

In an effort 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.
  - Expand awareness and further remove barriers through the continuous improvement of the College & Career Readiness portal and expanded use of the Central Application.
  - Improve the utilization of data resources to increase opportunities for communication, recruitment, and admittance of resident students.
  - Utilize the portal as an avenue to increase financial aid awareness (e.g. FAFSA completion, state funded financial, etc.).
  
- 2. Dual Enrollment:** Increase awareness, capacity, and opportunities for dual enrollment in Montana.
  - Continue the 1-2-Free program (first 6 credits for free).
  - Work to centralize dual enrollment application and registration processes.
  - Focus on maximizing dual enrollment course quality, alignment of dual enrollment courses with industry and university credentials/pathways, 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.
  - Expand and evaluate the Montana 10 student success intervention to improve retention, completion and time-to-degree among low income resident students.
  - 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.
  - Establish and evaluate new accelerated degree pathways in in-demand fields (“Sprint Degrees”) in partnership with industry.
  - Engage K-12 partners to more effectively promote CTE opportunities through school counseling and advising strategies.
  - Improve on-ramps to CTE through dual enrollment, enhanced industry collaboration, and work-based learning opportunities.
  - Expand access to accelerated or stackable CTE credential pathways.

**5. Research:** Reinvigorate state-support for MT focused research and development.

- Identify nascent research strengths for potential system, state, or federal investment.
- Improve technology transfer supports and pathways that help innovations move from lab to market.
- Coordinate across state government and the private sector to build an agenda for technology-led economic development in Montana.

**6. Seamless Education:** Develop tools and resources that broaden and streamline access to the academic offerings of the MUS.

- Implement key technology upgrades that improve students access and facilitate collaboration, including a single, high-quality learning management system and a shared catalog and registration tool for online coursework.
- Broaden use of distance and hybrid learning, particularly for collaborative approaches that expand student access to in-demand programs.
- Continuously evaluate the university system's program mix, with the aim of reducing unnecessary duplication of academic offerings and addressing student demand through collaboration where possible.

**7. Performance-Based Funding:** Continue utilizing a performance funding model that contributes to the allocation of state funds.

- Analyze longitudinal student success results from under-represented student groups by campus.
- Utilize metric weights to increase emphasis on Regents' priorities.

**8. Enterprise Risk Management (ERM):** Provide leadership and coordination in the identification, management, and monitoring of systemwide risk/opportunities to advance the MUS mission.

- Continue to convene the Risk and Compliance Leadership Council and coordinate with campus risk officers.
- Incentivize campuses to identify shared affiliation and systemwide services through ERM funding opportunities.
- Continue to encourage systemwide participation in insurance discount programs offered by the Risk Management and Tort Defense Division.

**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 faculty and staff.