

Montana State University Five Year Vision, FY 07 to FY 12

Montana State University 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.

Montana State University Mission Statement:

The mission of Montana State University is:

- To provide a challenging and richly diverse learning environment in which the entire university community is fully engaged in supporting student success.
- To provide an environment that promotes the exploration, discovery, and dissemination of new knowledge.
- To provide a collegial environment for faculty and students in which discovery and learning are closely integrated and highly valued.
- To serve the people and communities of Montana by sharing our expertise and collaborating with others to improve the lives and prosperity of Montanans.

In accomplishing our mission, we remain committed to the wise stewardship of resources through meaningful assessment and public accountability.

Montana State University Five Year Outlook

If we are successful, what will MSU be like in five years?

Montana State University is a geographically dispersed institution that provides programs in every county and reservation in Montana. The faculty, staff, and students in the MSU community have developed and the Strategic Planning Committee maintains a description of what the institution will be like in five years.

The description is divided into six different but often overlapping areas: 1) Student Body, 2) Faculty and Staff, 3) Curriculum, 4) Research and Creativity, 5) Partnerships and Outreach, and 6) Physical, Technical, Financial and Service Infrastructure. In places, the description includes specific numerical goals. In other places changes to or extensions of current policies and practices are indicated. The description is not all encompassing, but it does represent a fairly general, comprehensive view of what a successful Bozeman campus will look like five years from now.

I. Student Body

- A. Montana State University will enroll approximately 13,000 headcount students. The Fall 2006 enrollment was approximately 12,338.
- B. Approximately 27% of these students will be nonresidents, slightly higher than the current 26% nonresident rate (counting Western Undergraduate Exchange and international students).
- C. We will increase graduate enrollment to approximately 14% of the student body (1,800 students) from 12.2% (1,506) in Fall 2006.
- D. The student body will be more diverse than it is today. For example, the number of Native American students enrolled will increase from 298 (Fall 2006) to 375.
- E. The number of international students will increase from 312 (Fall 2006) to 500.
- F. Incoming freshmen will be better prepared than they are today. The number of freshmen with 3.60 and higher high school GPAs will increase from 693 (Fall 2006) to 715. The percentage of Montana University System Honors Scholarship recipients who choose MSU Bozeman will increase from 47% to 55%. (132/281)
- G. The Fall-to-Fall retention rate of our incoming freshmen students will increase from 70.6% to 75%, which will ultimately lead to an increase in graduation rates.
- H. MSU will continue to offer need- and merit-based financial awards. Grants, scholarships, and waivers in Fall 2006 and Spring 2007 totaled \$23 million. We will increase aid by 10%, to \$25 million.

II. Faculty and Staff

- A. MSU will have a strong sense of campus community and improve its competitive status as an employer, evidenced by lower classified and professional staff turnover rates and by larger applicant pools for those positions. The FY06 turnover rate for classified employees was 13% and for professional employees was 9%, while the number of applicants for classified and professional positions averaged 6 and 35. To improve its competitive status as an employer, MSU will implement family-friendly policies within its control and promote family-friendly policies in the MUS and state.
- B. MSU will offer competitive faculty and staff compensation packages and will increase salaries at a rate that narrows the gap that exists between current MSU salaries and the averages at competing and/or comparable institutions. Faculty and administrative salaries are currently at 80% and 76% respectively of the national average for similar institutions. Staff salary levels need to be benchmarked against appropriate local and regional markets.
- C. There will be an increase in the number of named professorships from 4 to 10 and in the number of endowed chairs from 2 to 4.
- D. Faculty and staff will have increased access to professional development programs and international exchanges. For faculty this will include sabbaticals, BEST awards, and short professional leaves. About ten percent of eligible faculty currently participate in one of these programs. We plan to double that participation to 20%. The University also will have implemented a staff training and development program for the purposes of improving the quality of support services, providing career growth opportunities, and improving employee recruitment and retention.

E. As the University experiences growth in its enrollment, research FTE, facilities, and volume of advanced technology applications, there will be a corresponding level of growth in tenure track faculty and professional/staff positions that provide all essential support services. There will be approximately 30 new tenure track positions and 60 new professional and staff positions.

F. A growing proportion of the faculty will have a global perspective on their disciplines and will be active participants in the international development of their fields. The University will increasingly attract a strong and diverse faculty drawn from the best educators, scholars, and researchers throughout the world.

G. MSU is committed to increasing the number and proportion of members of underrepresented groups among our vice presidents, deans, directors, department heads, and other administrators.

H. Although we face constraints on recruitment and compensation, we are enhancing our efforts to recruit a diverse pool of applicants to MSU staff and faculty positions. In five years, we will increase the diversity of our applicant pools, which will likely lead to an increase in women and minorities among our employees.

III. Curriculum

A. MSU will be nationally recognized as a leader in the integration of learning and discovery at the undergraduate level.

B. MSU will have graduate programs that are nationally recognized for research and teaching excellence.

C. MSU will be recognized for its commitment to the teacher-scholar model in which students are taught by distinguished faculty even in the first two years. These distinguished faculty will continue to teach at least 50% of the lower division student credit hours (which is 110% of the average taught by faculty at other research institutions nationally).

D. There will be increased opportunities for interdisciplinary courses and programs and encourage team teaching across all disciplinary boundaries.

E. Over the next five years MSU will grow, student composition will shift, learning goals will change, and new research opportunities will become available. To lead the process and shape the future, MSU anticipates the realignment of several departments and centers and the creation of new interdisciplinary majors and centers.

F. Students will have increasing opportunities to participate in international experiences and participation in study abroad programs will increase from 198 (FY 2005) to 500. Additional opportunities will be offered for students to learn critical languages and study other cultures and global issues.

G. By the year 2012, MSU aspires to increase the number of graduates citing an internship or cooperative education experience from 25% to 50%. The yield on “internship-to-employment” conversions (internship opportunities leading to full-time employment with the same organization) will increase from 9% to 25%.

H. All undergraduates will participate in an undergraduate research or creative experience course, and all new freshmen will participate in First Year Seminars (55% of 2002-03 freshmen participated in a First Year Seminar).

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I. There will be a vibrant (and financially sustainable) series of evening, weekend, distance, and Summer Session course offerings for MSU Bozeman's regular student body and for others including place-bound students.

J. MSU will encourage growth in the usage of informational technologies that support learning and the rapidly evolving educational needs of all MSU students, whether on or off campus.

IV. Research and Creativity

A. We will have grants and contracts activity in excess of \$130 million, up from just over \$82 million in FY 2003. We will increase the number of competitively awarded, large, multi-PI, interdisciplinary grants.

B. We will continue to grow a powerful research/creativity enterprise that spans the range of basic, applied, developmental and commercialized research. MSU Bozeman will increase its technology transfer enterprise and through these efforts enhance the Montana economy. MSU will continue to have about 32 invention disclosures annually, 62 cumulative patents issued (from 31 in FY06), and 130 active technologies licensed (from 109 in FY06). We will continue to have the majority of our licenses with Montana companies.

C. We will increase the number of national labs or research centers on campus from one to three.

D. There will be a demonstrable increase in the involvement of graduate and undergraduate students in grants and contracts activity.

V. Partnerships and Outreach

A. The four campus MSU family will be more integrated in its array of program offerings, research, outreach, and business services.

B. The College of Technology – Great Falls will have a stronger presence on the Bozeman campus in order to better serve MSU Bozeman students' needs for developmental course work and the community's vocational employment and training needs. The College of Technology-Great Falls will continue to grow its presence on the Bozeman campus. In FY07, the COT generated about 131 FTE with entry-level courses and one major; the COT expects to add two programs per year plus assimilate the downtown computer campus into its operation.

C. We will continue to build strategic partnerships with the K-12 system, such as the MSU Community Design Center, which incorporates service learning into the MSU curriculum, and with campuses and other organizations outside the MSU system that will foster additional collaborative learning experiences for students.

D. We will increase the number of strategic partnerships with local and state businesses to 400 collaborations with Montana companies (from 305 in FY06). Such partnerships will include sponsored research agreements, subcontracts to companies, Small Business Innovation Research awards and Small Business Technology Transfer awards, companies assisted by MSU Bozeman, testing agreements, and intellectual property agreements, as well as educational partnerships like internships and service learning opportunities.

E. MSU faculty and staff will directly contribute to outreach by disseminating the positive outcomes of the faculty's innovation in research and instruction.

F. The MSU County Extension offices will serve as a portal to and from the entire University.

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G. Montana State University will enhance and integrate the partnership with agricultural and natural resource organizations and rural/urban communities to ensure collaborative, quality and dynamic programs in support of Montana agriculture and its natural resources.

H. MSU will increase its service and development assistance to state, local, and non-profit agencies through increased University based partnerships with these entities.

I. We communicate with approximately 67,400 alumni. We will have 35% of these alumni actively engaged in the accomplishment of this five-year outlook.

J. MSU will develop expanded international partnerships in key countries and regions in order to provide study abroad and exchange opportunities for students and faculty, to increase international diversity on the MSU campus, and to promote international research collaboration.

VI. Physical, Technological, Financial and Service Infrastructure

A. MSU will have well developed and integrated processes for capital and land use planning that support and complement the University's Mission and 5-Year Vision; are coordinated with related academic planning; and, are informed by the planning of surrounding communities or other agencies, as appropriate.

B. MSU will have enhanced the natural beauty, sustainability, and functional character of the campus in ways that improve the learning and teaching environment. We will have better use of space and information technology for teaching and learning, research, and student services. Classroom utilization will increase from 88% of the national standard to 100% of that standard.

C. New and renovated spaces, utilizing state, private and Facilities and Administrative (F & A) funds, will be designed to meet the needs of collaborative learning and discovery, with special attention paid to the integration of students in research and creative activities.

D. MSU will have reduced the current cost value of its backlog of deferred maintenance (Facility Condition Inventory Priorities #1 & 2) from 9.9 percent (FY 2005) of Current Building Replacement Value (CRV) to 9 percent of CRV.

E. MSU will have implemented a business-continuity plan for its primary administrative information systems, enabling critical business processes to occur in the event of a major disaster.

F. MSU will have enabled gigabit data communications in 60 percent (18 of 30) of the primary academic and research buildings on the main campus and will have extended the capability to the desktops, classrooms, and laboratories as needed.

G. MSU will improve the efficiency and effectiveness of institutional and IT systems through improved business processes, incorporating client service principles, quality assurance principles and increased use of appropriate technological resources.

H. MSU will ensure the confidentiality, integrity, and availability of information resources through the efficient use of technology, secure data stewardship, policy enforcement, and training for students, faculty, and staff.