MSU Strategic Plan

Vision

Montana State University is as remarkable as its setting. Created as a land-grant institution, we are a welcoming, adventurous community of students, faculty, and staff distinguished by our commitment to address the world's greatest challenges. We energize individuals to discover and pursue their aspirations. We inspire people to engage with us to improve the human prospect through excellence in education, research, creativity, and civic responsibility.

Values

Values are principles that guide the MSU community (faculty, staff, and students) in their internal conduct as well as their relationship to the outside world.

Respect. We value respect for diversity in all its dimensions. Respect and civility foster collaboration and open communication, which in turn create productive local, regional, and global communities.

Integrity. We value honesty and professionalism in all of our work. We also believe that each of us is personally accountable for our work and our behavior.

Student success. We value all students and believe in creating an environment in which they can be successful and reach their full potential.

Excellence. We believe in challenging ourselves and our students in the pursuit of the highest quality in all that we do.

LEARNING

Goal: We prepare students to graduate equipped for careers or further education.

Objective L.1: Assess, and improve where needed, student learning of critical knowledge and skills.

Metric L.1.1: By 2019, MSU will achieve targets for mastery of disciplinary knowledge as developed in departmental learning assessment plans.

Metric L.1.2: University measures of undergraduate student mastery of critical thinking, oral communication, written communication, quantitative reasoning, understanding of diversity, and understanding of contemporary issues in science will be developed by 2014. Targets set in learning assessment plans will be met by 2019.
Objective L.2: Increase graduation rates at MSU.

Metric L.2.1: By 2019, the bachelor’s graduation rate will increase from 51% to 65% as measured by the 6-year graduation rate.

Metric L.2.2: By 2019, the number of graduate degrees awarded will increase from 548 to 625 per year. The number of doctoral degrees awarded will increase from 56 to 80 per year.

Metric L.2.3: By 2019, the number of associate degrees conferred will increase from 31 to 70 per year. Workforce certificates conferred will increase from 19 to 65 per year.

Metric L.2.4: By 2019, the first time, full time freshmen fall-to-fall retention will increase from 74% to 82%.

Objective L.3: Increase job placement and further education rates.

Metric L.3.1: By 2019, the percent of graduates employed full-time in their field or in positions of their choosing will increase from an average of 62% to 70%.

Metric L.3.2: By 2019, the percent of graduates pursuing an advanced degree will increase from an average of 21% to 25%.
DISCOVERY

Goal: Raise the national and international prominence of MSU in research, creativity, innovation, and scholarly achievement; fortify the university’s standing as one of the nation’s leading public research universities.

Objective D.1: Elevate the research excellence and recognition of our faculty.

Metric D.1.1: By 2019, MSU will attract and retain faculty of national and international recognition, including society fellows, artists with museum-level exhibitions, acclaimed writers and critics, and performers and composers whose work engages audiences at leading venues.

Metric D.1.2: By 2019, national and international recognition of MSU faculty will improve as measured through accomplishments such as national awards, peer-reviewed publications, invited presentations, journal citations, fellowships, editorial positions, technology transfer activities, visiting appointments, scholars visiting MSU, occurrence of scholarly conferences on the MSU campus, membership on governmental policy committees, review panels, museum-level exhibitions, creative work that engages audiences at leading venues, and placement of doctoral students.

Metric D.1.2: By 2019, MSU will improve its rank among Carnegie Classified Research Universities – Very high Research Activity (RU/VH) RU/VH institutions on four measures: STEM R&D expenditures (current rank 94); Non-STEM R&D expenditures (rank 92); Number of S&E research staff (rank 96); and Doctoral conferrals (rank 106).

Objective D.2: Enhance infrastructure in support of research, discovery and creative activities.

Metric D.2.1: By 2019, funding for capital projects from public and private sources will increase in order to provide state-of-the-art laboratory, studio, and other space-related resources to a growing community of scholars and artists.

Metric D.2.2: By 2019, MSU will increase grant-sponsored investment in centers, core facilities and resources to expand state of the art tools, expertise, and opportunities for research and creative activities.

Objective D.3: Expand the scale, breadth, and quality of doctoral education.

Metric D.3.1: The percentage of faculty who advise doctoral students will increase by 2019.

Metric D.3.2: The graduate population will increase 20% to approximately 2,350 by 2019, with an emphasis on increasing doctoral student enrollment.
Metric D.3.3: By 2019, graduate degrees awarded annually will increase to 625; Science, technology, engineering, and mathematics (STEM) masters and doctoral degrees will increase to 325; all doctoral degrees will increase to 80.

Metric D.3.4: The number and proportion of graduate students presenting at national and international meetings, publishing in high-profile academic outlets, earning high-profile fellowships, placing in national and international competitions, and garnering prestigious first job placements will increase by 2019.
ENGAGEMENT

Goal: Members of the Montana State University community will be leaders, scholars and engaged citizens of their campus, local, state, national and global communities, working along-side community partners through the mutually beneficial exchange and application of knowledge and resources to improve the human prospect.

Objective E.1: Strategically increase service, outreach and engagement at MSU.

Metric E.1.1: By 2013, MSU will have a campus-wide coordinating infrastructure to support and advance engagement, outreach and service.

Metric E.1.2: By 2019, the number of students, faculty and staff involved in outreach activities will increase, with particular attention to underserved areas and minority populations.

Metric E.1.3: By 2019, the number of students, faculty, and staff involved in service activities will increase.

Metric E.1.4: By 2019, all MSU students and faculty will have an engagement experience during their time at MSU.

Metric E.1.5: By 2019, MSU staff will have increased opportunities for engagement experiences.

Metric E.1.6: By 2019, MSU will have increased the percentage of students actively participating in student organizations.

Objective E.2: MSU graduates will have global and multi-cultural understanding and experiences.

Metric E.3.1: By 2019, the percentage of MSU students participating in cross-cultural study, work or service experiences, incorporating both academic preparation and post-experience reflection, will double.

Objective E.3: MSU students, faculty and staff will have increased opportunities for leadership development and experiences.

Metric E.3.1: By 2019, the number of opportunities for leadership development and practice will have increased. Awareness of the opportunities will have also increased.

Metric E.3.2: By 2019, the percentage of MSU students, faculty, and staff participating in leadership development activities will increase.
INTEGRATION

Goal: By integrating learning, discovery and engagement, and by working across disciplines, the MSU community will improve the world.

Objective I.1: Increase the integration of learning, discovery and engagement.

Metric I.1.1: By 2019, all graduating students will have had a substantial curricular experience that integrates learning, discovery and engagement.

Metric I.1.2: By 2019, department role and scope documents will include substantial integration of learning, discovery, and engagement.

Metric I.1.3: By 2019, community-based research projects will increase by 50%.

Metric I.1.4: By 2019, faculty scholarly products with undergraduate and graduate students will increase 50%.

Objective I.2: Increase work across disciplines.

Metric I.2.1: By 2019, the number of students completing interdisciplinary programs will increase 30%.

Metric I.2.2: By 2019, MSU will increase interdisciplinary research and creative projects on campus.
ACCESS

Goal: Montana State University is committed to widening access to higher education and seeks to ensure equality of opportunity for all.

Objective A.1: Educate more students while maintaining the quality of our programs.

Metric A.1.1: By 2019, the number of Montana undergraduate students enrolled will surpass 9,900 (a 15% increase).

Metric A.1.2: By 2019, the number of transfer enrollments will increase 15% to approximately 1,100.

Metric A.1.3 By 2019, the number of students enrolled in graduate programs will increase 20% to approximately 2,350.

Metric A.1.4: By 2019, the number of credits and courses delivered on-line will increase 40% to approximately 20,000 credits and 225 courses.

Metric A.1.5: By 2019, the number of students enrolled in Gallatin College degree and certificate programs will double to 400.

Metric A.1.6: By 2019, the percentage of need met through scholarships and grants for students who were awarded any need-based aid will increase from 74% to 80%.

Metric A.1.7: By 2019, the total student population will increase 15% to 16,000.

Objective A.2: Diversify the student body

Metric A.2.1: By 2019, the number of Native American students enrolled will increase to 800 (a 45% increase).

Metric A.2.2: By 2019, the number of other under-represented minority students enrolled will increase to 950 (a 40% increase).

Metric A.2.3: By 2019, the number of international students enrolled will increase to 540 (a 20% increase).

Metric A.2.4: By 2019, the number of nontraditional students enrolled in undergraduate and Gallatin College programs will increase to 3,200 (a 20% increase).
STEWARDSHIP

**Goal:** As stewards of our land grant institution, we will responsibly manage our human, physical, economic and environmental resources in an open and sustainable manner.

**Objective S.1: Human Resources.** Attract, develop and retain the best faculty and staff to achieve our MSU mission.

- Metric S.1.1: By 2019, increase the average MSU staff salary to the representative peer market average.

- Metric S.1.2: By 2019, increase the average MSU faculty and administrative salary to 80% of the representative peer market average.

- Metric S.1.3: By 2019, faculty and staff participation in professional development opportunities will increase 20%.

**Objective S.2: Physical Resources.** Enhance aesthetic appeal and functional quality of our MSU physical resources to support high quality learning, research and work environments.

- Metric S.2.1: By 2019, all university classrooms and scheduled learning spaces will utilize current educational technologies and environments to meet the needs of a variety of educational experiences, to enhance student learning outcomes.

- Metric S.2.2: By 2019, MSU will increase accessibility to campus facilities, in accordance with the Campus ADA Transition.

- Metric S.2.3: By 2015, MSU will develop and implement a comprehensive master plan.

**Objective S.3: Economic Resources.** Increase and effectively allocate resources in support of the MSU Strategic Plan.

- Metric S.3.1: By 2019, budgeting processes will reflect alignment with the MSU strategic plan.

- Metric S.3.2: Efficiency and effectiveness of mission support processes will show improvement by 2019.

- Metric S.3.3: By 2019, fiscal resources will increase in support of the MSU Strategic Plan.
Objective S.4: *Environmental Resources.* Promote sustainable stewardship and a culture of resource conservation at MSU.

Metric S.4.1: MSU will achieve a 20% reduction in Greenhouse Gas Emissions (GHG) from 2009 levels by 2025.

Metric S.4.2: MSU will achieve a 25% increase in waste diverted from landfill from 2010 levels by 2020, in addition to implementing a campus wide source reduction and responsible purchasing policies.