

Montana State University-Bozeman
Strategic Concepts and Priorities – FY2004 and FY2005
(adopted by UPBAC 1/07/03)

Assumptions

- MSU will continue to shift from being a state-supported to a state-assisted institution
- MSU will continue to be inextricably bound to a global economic and educational environment
- MSU has the capacity for strategically-focused growth
- MSU will continue to evolve as a multi-campus university, with greater emphasis on administrative and programmatic integration, and less emphasis on campus autonomy.

Strategic Concepts

- Given its vision and mission statement, MSU-Bozeman should continue to plan and allocate resources to sustain and achieve excellence within its undergraduate and graduate programs. It is recognized that excellence must be defined and understood within the specific contexts and roles that our various programs have in fulfilling MSU-Bozeman's mission.
- MSU-Bozeman can achieve national and international prominence as a student-centered, land-grant research university that is devoted to undergraduate and graduate education. An essential step in achieving this goal is the integration of research, scholarship, and creative work throughout the undergraduate educational experience.
- Continued growth of research, scholarship, and creative work at MSU-Bozeman is essential to providing high-quality undergraduate and graduate education, and to economic development in Montana.
- MSU-Bozeman can capitalize on its unique location to improve its recruitment of students, faculty, and staff and to attract additional resources.

Priorities

- The three previously identified priorities (from FY 03) will remain priorities for the next biennium. These are as follows. *Recruitment.* In this priority area emphasis will be placed on: (1) enhancing the recruitment of well-qualified, highly-motivated students; (2) expanding the graduate student population; (3) increasing student scholarships and fellowships at both the undergraduate and graduate levels; (4) increasing access to university programs both on campus and throughout the state. *Retention.* In this priority area emphasis will be placed on: (1) improving the university's overall rate of retention, especially of students who have demonstrated that they can be successful at MSU-Bozeman; (2) fulfilling student interests/preferences for specific academic programs; (3) sustaining increased enrollment; (4) recognizing enrollment growth in specific academic programs. *Quality Enhancements.* The emphasis here will be on: (1) sustaining and enhancing the quality of our academic offerings; (2) supporting the development, retention, and recruitment of high quality, dedicated faculty, staff, and administrators; and 3) sustaining and enhancing the quality of our physical and technological infrastructure.
- In addition, UPBAC adopts the following priorities. (1) Raise the academic profile of MSU-Bozeman via the quality enhancements, recruiting, and retention priorities identified above, and by effective marketing. (2) Enhance the relationship between MSU-Bozeman and MSUCOT-Great Falls with the goal of expanding the scope of COT programs offered in Bozeman.

Suggested (Selected) Implementation Steps

- Programs to be targeted for growth or increased investment will be identified using the KPIs, appropriate benchmarks, and other measures that are currently being explored by UPBAC.
- Reallocation is anticipated to be a significant source of new investment funds.
- UPBAC and other decision-makers within MSU, should consider the quality or strength of a program, or its capability to attract resources, or both, in planning and budgeting.
- MSU-Bozeman should continue its efforts to increase non-resident enrollment, including international students, and to increase enrollments in the summer sessions.
- New programs should be added only if they fit one or more strategic priorities *and* if resources can be definitely shown to be adequate. A new program should not be added if it compromises, or significantly increases the cost of, existing undergraduate programs within the department or college.
- Bring MSUCOT-Great Falls courses onto the MSU-Bozeman campus.
- Define the impacts of assumptions or expectations on faculty and staff.
- Review the use and distribution of IDCs and other policies to promote continued growth in research, scholarship, and creative work, and to enhance undergraduate and graduate education.