consistently below those of peer and aspirant institutions.

Strategic Operational Plans

Kathleen Thatcher provided an update on the strategic visioning process. The Delta Jackets, which has campus-wide representation, continue to meet and are drafting action items corresponding to each strategic priority.

The three vice chancellors will determine how their individual divisions will operationalize the institutional level strategic priorities, and the timeline for tracking and reporting progress.

Kathleen reminded the team that the emphasis on this process is action, even though reporting is important. Additionally, the goal is not to align to all four value statements or eight strategic priorities, but to ensure that departmental and divisional efforts are in service to one or more of the value statements all geared toward the overall goal of significantly increasing retention and graduation rates.

Required Cybersecurity Training

Jason Davis, Chief Information Officer/Executive Director of Information Technology, reminded everyone to complete the required annual cybersecurity training. Approximately half of MSUB employees have completed it, and training must be complete before the January 8 deadline or systems access will be temporarily disabled.

Required Campus Safety Training

Brandon Gatlin, Chief of University Police, reminded everyone to complete the required annual campus safety resources training. The training modules are available on Canvas. Training must be completed by the December 15 deadline. Nick Drzycimski, Instructional Technologist in the Center for Teaching for Learning should be contacted with any technical issues with Canvas. A reminder email will be sent campus-wide preceding the deadline for training completion.

‘Jacket Spotlights

Dan Carter, Director of University Communications and Marketing, presented a new section on the msubillings.edu landing page called 'Jacket Spotlights that features student success stories and is updated weekly. Dan invited everyone to use 'Jacket Spotlights as a resource when speaking with community members and stakeholders.

Fee Requests
Barb Burows, Director of Business Services, provided a brief update on fee requests. She is working through the requests she received and is in touch with OCHE and other universities about fee requests across the university system.

Student Health Services
Jerry Girard, Director of Student Health Services, presented on the variety of health and wellness services provided to students by Student Health Services (SHS). SHS is independently clinically accredited by the Accreditation Association for Ambulatory Healthcare and offers all services for one fee, so students do not need to worry about paying when they utilize SHS. Leaders on campus are referral partners and are crucial in getting students to where they can receive important and helpful services.

POLICY

Facilities and Administrative Costs (see attached policy draft and procedure document)
Cindy Bell, Chair of the Policy Committee, led discussion on the Facilities and Administrative Costs policy, based on what was previously referred to as the Indirect Costs policy. A separate procedures document was reviewed as well. Questions and comments should be directed to Cindy Bell.

Academic Facilities with Specialized Equipment (see attached policy draft)
First reading of this policy draft moved to December 8 'Jacket Leadership Team meeting agenda due to time constraints.

Meeting ended at 3:28 p.m.

The next 'Jacket Leadership Team meeting is December 8, 2026.

Updates/Announcements

Natalie Preston, Executive Assistant to the Chancellor
The Holiday Lighting Ceremony is scheduled for Thursday, December 3, at 4:45 pm on the south steps of the administration building. We will light up the building, have music, and hot cocoa, cider, and cookies. Families and community members are welcome.

The Holiday Party will be on Thursday, December 17, from 5:00 to 7:00 pm in the Glacier Room. Look for more information via email in the upcoming weeks.

Krista Montague, MSUB Foundation and Alumni CEO
The Foundation and Alumni team has been busy reconnecting with Yellowjackets across Montana. We recently hosted alumni gatherings in Helena, with 18 RSVPs, and Great Falls, with 30 RSVPs, and in Bozeman with 16 rsvp's. These gatherings have been a wonderful opportunity to reconnect with alumni, hear their stories, and celebrate the lasting impact of MSU Billings. We are also excited to welcome Lexie Mann as our new Assistant Director of Annual Giving, Events & Engagement beginning November 1. Lexie comes to us from the Downtown Billings Association and will serve as the key contact for the Wine & Food Festival and will help lead our growing alumni and donor engagement efforts. Our Next Is Now campaign continues to build momentum, with $8.1 million in commitments, including just over $3 million dedicated to the Sculpture & Ceramic Studio. We remain focused on building support for this transformational project while continuing to advance the broader priorities of the campaign. Over 650 scholarship impact statements went out to donors and supporters in early November. Our annual Celebration of Scholarship will be held Tuesday, November 17, in the Glacier Room. Faculty and staff are invited to join us as we celebrate and thank the donors who make scholarships possible and recognize the students whose lives are impacted by their generosity.

Codie Wahrman, Associate Dean of Student Engagement
Housing:
- Spring Housing Applications opened on October 15th
- Quality of Life Survey has gone out to all students
- All students in housing have been sent out information to complete the following by Nov. 18
    - Winter Break Contract – this is needed if students plan to stay over the break or arrive back early from break
    - All meal plan changes for Spring Semester are due by Nov. 18
    - All room changes for Spring Semester are due by Nov. 18

CFE:
- Please make sure to make all space bookings in EMS virtual or by calling the CFE as you plan your events
    - We can offer room set up diagrams
    - Help you pick the best space for your events
    - Make sure spaces that you are planning to use are available for the dates you are wanting for your event
    - Help you loop in Catering if you are having food or beverages for your events
    - Communicate after hour needs with UPD and the appropriate offices
    - Staff the event and help with event needs

Kathleen Thatcher, Director of Assessment and Accreditation
Strategic visioning: The Delta Jackets are convening to determine institutional-level action items for the 8 strategic priorities. Kathleen Thatcher will work with the Vice Chancellors to

determine how best to roll out operationalizing the strategic vision for their division. More information on that coming soon.

Institutional Accreditation: The peer evaluator reports for MSUB's Prison Education Program (PEP) are finalized. The NWCCU will issue a determination and letter after the Board meeting in late January 2027. Thank you to each of you who participated in the review. Your commitment to student success is commendable! Up next, the Ad Hoc report due on March 1, 2027 that will address the three outstanding recommendations we received during our fall 2025 visit/review.

Program Accreditation: The faculty and staff in the Clinical Rehabilitation and Mental Health Counseling program hosted CACREP, their specialized accrediting agency, for a virtual site visit Nov 4-6. Hannah O'Donnell, Assessment and Accreditation Specialist supported the faculty and staff through a successful visit. Final feedback and decision from the CACREP Board is pending. The Fire Science program at City College will host their accrediting agency for a review and site visit April 13-14, 2027.

Jerry Girard, Director of Student Health Services

1) Student usage has been outpacing last year at this time. We are sensing that staff and faculty are being very active with encouraging students to utilize Student Health Services. So many thanks to you and your teams for helping students find their way to us.
2) We have finalized our provider contract renewal with Intermountain Health which means that we will continue to work with them to supplement our nursing and primary care services for students.
3) Flu shots remain available for students at no additional cost to them.
4) Please feel free to direct students our way if they encounter immunization or prevention education holds. Our team will be happy to help them get those holds lifted.
5) We have selected Tammi Watson and Amanda Fox to be our counseling interns beginning with the Spring '27 semester. As always, both students are from the Master's of Science in Counseling program right here at MSUB.
6) Wellness Coordinator, Sydney Norwood, has secured funding for the installation and supply of a Wellness Vending Machine at City College. This vending machine will likely be located in or near the CC clinic location. Funding for this project is from the American Society for Emergency Contraception and the machine will offer low-cost sexual health items. Please reach out to Sydney if you have questions.

Amber West Martin, Director of Academic Support Services and Center for Teaching and Learning

The CTL and ASC have been busy this semester!

Center for Teaching and Learning:
CTL has offered over 22 workshops and trainings for full-time and part-time faculty including AI conversations, Faculty reading groups, Online Teaching Series, and DegreeWorks to name a

few. We are also embarking on Hyflex training for those faculty who would like to teach Hyflex courses. Also, the Faculty Excellence Awards are in planning stages, and we're excited for the nominations that have been received!

Academic Support Center:
Thank you to all of our faculty - 147 folks - who submitted Progress Reports/Grade Checks in the first Navigate360 campaign of the semester! The second and final campaign of the semester will open on Monday, Nov. 30. We appreciate your continued support!

The ASC has been focusing on training staff and engaging with students and faculty. The use of the ASC continues its increase with student check-ins at 2,539 compared to last year's at 1,789! We've had a record number of writing tutoring appointments and have seen a surge in asynchronous paper submissions at 65 so far this semester (with a 1-3 day turnaround time).

Our trainings for staff are expanding with the inclusion of our inaugural "Student Employee Success Series" training in partnership with Career & Employment Services. Sessions included customer service, interpersonal communication, and transferable skills trainings and culminated in a networking practicum. The lead tutors have begun the CRLA level 3 training which will be the highest level attained in the ASC's history. As with all of our staff that successfully complete trainings, hourly wages will increase.

The ASC continues its focus on collaborations with other departments including 7 workshops this semester between the Military and Veterans Success Center and Native American Achievement Center on a variety of topics, including time management, study skills, and test-taking strategies. Our collaboration with the Library resulted in a record number of submissions for the writing competition this year with 17 submissions! We opened it up to include three genres (i.e. poetry, flash fiction, and flash nonfiction) and had three fall-themed categories people could submit to (i.e. Cozy Autumnal, Spooky/Haunted, and Transformation and Change).
The winners were Trinity (Sam) Bryston for "Drops of Sunlight" in the Cozy Autumnal category; Traci Braun for "The Haunted House I Call Addiction" in the Spooky/Haunted category; and Harlee Meier for "My Heart Is" in the Transformation and Change category. Additionally, this year was the first time we partnered with This House of Books and the Billings Public Library to open up voting to the public. This House of Books generously provided prizes for the winners. If people are still interested in reading the submissions, please let us know!

The ASC support of the Prison Education Program has been going well, with our center providing tutoring in personal finance, accounting, and writing.

Don't forget! *Chili Day is almost here! Bring a Chili to enter the contest or your tastebuds for voting on Nov. 17th 11 - 1PM!!*

Julie Pettitt, Executive Director of Undergraduate Admissions

Key Recruitment Events for Spring 2027

Jan 13 - Spring New Student Orientation

Feb 18 – Healthcare & Safety Expo

March 11 – Transportation & Industry Expo/Live Welding Competition

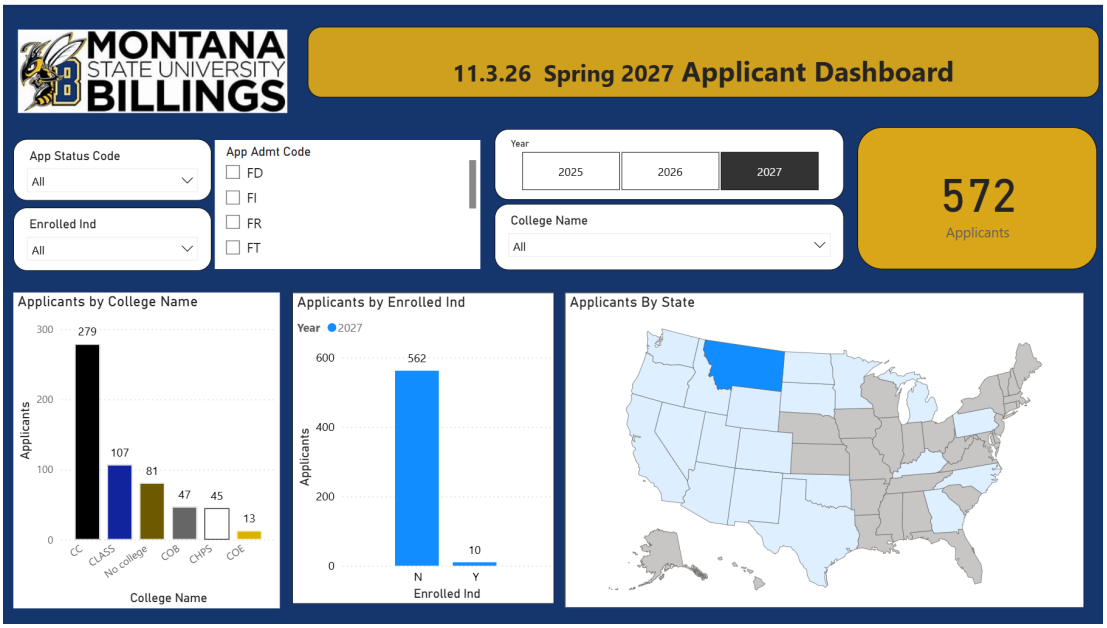
April 2 – Spring Preview Day (Calling any faculty who can support the event!!)

April 5-16th – Tribal College Fair Circuit

Spring 2027 Applications Update:

As of November 3, Spring 2027 applications are 54 ahead of Spring 2026, although still 78 below Spring 2025 levels. Growth is led by City College (+27) and CLASS (+15), with additional gains in COE (+5) and COB (+1). CHPS remains stable (↓1), while seven additional applications are reflected among applicants without a college designation.

Overall, application activity reflects positive year-over-year momentum heading into the spring enrollment cycle.

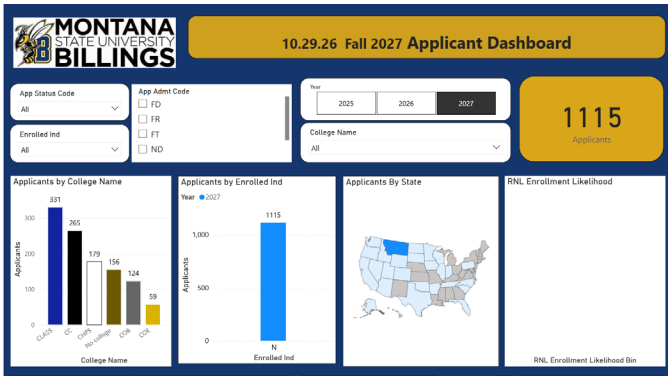


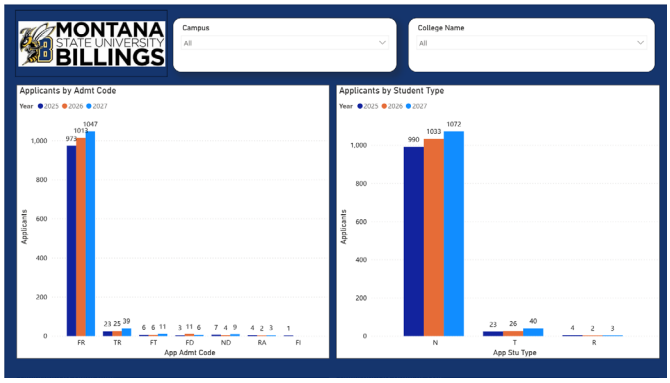
College	Spring '25	Spring '26	Spring '27	2027 vs. 2026
City College	234	252	279	+27 (+10.7%)
CLASS	122	92	107	+15 (+16.3%)
CHPS	52	46	45	↓1 (−2.2%)
COB	135	46	47	+1 (+2.2%)
COE	13	8	12	+4 (+50.0%)

Fall 2027 Applicant Update:

Fall 2027 applications continue to reflect an upward trend, with 1,115 applications received to date, representing an increase of 55 applications (+5.2%) over Fall 2026 and 98 applications (+9.6%) over Fall 2025 at the same point in the recruitment cycle.

Following recent out-of-state recruitment travel, Admissions continues to prioritize strategic outreach across Western Undergraduate Exchange (WUE) and out-of-state efforts, while continuing to strengthen established local recruitment pipelines to sustain application growth and support enrollment goals.





College	Fall '25	Fall '26	Fall '27	2027 vs. 2026
City College	282	288	331	+43 (+14.9%)
CLASS	238	257	265	+8 (+3.1%)
CHPS	177	173	179	+6 (+3.5%)
COB	113	124	124	0 (0%)
COE	45	55	59	+4 (+7.3%)
Total	855	897	958	+61 (+6.8%)

Retention and Graduation Rates

A discussion of MSUB rates and relative performance

Jacket Leadership Team Meeting

November 10, 2026

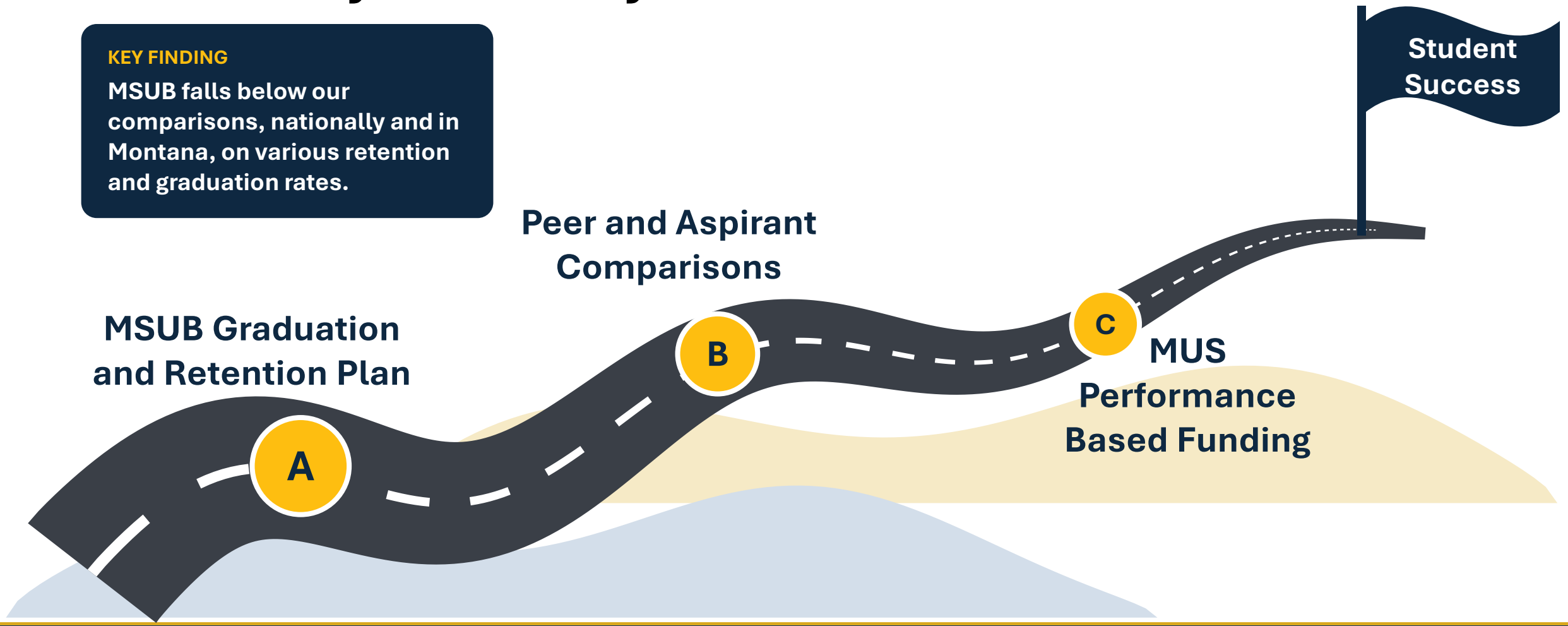
Rates are defined by …

1. POPULATION	***1. Who?***
2. TIMEFRAME	***2. Window***
3. SUCCESSFUL OUTCOME	***3. Win***

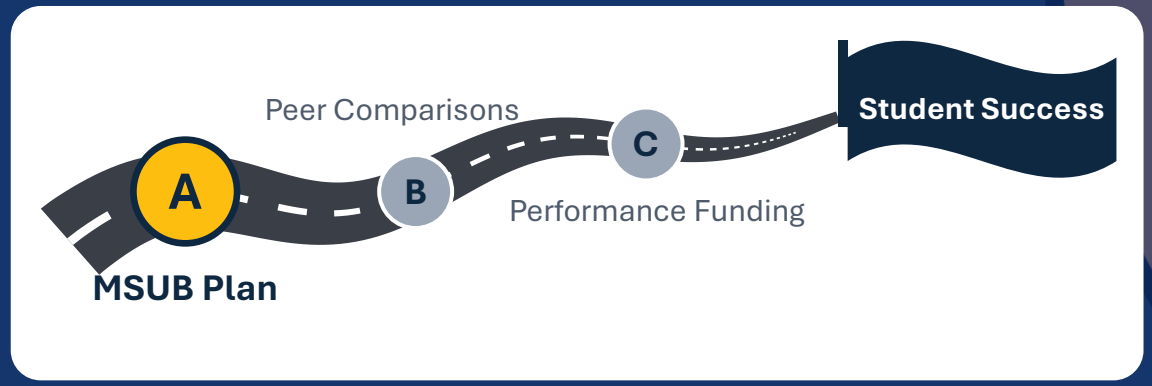
A Journey of “Many and Varied” Rates

KEY FINDING

MSUB falls below our comparisons, nationally and in Montana, on various retention and graduation rates.



MSUB's selected approach as part of prior strategic plan



A Legacy of Access. A Lifetime Impact.

Defined for MSUB Graduation and Retention Plan

Retention Rate

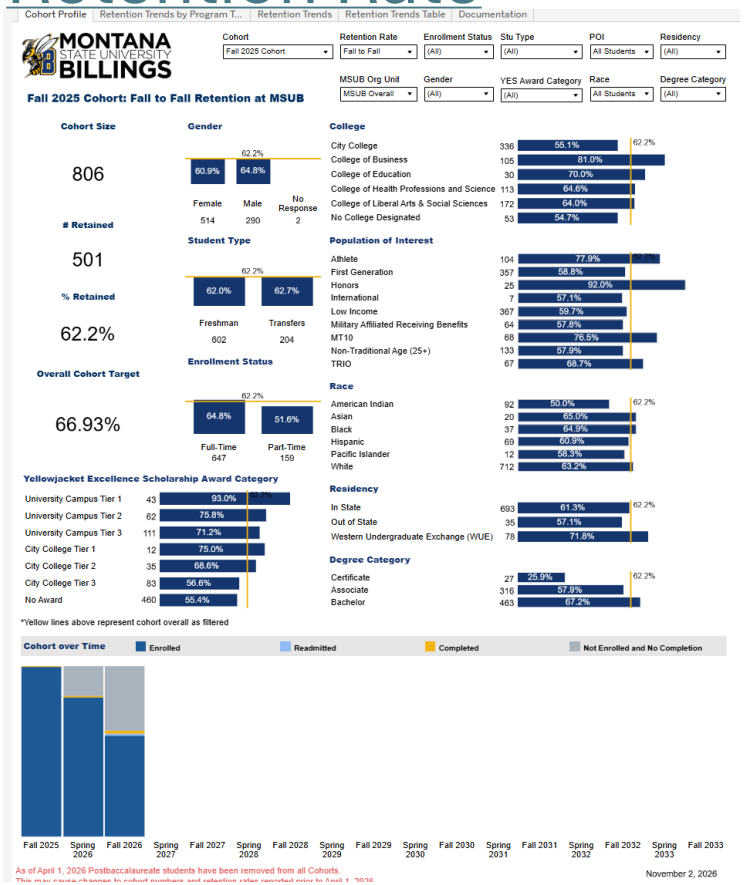
1. Population: Fall census entering new freshmen and transfers, both full time and part time
2. Timeframe: 1 semester or 1 year
3. Successful Outcome: Enrolled or completed at subsequent spring (1 semester) or fall (1 year) census

Graduation Rate

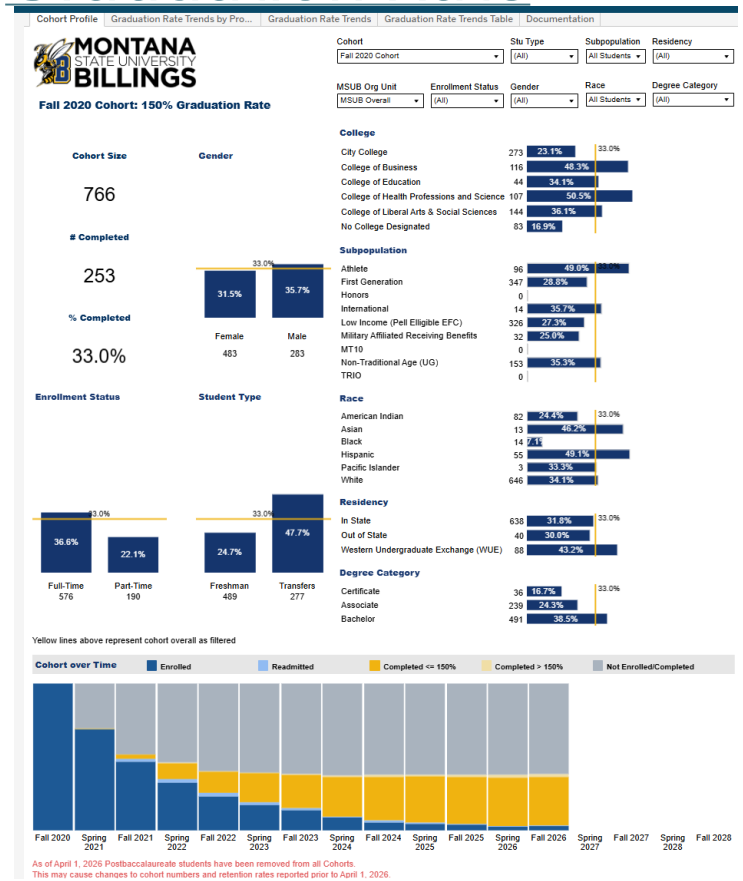
1. Population: Fall census entering new freshmen and transfers, both full time and part time
2. Timeframe: 150% timeframe
3. Successful Outcome: Completed any credential at MSUB

Internal Tracking Dashboards – Tableau Strategic Plan Folder

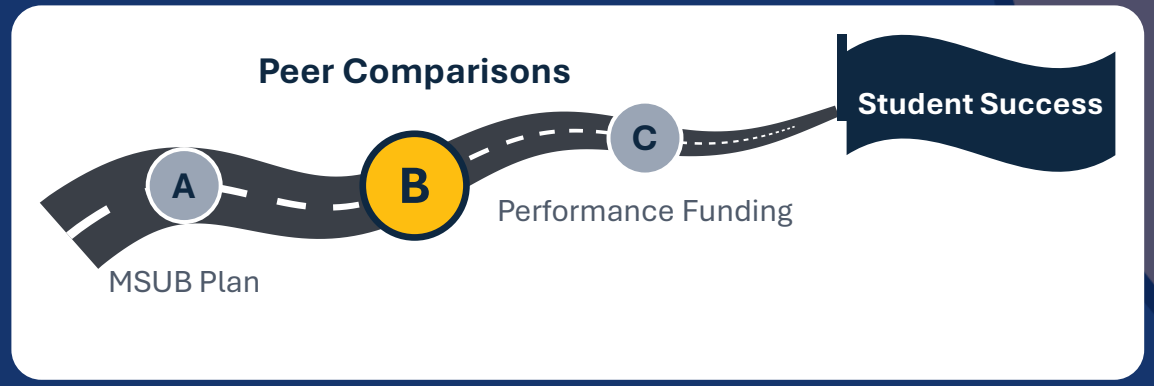
- Retention Rate



- Graduation Rate



MSUB compared to other institutions



A Legacy of Access. A Lifetime Impact.

Comparisons – Federal Reports - IPEDS

STUDENT ACHIEVEMENT WEBPAGE

Student Achievement

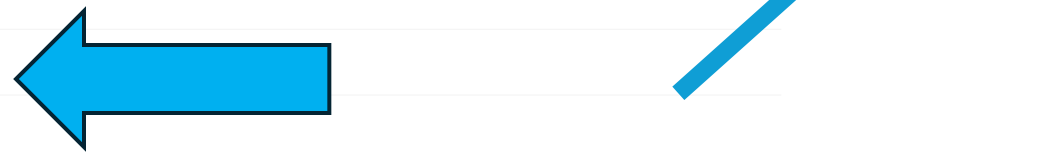
MSUB is dedicated to fostering a supportive educational environment where every student can reach their full potential. Our Student Achievement Page is designed to provide transparent and comprehensive insights into student performance through the use of disaggregated data. To monitor our progress and ensure we are on track, we benchmark our data against our peer and aspirant institutions. This comparative analysis helps highlight areas where we can improve our support for students.

We invite you to explore the data we have gathered and join us in our commitment to fostering a supportive learning community at MSUB.

- IPEDS Data Feedback Reports
- US Department of Education's College Scorecard
- Peer and Aspirant Institution Comparisons

MSUB has identified both peer and aspirant institutions. Peers are institutions most like MSUB, and Aspirants are institutions MSUB strives to be more like in some key respect. MSUB Institutional Research updates trend reports annually using data extracted from the publicly available IPEDS Data Center; monitoring MSUB metrics against our peers and aspirants.

- Dashboards
- Static Reports





- Full-Time Retention Rates
- Part-Time Retention Rates
- 6 Year Baccalaureate Graduation Rates (150%)
- Overall Graduation rates (150%)

Retention Rate (IPEDS) Defined

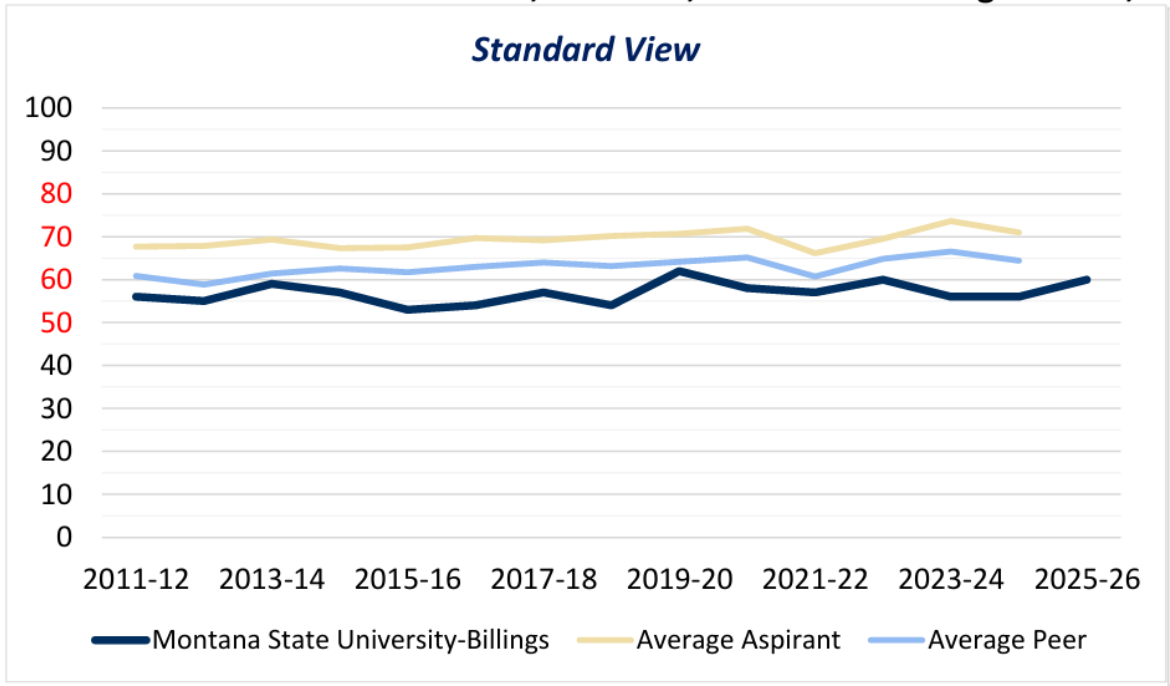
1. Population: fall (and summer continuing to fall) entering new bachelor degree seeking freshmen – separate full-time and part-time rates

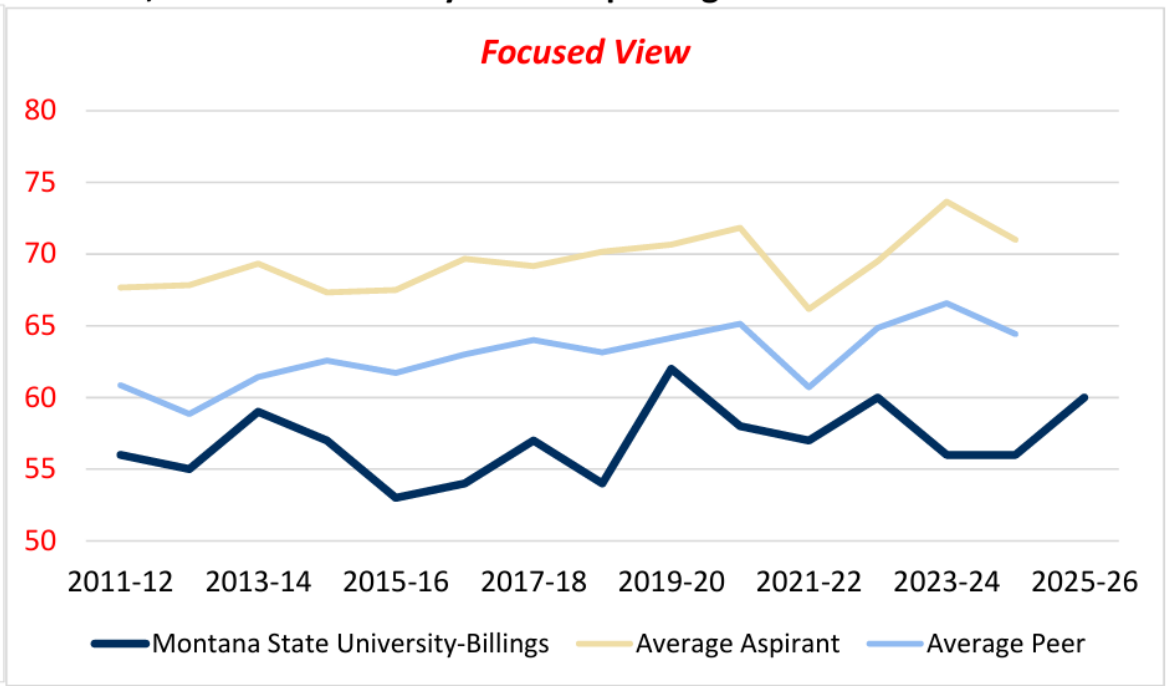
2. Timeframe: 1 year – fall census to fall census

3. Successful Outcome: enrolled at MSUB for fall census or completed at MSUB prior to fall census

MSUB Peer and Aspirant Comparison Data

First-time, Full-time, Bachelor's Seeking Student, Fall-to-Fall, Retention Rates by IPEDS Reporting Year



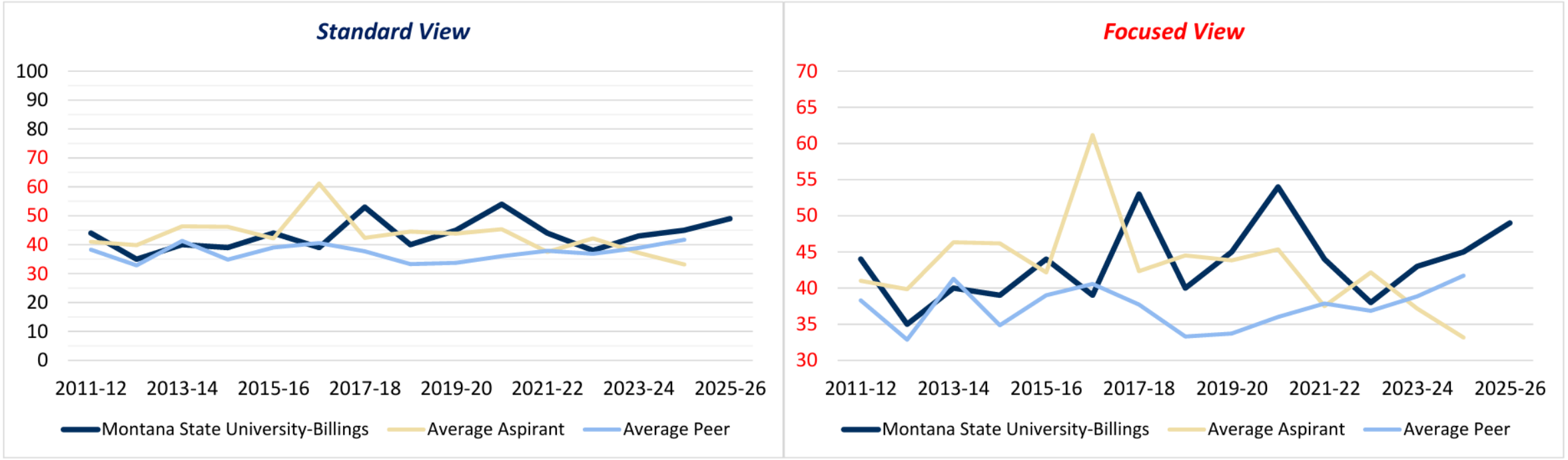


Summary	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Montana State University-Billings	56	55	59	57	53	54	57	54	62	58	57	60	56	56	60
Average Aspirant	68	68	69	67	68	70	69	70	71	72	66	70	74	71	
Average Peer	61	59	61	63	62	63	64	63	64	65	61	65	67	64	

MSUB's retention rate is consistently lower than comparison institutions'.

MSUB Peer and Aspirant Comparison Data

First-time, Part-time, Bachelor's Seeking Student, Fall-to-Fall, Retention Rates by IPEDS Reporting Year



Summary	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Montana State University-Billings	44	35	40	39	44	39	53	40	45	54	44	38	43	45	49
Average Aspirant	41	40	46	46	42	61	42	45	44	45	38	42	37	33	
Average Peer	38	33	41	35	39	41	38	33	34	36	38	37	39	42	

Part-time retention rates are variable and MSUB retention is in line with comparison institutions'.

Graduation Rate (IPEDS) Defined

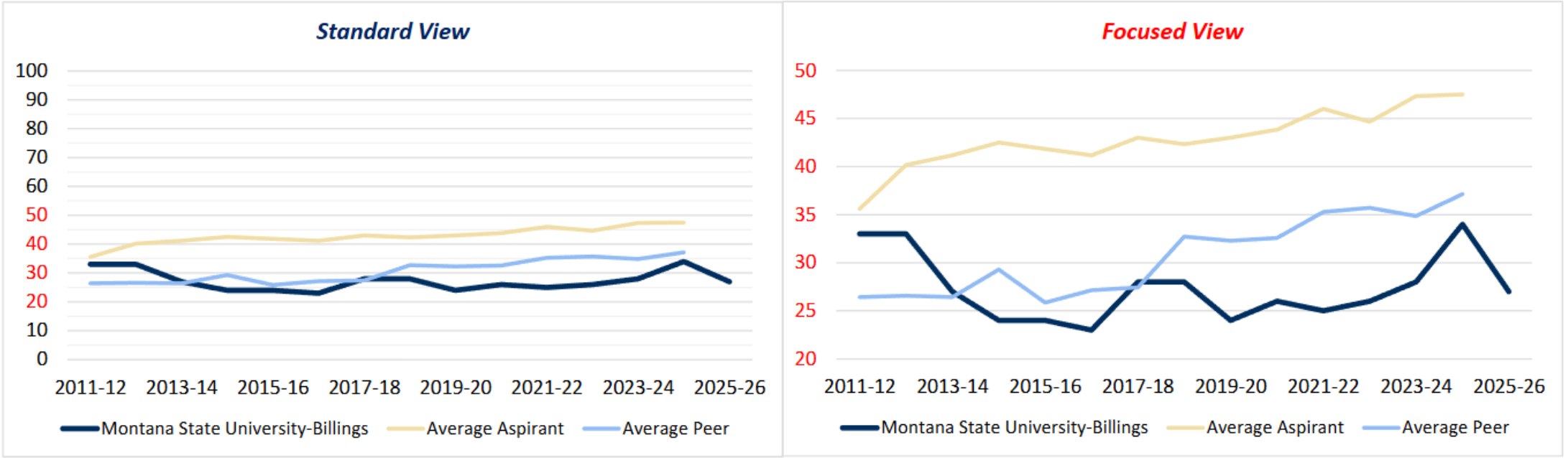
1. Population: fall (and summer continuing to fall) entering new full-time freshmen – separate baccalaureate degree seeking and any degree/credential rates

2. Timeframe:150% of program length

3. Successful Outcome: completed MSUB credential within 150% program length of that credential

MSUB Peer and Aspirant Comparison Data

150% Graduation Rates (6 Years) for the First Time, Full Time, Bachelor Degree Seeking Cohort by IPEDS Reporting Year

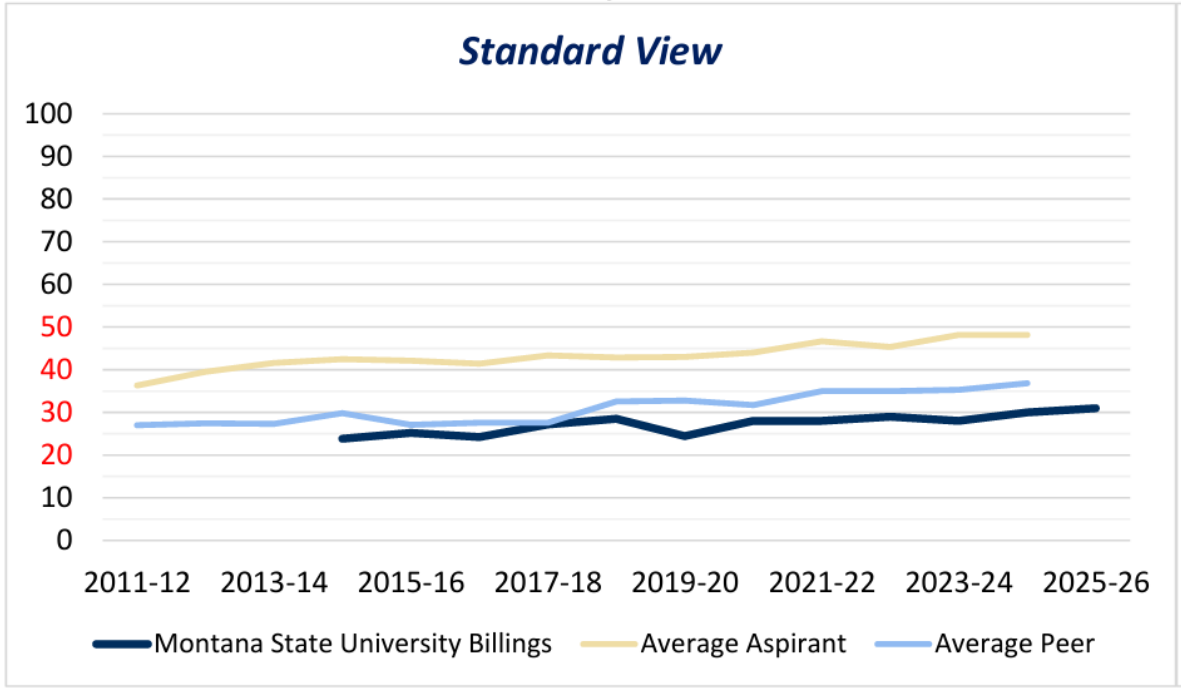


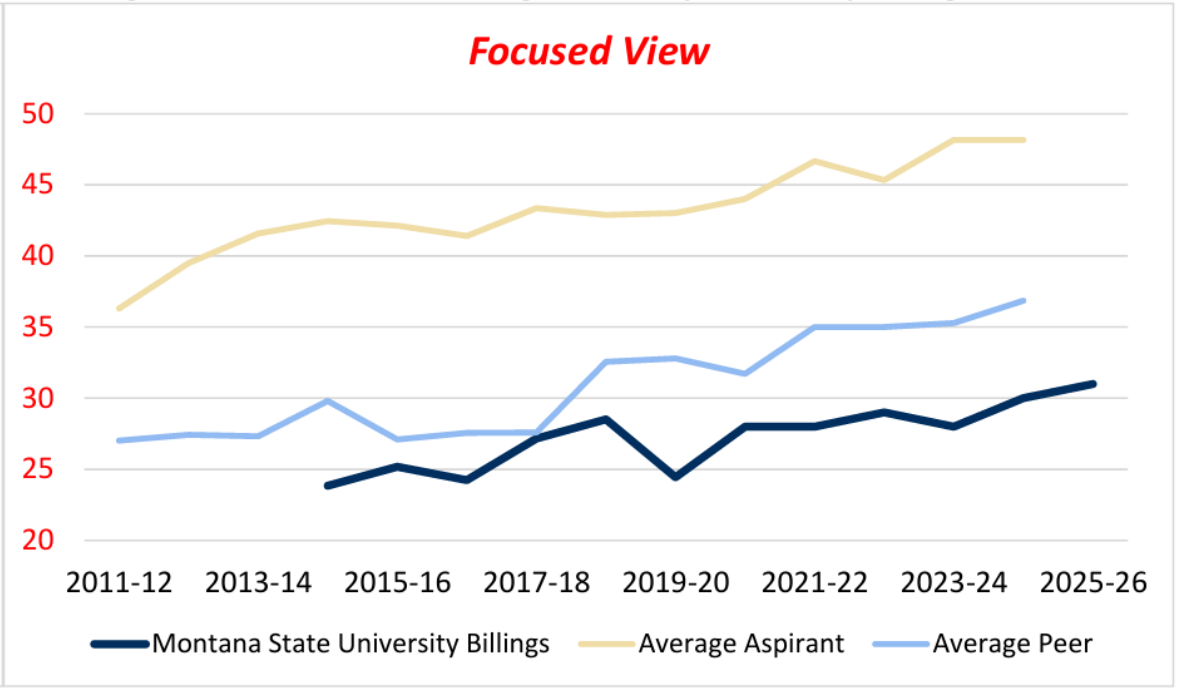
Summary	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Montana State University-Billings	33	33	27	24	24	23	28	28	24	26	25	26	28	34	27
Average Aspirant	36	40	41	43	42	41	43	42	43	44	46	45	47	48	
Average Peer	26	27	26	29	26	27	27	33	32	33	35	36	35	37	

MSUB's full-time baccalaureate graduation rate is consistently lower than comparison institutions'.

MSUB Peer and Aspirant Comparison Data

150% Graduation Rates of Any Credential for the First-Time, Full-Time, Degree or Certificate Seeking Cohort by IPEDS Reporting Year

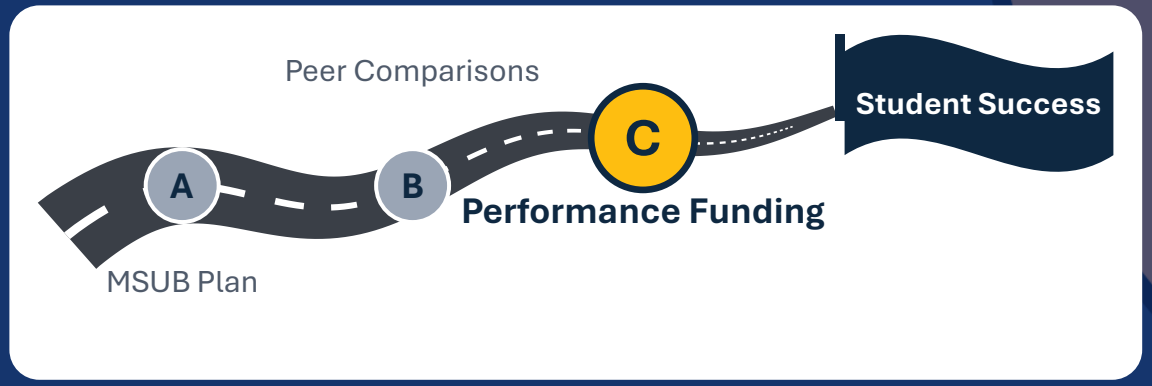




Summary	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Montana State University Billings				24	25	24	27	29	24	28	28	29	28	30	31
Average Aspirant	36	40	42	42	42	41	43	43	43	44	47	45	48	48	
Average Peer	27	27	27	30	27	28	28	33	33	32	35	35	35	37	

MSUB's full-time overall graduation rate is consistently lower than comparison institutions'.

MUS Performance Based Funding



A Legacy of Access. A Lifetime Impact.

MUS Performance Based Funding

City College

Retention Rate

1. Population: Fall entering, degree or certificate seeking, first time freshmen and transfers, full time and part time at City College
2. Timeframe: 1 year
3. Successful Outcome: Enrolled or completed credential at any MUS institution

Graduation Rate

1. Population: Fall entering associate degree seeking first time freshmen
2. Timeframe: 3 years
3. Successful Outcome: Completed associate degree at MSUB

University Campus

Retention Rate

1. Population: Fall entering, degree seeking, first time freshmen and transfers, full time and part time at University Campus
2. Timeframe: 1 year
3. Successful Outcome: Enrolled or completed credential at any MUS institution

Graduation Rate

1. Population: Fall entering baccalaureate degree seeking first time freshmen
2. Timeframe: 6 years
3. Successful Outcome: Completed baccalaureate degree at MSUB

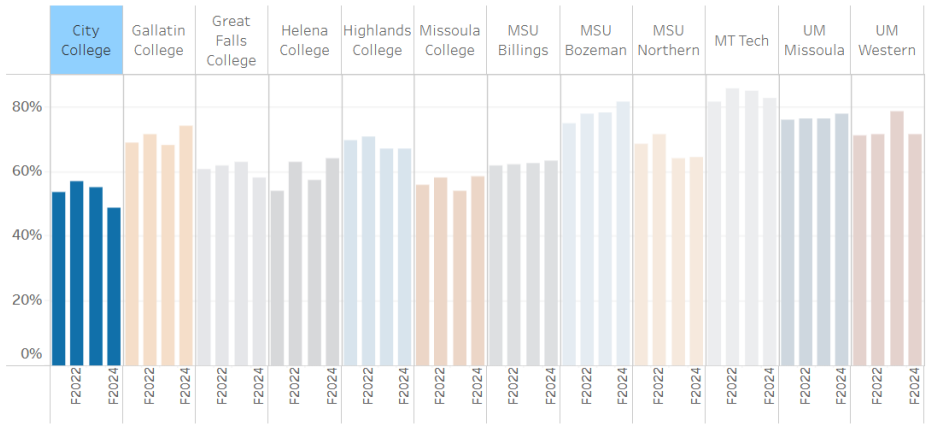
City College

MUS Retention Rates

Fall to Fall retention rates. The cohort includes ***all incoming undergraduates***: new full- and part-time first-year students as well as new full- and part-time transfer students; students will be considered retained if they return to any campus system-wide or earn a degree or certificate within the first year. The Under-represented population includes PELL, American Indian, Veteran and Non-Traditional (age 25 and over) students. Hover over the bar chart to see data from the different schools.

Population

Undergraduate



Performance Funding Metrics City College 2024-25

Percent Retained
48.9%

3 Year Average Percent Retained
55.1%

Percent Change in Percent Retained
Compared to 3 year Average
-11.3%

Percent Retained Index Score
Goal of 1010 or higher
887

City College

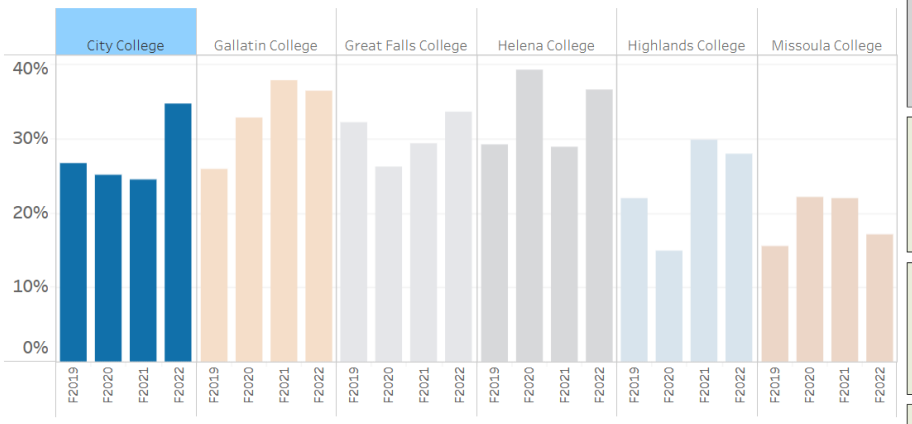
	F2015	F2016	F2017	F2018	F2019	F2020	F2021	F2022	F2023	F2024
Incoming Cohort	347	318	307	296	335	273	314	290	299	264
Retained Students	190	168	164	146	202	118	168	165	164	129
Percent Retained	54.8%	52.8%	53.4%	49.3%	60.3%	43.2%	53.5%	56.9%	54.8%	48.9%
3 Year Average Perc..	53.3%	53.7%	53.2%	53.7%	51.9%	54.3%	50.9%	52.3%	51.2%	55.1%
Retention Percent C..	2.7%	-1.7%	0.4%	-8.1%	16.3%	-20.5%	5.0%	8.7%	7.1%	-11.3%
Retention Index Sco..	1,027	983	1,004	919	1,163	795	1,050	1,087	1,071	887

MUS Graduation Rates

Percentage of undergraduate students who graduate from a degree program in 150% (3 Years for Associate degree, 6 years for Bachelors degree) of expected (full-time) program length. Cohort consists of first-time, full-time,degree seeking students from the fall semester (i.e. 2003 is the Fall of 2003 cohort of students). The Under-represented population includes PELL, American Indian, Veteran and Non-Traditional (age 25 and over) students. Hover over the bar chart to see data from the different schools.

School Type: 2 Year

Population: Undergraduate



Performance Funding Metrics City College 2024-25

Graduation Rate
34.7%

3 Year Average Graduation Rate
27.7%

Percent Change in Graduation Rate
Compared to 3 year average
36.6%

Graduation Rate Index Score
Goal of 1010 or higher
1,366

City College

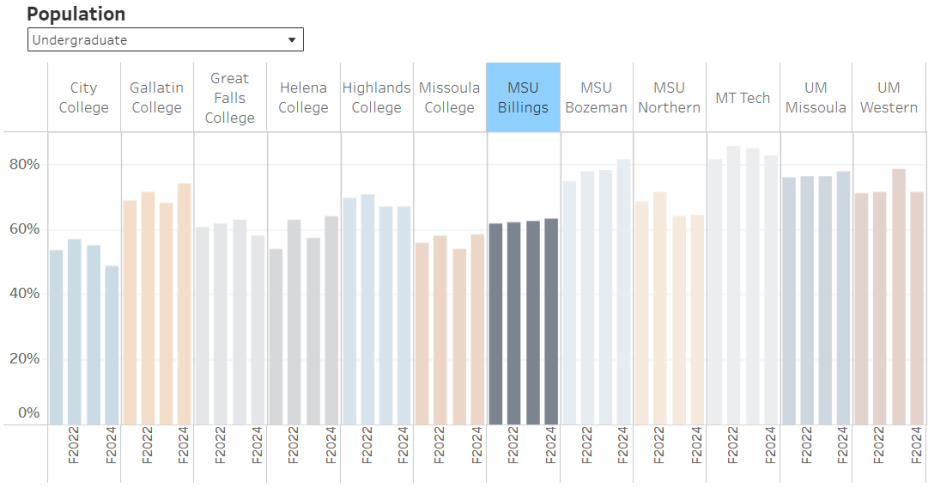
	F2013	F2014	F2015	F2016	F2017	F2018	F2019	F2020	F2021	F2022
Student Cohort Count	216	196	205	171	154	159	150	139	172	144
Graduated Students	38	41	40	40	36	23	40	35	42	50
Percent Graduated	17.6%	20.9%	19.5%	23.4%	23.4%	14.5%	26.7%	25.2%	24.4%	34.7%
Moving Average of ..	18.8%	18.7%	18.9%	19.3%	21.3%	22.1%	20.4%	21.5%	22.1%	25.4%
Graduation Rate Per..	-6.3%	11.8%	3.0%	20.9%	9.9%	-34.5%	30.6%	17.1%	10.5%	36.6%
Graduation Rates In..	937	1,118	1,030	1,209	1,099	655	1,306	1,171	1,105	1,366

City College's retention rate is consistently lower than other MT institutions'.

University Campus

MUS Retention Rates

Fall to Fall retention rates. The cohort includes ***all incoming undergraduates***: new full- and part-time first-year students as well as new full- and part-time transfer students; students will be considered retained if they return to any campus system-wide or earn a degree or certificate within the first year. The Under-represented population includes PELL, American Indian, Veteran and Non-Traditional (age 25 and over) students. Hover over the bar chart to see data from the different schools.



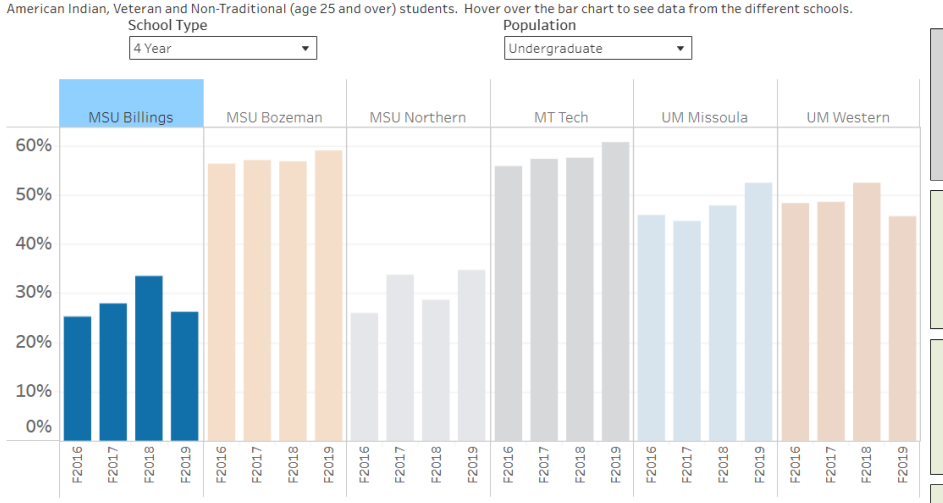
Performance Funding Metrics MSU Billings 2024-25
Percent Retained: 63.3%
3 Year Average Percent Retained: 62.1%
Percent Change in Percent Retained (Compared to 3 year Average): 2.0%
Percent Retained Index Score (Goal of 1010 or higher): 1,020

MSU Billings

	F2015	F2016	F2017	F2018	F2019	F2020	F2021	F2022	F2023	F2024
Incoming Cohort	684	662	668	613	601	493	505	537	514	504
Retained Students	414	406	396	399	373	303	312	333	321	319
Percent Retained	60.5%	61.3%	59.3%	65.1%	62.1%	61.5%	61.8%	62.0%	62.5%	63.3%
3 Year Average Perc..	62.9%	61.3%	60.4%	60.4%	61.9%	62.1%	62.9%	61.8%	61.8%	62.1%
Retention Percent C..	-3.8%	0.0%	-1.9%	7.8%	0.3%	-1.1%	-1.7%	0.4%	1.1%	2.0%
Retention Index Sco..	962	1,000	981	1,078	1,003	989	983	1,004	1,011	1,020

MUS Graduation Rates

Percentage of undergraduate students who graduate from a degree program in 150% (3 Years for Associate degree, 6 years for Bachelors degree) of expected (full-time) program length. Cohort consists of first-time, full-time,degree seeking students from the fall semester (i.e. 2003 is the Fall of 2003 cohort of students). The Under-represented population includes PELL, American Indian, Veteran and Non-Traditional (age 25 and over) students. Hover over the bar chart to see data from the different schools.



Performance Funding Metrics MSU Billings 2024-25
Graduation Rate: 26.2%
3 Year Average Graduation Rate: 28.2%
Percent Change in Graduation Rate (Compared to 3 year average): -9.2%
Graduation Rate Index Score (Goal of 1010 or higher): 908

MSU Billings

	F2010	F2011	F2012	F2013	F2014	F2015	F2016	F2017	F2018	F2019
Student Cohort Count	504	487	444	415	479	384	390	376	351	324
Graduated Students	113	131	126	97	121	95	98	105	118	85
Percent Graduated	22.4%	26.9%	28.4%	23.4%	25.3%	24.7%	25.1%	27.9%	33.6%	26.2%
Moving Average of ..	23.2%	23.0%	24.0%	25.9%	26.2%	25.7%	24.5%	25.0%	25.9%	28.9%
Graduation Rate Per..	-3.4%	16.8%	18.2%	-9.8%	-3.6%	-3.6%	2.7%	11.5%	29.6%	-9.2%
Graduation Rates In..	966	1,168	1,182	902	964	964	1,027	1,115	1,296	908

University Campus' graduation rate is consistently lower than other MT institutions'.

- Rates are made up of population, timeframe, and successful outcome.
- There are several “standard” rates in existence.
- MSUB falls below our comparisons both nationally and in MT for various retention and graduation rates.

Student Health Services Overview and Updates

SHS Director – Jerry Girard, LCPC, LAC

Medical Director – Emilee Kidd, DNP, PMHNP

Counseling Director – Kai Hoagland, LCPC

Wellness Coordinator – Sydney Norwood

Registered Nurse – Grette Treat

Operations Manager – Lisa Shirk

Fully Integrated Health and Wellness Clinic

- Primary Care Medical Service
- Nursing Services
- Psychiatric Services
- Mental Health Counseling Services
- Student Wellness Services
- Buzz Stop & Buzz Express
- Medical Lab Testing Services (coming soon)

Also Good to Know About Student Health Services

- All services for one fee
- No insurance billing or cash pay
- By appointment, same day, or crisis
- Faculty and staff are crucial to referral
- Our staff is willing to come to you
- Seeing increased traffic this semester
- Internships and Work-Study available
- SHS staff is ready and willing for outreach

Policy Number 820.00
University Facilities / Equipment Use

MONTANA STATE UNIVERSITY BILLINGS **POLICIES** 1500 University Drive Billings, MT 59101

820.00 Academic Facilities with Specialized Equipment

Subject	Facilities
Revised	05/2023
Effective Date	05/2023
Review Date/s:	05/2028
Responsible Party	Facilities Services & Academic Affairs

DRAFT

1. INTRODUCTION AND PURPOSE

The purpose of this policy is to address controlled access to academic facilities that include specialized equipment and the consistent application of rules and regulations for all users. This includes, but is not limited to: laboratories, studios, shops, performance/practice spaces, and specialized instructional or technical environments. Teaching and Scholarship activities performed by MSU Billings personnel in their respective units are not impacted by these guidelines.

References: MSU Billings Facility Use Policies and Procedures 603.1; Montana Board of Regents Policies 1008: Physical Facilities and 1909: Competition with the Private Sector

2. USE BY FACULTY, STAFF, AND STUDENTS

Faculty, enrolled students under the supervision of faculty, and other employees of MSU Billings who are acting within the course and scope of their employment, may be authorized to use research facilities/equipment with appropriate approval from the Department Chair, Dean or direct supervisor.

3. USE BY RESEARCH COLLABORATORS

External collaborators may use academic facilities/equipment to work on collaborative projects, training, instructional support, creative activity, or technical development.

A project is considered collaborative if the University and external collaborators have real and substantial intellectual, creative, or technical involvement in joint planning and conduct of the work. Projects that involve only access to facilities/equipment or where University personnel are acting as private consultants are not considered collaborative under this policy.

4. USE BY NON-AFFILIATED USERS / EXTERNAL ENTITIES

A. Eligibility and Approval

Non-affiliated persons or groups may be granted access to MSU Billings facilities/equipment only when such use

- aligns with the University's mission,
- does not interfere with instructional, student, or sponsored activities, and
- is approved in advance by the appropriate Department Chair and Dean (or designee)

Approval is granted at the discretion of the university.

B. Required Agreements

Prior to access, non-affiliated users must execute any required University agreements. Agreement requirements will be determined by the University and/or Department based on the nature of the activity, level of risk, and applicable regulations..

Fees, Maintenance, and Cost Recovery
Use of academic facilities and equipment by non-affiliated users is subject to fees designed to recover the full cost of operation, including direct and indirect costs. Fee structures will be established by the responsible unit/s in consultation with appropriate University leadership and applied consistently. Payment terms must be agreed upon prior to access. See Research Facilities/Equipment Use Procedures

C. **Liability and Insurance**
Non-affiliated users assume responsibility for their activities while using academic facilities/equipment. All non-affiliated users must provide proof of adequate insurance and/or indemnification consistent with Montana Board of Regents and MSU Billings Facility Use policies

5. **GENERAL GUIDELINES FOR USE**

A. Code of Conduct for all Users/Entities
All users must adhere to a professional code of conduct while on University property and using academic facilities/equipment. At minimum, this requires that users:

- comply with all MSU Billings policies, facility rules, posted signage, and instructions from supervising personnel;
- maintain a safe, respectful, and non-disruptive environment for students, faculty, and staff;
- use facilities/equipment only for the approved purpose and only during authorized times;
- refrain from unauthorized modification or misuse of facilities, equipment, or systems;
- protect University resources and confidential or proprietary information during use; and
- immediately report any safety incidents, damage, malfunction, near-miss, or improper use to the supervising faculty/staff member or facility manager.

Violations of this code, safety requirements, or agreement terms may result in immediate suspension or termination of access.

B. Training, Safety, and Supervision
All users must comply with all applicable safety requirements, laws, regulations, and University policies. Required training and supervision levels will be determined by the University based on the nature of the facility, equipment, and activity

C. Priority of Use and Scheduling
Academic facilities/equipment are primarily maintained to support the University's teaching, creative, scholarly, technical, and service mission. Scheduling priority will be applied in the following order:

1. MSU Billings students and faculty engaged in instruction, academic program activities, and sponsored/creative/scholarly work;
2. Other internal MSU Billings users outside the hosting unit/department;
3. Non-affiliated/external users or entities.

The University reserves the right to reschedule or suspend non-affiliated use to meet institutional needs.

D. Responsibility for Damage, Loss, or Excessive Wear
All users of academic facilities and equipment—including faculty, staff, students, research collaborators, and non-affiliated users—are responsible for damage, loss, or excessive wear attributable to their use.

The University reserves the right to recover associated costs, which may be charged to the individual user, the user's department, or the external entity, as appropriate.

Access to facilities or equipment may be suspended or revoked in cases of damage, misuse, or failure to comply with applicable requirements.

E. Compliance and Revocation of Access

Failure to comply with this policy, facility rules, safety requirements, scheduling priority, or agreement terms may result in immediate suspension or termination of access without refund of fees. Reinstatement of access, if permitted, may require retraining, revised agreements, and/or additional fees.

6. **DEFINITIONS**

- Academic facilities include laboratories and other specialized environments used for teaching, training, creative activities, technical work, or scholarly activity. This includes, but is not limited to:
  1. science and research laboratories,
  2. art studios and galleries,
  3. music rehearsal rooms, instrument labs, and performance spaces,
  4. welding, autobody, auto repair, construction, and other trade/technical shops,
  5. computer labs, simulation environments, and specialized computing spaces,
  6. any other controlled-access instructional or technical facility.
  7. Academic facilities do not include the Library, conference space, PE building or regular general-use classrooms unless specifically designated as controlled-access spaces by building managers.
- Specialized equipment includes technical, creative, instructional, or complex equipment owned or operated by MSU Billings. Examples include scientific instruments and equipment, shop tools and machines, vehicles and diagnostic systems used in instructional programs, studio/performance equipment, computing hardware/software environments, and other high-value or regulated equipment requiring supervision or training.
- Non-affiliated persons or groups – For purposes of this policy, any person or group performing activities in MSU Billings facilities/equipment who is not employed or engaged by MSU Billings to perform such activities is a non-affiliated person or group. Such activities will be considered external and charged a user fee regardless of the for-profit or non-profit nature of the activity, person, or group.

4201	Facilities and Administrative Costs
Subject	Financial Services, Grants and Sponsored Programs
Revised	XX/2026
Effective Date:	09/1997
Review Date/s	07/2013, 09/2026
Responsible Party:	Vice Chancellor for Academic Affairs & Grants and Sponsored Programs

1. INTRODUCTION & PURPOSE

Facilities and Administrative Costs (also called "F&As," "indirect costs," "IDC's," or "overhead") are those costs that are incurred for common or joint purpose benefitting more than one cost objective They include categories such as library operations, utility costs, depreciation of buildings and equipment, operations and maintenance costs, grant and contract administration and accounting, and general administrative expenses for central offices such as Human Resources, Purchasing, or similar campus offices.

At Montana State University Billings, Facilities and Administrative Costs are generated from external research, training, and service grants and contracts. F&A funds will be under the direction of the Provost or their designee. Where appropriate, the Provost or their designee will seek counsel from the Chancellor, Vice Chancellors, Vice Provosts, and Academic Deans on matters related to F & A policies and procedures

2. FACILITIES AND ADMINISTRATION RATES

MSU Billings' federal F&A rate is negotiated periodically with the U.S. Department of Health and Human Services. Alternative rates are applied to non-federal or non-research programs/projects. Current rates are found in the GSP Proposal Preparation Sheet and Facilities and Administrative Cost Procedures.

3. F & A RECOVERY

Unless prohibited by the funder, all sponsored project/grant budgets must include the appropriate F&A rate in accordance with BOR policy 404.

The full allowable facilities and administrative rate will be charged unless the funding source has a lesser rate which it charges uniformly to all grantees. In no case shall the Principal Investigator negotiate a rate with the funding source

Proposals submitted to state agencies must also follow the BOR Policy 404.

4. F & A DISTRIBUTION

Indirect cost returns are distributed among the Central Administration account controlled by the

Provost or their designee; College, Department, or Unit; and Principal Investigators/Project Directors (See Facilities and Administrative Cost Procedures).

F&A funds will be dispersed in a manner to encourage, support, or enhance activities related to the over-arching objectives of the division or unit in which grant funding is housed. F&A funds generated from research grants should, for example, enhance the productivity of the research environment. F&A generated from service grants should be used to enhance the grant-funded program and division or unit (See Facilities and Administrative Cost Procedures).

F&A costs are governed by the principles of Uniform Guidance: 2 CFR 200.414 -- Indirect Costs. All F&A funds are subject to federal, state, and university procurement policies and procedures. See Unallowable and Restricted Expenditures policy for a description of allowable/unallowable expenses.



