

Planning Council Strategic Plan Priorities for FY21

Goal 1.1: Broaden access for underrepresented populations and increase academic success for all students through excellence in undergraduate education

Planning Council members emphasized the importance of inclusive excellence in our undergraduate outcomes and the need to be intentional about supporting student success, perhaps in differentiated ways to address outcome gaps between groups identified in the plan. The enrollment and success metrics in this goal set ambitious targets that need early work to be accomplished on time.

Goal 2.1: Enhance the significance and impact of scholarship and

Goal 2.2: Expand interdisciplinary scholarship

Council members discussed these goals in tandem. To be successful at the Grand Challenges defined in Goal 2.1, we will need to be both intentional and timely about crossing traditional discipline and departmental boundaries as described in Goal 2.2, which will require institutional commitment to resources. Left to the traditional structures and processes, the funding, personnel, space, and time needed to address Grand Challenges in a truly interdisciplinary way will not likely be prioritized. The Council also emphasized the impact of success in these two goals on subsequent successes in engagement and instruction. If Montana State can make progress in interdisciplinary and impactful scholarship, it will be reflected in the quality of our partnerships on and off campus, outcomes across the state, and the University's curricula and student success.

Goal 3.1: Increase mutually beneficial collaborations with Tribal nations and partners

Good partnerships require time and effort, and Council members are particularly keen to see development of Tribal partnerships that are guided by our partners' interests, needs, expectations, and desired outcomes. We must begin the work of building authentic relationships with external partners early in the plan's life rather than later, and we must allow ample time to engage with our partners about when, how, and where they want Montana State's involvement.

Goal 3.3: Foster a culture of collaboration, continuous improvement, and individual growth

Council members continue to see our campus culture and climate, particularly as experienced by faculty and staff, as integral to all goals of the Strategic Plan. Additionally, our culture of collaboration, sustainability, and inclusion, captured in this goal, is critical to our success throughout the plan. Although progress has been made on faculty salaries and hiring, faculty and staff place continued emphasis on diversity, recruitment, workload, compensation, and retention. As in years past, Council members express a strong commitment to diversity and inclusion as ends in themselves and as strategies to achieve Goal 1.1.