1. Vision

In the Fall of 2001, MSU developed the following brief Vision statement:

*Montana State University will be the university of choice for those seeking a student-centered learning environment distinguished by innovation and discovery in a Rocky Mountain setting.*

More recently, the following statement of “Our Vision” was offered as part of an accreditation document sent to NWCCU:

*Our vision for Montana State University is to build an educational institution as remarkable as our location. The beauty of our mountain home is a constant reminder that we are to be stewards of this place, and the people entrusted to our care. We seek to be a community of scholars where students, faculty, and staff learn and grow together; where the discovery of knowledge and the creation of works of art are pursued; and where the campus boundaries do not define the limits of the communities we serve. Our goal is to build upon our strengths, to strive for excellence and to achieve national recognition as the institution of choice for those seeking a student-centered environment distinguished by the integration of learning, discovery, and engagement.*

If a Vision statement is a high level view of the reality we wish to create:
- Is this recent statement accurate?
- What might we add (or delete) from this?
- Do we need a vision statement?
2. Mission

The MSU Mission Statement, as drafted by the Planning Council, recommended by the University Council and recently approved by the MUS Board of Regents is as follows:

*Montana State University, the State’s land-grant institution, educates students, creates knowledge and art, and serves communities, by integrating learning, discovery, and engagement.*

- How would you describe this Mission statement in compelling terms?
- What does integrating learning, discovery and engagement mean to you?
3. Core Values

If you search MSU’s web sites for “Core Values” you will find links to several Colleges and Departments, a faculty code of excellence, some Greek houses, and several individuals. The most recent “Core Values” listed in more general terms go back to 2002 and some work the University Budget committee was doing. They are:

*The University Core Values and General Principles for Resource Allocation decisions that were adopted by MSU in 2002 are considered by all constituencies to be cornerstones of our future plans and actions. Those values and principles include the following:*

**Core Values**
- Creating a community of discovery, learning and service
- Integrating teaching, research and outreach
- Fostering multi-disciplinary instruction and research
- Creating partnerships for economic impact and workforce development in the global marketplace

**Resource Allocation Principles**
- Our budget must reflect that higher education is an investment for the state
- We must be accountable to the university community, the state and our constituencies
- Our budget must reflect strategic planning, institutional priorities, and productivity
- Our budget decisions must be based upon relevant data

Is it time to update these core values?  
What would you suggest as core values?  
How are Core Values and Core Themes related?
4. Engagement – *MSU is considered the most engaged campus in the US by 2017*

This has great niche potential and fits with what makes MSU currently great as seen in our SWOT analysis and current awards (EWB, recent Goldwater and Rhodes Scholars, etc.).

- Is there a clear metric that defines how we are the best of the 40 Carnegie Foundation public top tier research institutions that are also considered Engaged Campuses?
- What might be an appropriate target date?
- How might we define and develop engaged leadership throughout our students, staff, faculty and alumni?
- Other ideas?

Related to the following Objectives:
2. **Objective:** Our graduates will become active citizens and leaders.
3. **Objective:** Our graduates will have a multicultural and global perspective.
11. **Objective:** Our students, staff, faculty, and administrators reach out to engage and serve communities.
12. **Objective:** Our students, staff, faculty, and administrators reach in to build the university community.
19. **Objective:** MSU will support Native American students, programs, and communities.
5. Integration – Develop an x% increase of interdisciplinary, integrated teaching/research/service and student/faculty/community offerings by 20xx.

This goal flows out of the Planning Council’s work and directly flows from the new MSU mission statement.

- Could this be described using other metrics that focuses on university-wide integration?
- How might we set a baseline to talk about a % increase?
- What might be an appropriate target date?”
- Other ideas?

Related to the following Objectives:

13. Objective: Each graduate will have had experiences that integrate learning, discovery and engagement.

16. Objective: MSU is a community that will be characterized by synergy within and across disciplines, roles and functions.
6. Excellence – *Improve our rankings or metrics in every department across campus by b% by 20xx*

With a strong theme of university excellence in the SPC’s visioning exercise, this goal supports a campus-wide improvement.

- How might we articulate a goal that would support each area determining a baseline and then setting annual improvement metrics?
- Excellence examples include, increasing annual the nursing exam pass rate, decreasing construction costs or raising a department’s national ranking. Can this work for all kinds of departments/functions across the institution?
- Other ideas?

Related to the following Objectives:
1. *Objective:* Our graduates will have achieved mastery in their major disciplines.
4. *Objective:* Our graduates understand the ways that knowledge and art are created and applied in a variety of disciplines.
5. *Objective:* Our graduates are prepared for careers in their fields.
18. *Objective:* The faculty and staff are well-qualified and supported.
21. *Objective:* Our publicly provided resources are used efficiently and effectively.
22. *Objective:* Natural resources are used efficiently and sustainably.
24. *Objective:* Our physical infrastructure (e.g., buildings, equipment, open spaces) will be well-maintained and useful.
7. Access 1 – *MSU increases access to underserved communities in Montana and in the world x% annually*

Through Planning Council discussions, MUS directives, Federal initiatives and visioning an access goal emerges as a high priority.

- What are our underserved communities? (Montanan Native American students, global communities not fully represented on campus, Others?)
- Can these metrics tie to state-wide (MUS) access goals and 2012 MSU Internationalization Initiative?
- Other ideas?

Related to the following Objectives:
3. Objective: *Our graduates will have a multicultural and global perspective.*
6. Objective: *We will provide increased access to our educational programs.*
9. Objective: *We help meet a fundamental need of the citizens of Montana by providing degree programs for our students.*
20. Objective: *MSU will be an inclusive community, supporting and encouraging diversity.*
8. Access 2 – MSU students, staff and faculty (and the Bozeman community) have increased access to Montana and the world y% annually

To further refine the internationalization efforts on campus.

- How might we create more access for our students, faculty, staff, alumni and community to Montana and the world through outreach, study abroad, and strategic partnerships?
- Other ideas?

Related to the following Objectives:
2. Objective: Our graduates will become active citizens and leaders.
3. Objective: Our graduates will have a multicultural and global perspective.
7. Objective: Communities and external stakeholders benefit from broadly defined educational partnerships with MSU.
11. Objective: Our students, staff, faculty, and administrators reach out to engage and serve communities.
13. Objective: Each graduate will have had experiences that integrate learning, discovery and engagement.
14. Objective: Outreach activities will educate students and address the needs of the communities we serve.
9. Stewardship 1 – z% improvement in operational efficiency annually or z% reduction by 20xx

To answer the concerns around the public trust this goal will address how the organization might streamline processes and create effective systems throughout the institution.

- How might we set a baseline (or baselines) to talk about a % increase overall or
- Do we need each operational area to have a different % goal?
- What might be an appropriate target date or do we look for annual improvement?
- Other ideas?

Related to the following Objectives:
17. Objective: The public trusts the institution to operate openly and use resources wisely.
18. Objective: The faculty and staff are well-qualified and supported.
21. Objective: Our publicly provided resources are used efficiently and effectively.
24. Objective: Our physical infrastructure (e.g., buildings, equipment, open spaces) will be well-maintained and useful.
10. Stewardship 2 – *Reduce resource use y% by 20xx or Become a resource use neutral campus by 20xx*

There is a strong interest among the student population for MSU to become a sustainable campus.

- Can this overarching goal be tied to the sustainability assessment that was performed on campus along with the goals set as part of that effort?
- Other ideas?

Related to the following Objectives:
21. *Objective: Our publicly provided resources are used efficiently and effectively.*
22. *Objective: Natural resources are used efficiently and sustainably.*
23. *Objective: MSU nurtures a culture of resource conservation and ecological literacy among students, faculty and staff.*
11. **Value** – *Considered one of the best universities to work for in the nation by 2022*

Suggested as an exciting “audacious goal”.

- How would we know when we are successful?
- What timeline is appropriate?
- Without better control of salaries, can we achieve this?
- There is a national survey of ‘best universities to work for’. Would we want to use something like that to define the direction this goal could take?
- Other ideas?

Related to the following Objectives:

18. **Objective**: The faculty and staff are well-qualified and supported.
20. **Objective**: MSU will be an inclusive community, supporting and encouraging diversity.
24. **Objective**: Our physical infrastructure (e.g., buildings, equipment, open spaces) will be well-maintained and useful.