

Montana State University Five Year Vision, FY 08 to FY 13

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 increase enrollment to approximately 13,000 headcount students, with 11,200 undergraduates and 1800 graduate students.
- B. As MSU achieves national prominence, and as the number of Montana high school students declines, we will attract a greater number and proportion of non-resident students. Approximately 27% of undergraduate students will be nonresidents.
- C. The student body will be more diverse than it is today. For example, the number of Native American students enrolled will increase to 375.
- D. The number of international students will increase to 500.
- E. Incoming freshmen will be better prepared than they are today. The number of freshmen with 3.60 and higher high school GPAs will increase to 715. The percentage of Montana University System Honors Scholarship recipients who choose MSU will increase to 55%.
- F. The Fall-to-Fall retention rate of our incoming freshmen students will increase to 75%, which will ultimately lead to an increase in graduation rates.
- G. Student engagement at MSU will continue to increase, leading to increased student retention and stronger alumni affinity upon graduation.
- H. MSU will continue to offer need- and merit-based financial awards. Grants, scholarships, and waivers will increase by 10%.

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. 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 that narrow the gaps between current MSU salaries and the appropriate markets.
- C. There will be an increase in the number of named professorships and in the number of endowed chairs.
- 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. 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 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 encouragement of 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 to 500. Additional opportunities will be offered for students to learn critical languages and study other cultures and global issues.

G. MSU will increase the number of graduates citing an internship or cooperative education experience to 50%. The yield on "internship-to-employment" conversions (internship opportunities leading to full-time employment with the same organization) will increase to 25%.

H. All undergraduates will participate in a research or creative project, either in a course or independently with a faculty member.

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

J. MSU will systematically invest in informational and instructional technologies that support and enhance the rapidly evolving formal and informal teaching and distance learning needs of our diverse faculty and student body.

K. MSU will continue to advance the goals of Indian Education for All across the university.

L. MSU will be actively engaged in supporting the efficient and effective delivery of two-year programming to meet the developmental needs of four-year students and the workforce needs in the local community.

IV. Research and Creativity

A. We will grow our annual Office of Sponsored Programs expenditures at a level that equals or exceeds the annual growth in federal Research and Development funding. We will increase the number of competitively awarded, large, multi-PI, interdisciplinary grants. We will expand our portfolio of funded research projects involving faculty in a larger number of disciplines.

B. We will continue to grow a powerful research/creativity enterprise that spans the range of basic, applied, developmental and commercialized research. MSU will increase its technology transfer enterprise and through these efforts enhance the Montana economy. MSU will continue to have about 32 invention disclosures annually, 90 cumulative patents issued, and 140 active technologies licensed. We will continue to have the majority of our licenses with Montana companies.

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

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

E. MSU will enhance its IT infrastructure to better support research and scholarship.

F. MSU will have deployed a second data center to 1) meet the computing and data storage needs of faculty in support of their research and scholarship activities, and 2) house equipment in two different locations to provide redundancy and improve availability and security.

V. Partnerships, Outreach, and Alumni

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

B. We will continue to build strategic partnerships with the K-12 system and with campuses and other organizations outside MSU, which will include service learning and collaborative learning experiences for students.

C. We will increase the number of strategic partnerships with local and state businesses to 400 collaborations with Montana companies. 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, testing agreements, and intellectual property agreements, as well as educational partnerships like internships and service learning opportunities.

D. MSU faculty and staff will directly contribute to outreach by disseminating the knowledge base and new discoveries available on campus and at our research centers to citizens, communities, and organizations throughout Montana, documenting the positive impacts of this work.

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

F. MSU will enhance partnerships with agricultural and natural resources organizations to ensure collaborative, quality, and dynamic programs in support of these important sectors of the state economy.

G. MSU will increase its service and development assistance to state, local, and non-profit agencies through increased University-based partnerships that will help these agencies to foster principles of good governance, promote government efficiency, reduce the potential for conflict and litigation, and increase a sense of civic literacy and citizenship.

H. Thirty five percent of the alumni population will be actively engaged in a meaningful and lasting relationship with Montana State University.

I. MSU will have raised the endowment and begun a major campaign that focuses on funds for scholarships, endowed chairs, and other academic goals.

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 to 100% of the national 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 developed and implemented a comprehensive Campus Sustainability/Energy Policy with the goal of minimizing our impact on the environment.

E. MSU will have reduced the current cost value of its backlog of deferred maintenance to 9 percent of Current Building Replacement Value.

F. 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.

G. 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.

H. 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.

I. 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 the MSU community to raise their security awareness, skills, and capabilities.