



## UPDATED Year One Self-Evaluation Report

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### *Standard One: Mission, Core Themes, and Expectations*

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## Table of Contents

Introduction .....	1
Institutional Overview .....	3
Preface .....	2
I. Institutional Changes .....	2
II. Response to NWCCU Recommendations.....	6
Chapter One – Standard One: Mission, Core Themes, and Expectations .....	10
Eligibility Requirements.....	10
Section 1A. Mission.....	10
Section 1B. Core Themes .....	14
Conclusion.....	21



## Introduction

### Mountains & Minds

In 1893 the Agricultural College of the State of Montana was founded as the state's land-grant college. Today, Montana State University is far more than just an agricultural college, but we still take pride in our tri-partite mission of excellence in teaching, research, and service.

As President Waded Cruzado is known to say, Montana State University (MSU) is “one university [with] four campuses, seven agricultural centers, one world-class museum, and Extension offices that serve each of Montana's 56 counties, making the entire state of Montana our campus.”

The Bozeman campus is Montana State University's flagship campus. The other campuses include:

- Montana State University Billings, including the College of Technology
- Montana State University Northern in Havre, Montana
- Montana State University – Great Falls College of Technology

For several years the Great Falls College of Technology offered programs on the Bozeman campus. In 2010, the Montana Board of Regents transferred administrative responsibility for those programs to MSU Bozeman, and the Gallatin College Programs unit was created to coordinate two-year programs at the MSU Bozeman campus.

While a significant integration program is underway [Att. 1.16]<sup>1</sup>, at present the four campuses have distinct missions and separate accreditation. The scope of this report reflects the mission and core themes of the flagship campus of Montana State University in Bozeman, Montana.

Montana State University provides baccalaureate degrees in 60 fields with many different options, master's degrees in 43 fields, and doctoral degrees in 20 fields. In 2010, a total of 13,559 students were enrolled at MSU, an increase of 6.2% from the previous year. Full-time equivalent (FTE) enrollment was 11,528, up 8.5% from the previous year. Of the top 200 Montana high school seniors that earned Montana University Honors Scholarships this year, 122 enrolled at MSU.

Update: In 2011, a total of 14,153 students were enrolled at MSU, an increase of 4.4% from the previous year. Full-time equivalent (FTE) enrollment was 12,091, up 4.9% from the previous year.

Our students continue to excel. Montana State University is ranked in the top 20 nationally for the number of Goldwater scholarship recipients, and our faculty and students continue to be successful in many other areas:

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<sup>1</sup> [Att.] appears in this document to indicate that supporting evidence has been attached (Appendix 1.16 in this example).

- National Science Foundation (NSF) Graduate Research Fellowships (GRFP)
- Boren awards
- Rhodes Scholar
- Society of Women Engineers (SWE) Future Leader Award
- Presidential Early Career Awards
- U.S. Department of Defense Science, Mathematics And Research for Transformation (SMART) Scholarship
- NASA Astrobiology Institute Fellowship
- Fulbright grants and scholarships

Montana State University continues to be ranked as an institution with very high research activity by the Carnegie Foundation for the Advancement of Teaching. Research expenditures again set a new record, at \$109.5 million for 2010 [Update: \$102.8 million for 2011] [[Att. 1.11](#)]. The faculty's engagement in research at this level provides remarkable opportunities for student involvement in the research experience, and all undergraduate students at MSU now participate in a research experience. However, we seek to see the opportunities for hands-on research and creative experiences for our students expanded and strengthened in the years ahead.

Montana State University inaugurated a new President, Dr. Waded Cruzado, in 2010 and welcomed a new Provost, Dr. Martha Potvin, in 2011. With new leadership in place the institution has begun a strategic planning process, with a new strategic plan to be completed by Fall 2012. The committees involved in the planning process contributed to this report. Faculty and students, administrators and staff have all provided input into the University's new mission statement and Core Themes.

This Updated Year One Self-Evaluation Report includes:

- A brief update on institutional changes since the 2009 site visit
- Responses to Eligibility Requirements 2 and 3
- Responses to Recommendations 1 through 4 from the Fall 2011 Evaluators' Report
- The institution's new Mission Statement
- The four Core Themes that have been developed to assist the University in achieving its mission:
  - Educate Students
  - Create Knowledge and Art
  - Serve Communities
  - Integrate Learning, Discovery, and Engagement

In addition, this updated report includes a significantly reduced list of indicators for each Core Theme, as recommended by the evaluators of our original Year One report. Baseline and target values for each indicator have also been provided in this updated report.

## Institutional Overview

At the time the Year One Report was submitted, our new mission statement had been completed, but not yet approved by the Montana Board of Regents. We were faced with developing Core Themes for a mission statement that would be obsolete before the Year One Report was evaluated, or basing our Year One Report on an unapproved mission statement. We opted to base our Year One Report on the new mission statement. The new mission statement has been approved by the Board of Regents (November 18, 2011) [Att. 1.02].

This Fall we embarked on the process of developing a new strategic plan for Montana State University. A Strategic Planning Team of 45 individuals met from October 7, 2011 through March 26, 2012 and have presented President Cruzado with a draft Strategic Plan [Att. 1.05] for the institution. The Strategic Plan will be presented to University Council on May 2, 2012 (first reading) and September 5, 2012 (second reading and vote). The Strategic Plan will be used to guide decision making for the foreseeable future. The Strategic Plan contains goals and metrics that align well with the Core Themes and indicators presented here. Indeed, the Core Themes from our Year One Report were used as a starting point for discussion by the Strategic Planning Team. Montana State University continues to experience significant enrollment growth, both on a headcount and FTE basis. Fortunately tuition revenues from enrollment growth and 5% tuition rate increases authorized by the Board of Regents for AY12 and AY13 [Att. 1.06] have allowed us to accommodate the demands of the additional students. Significant resources have been allocated to accommodate growth since the Year One Report was submitted [Att. 1.13]:

- \$400,000 (base funding) was directed to colleges found to be underfunded relative to peers based on the Delaware Data set.
- \$1.1 Million in base funding was moved from the Provost's budget to the colleges to replace one-time-only (OTO) funds that the Provost's Office was providing for covering additional course sections needed to accommodate enrollment growth. These funds re-baselined required course section expenditures to Fall 2010. While this reallocation of funds does not provide new dollars, moving base funding into the college budgets provides the deans with greater flexibility in how to expend the funds. For example, with additional base funding the deans may choose to hire additional tenure-track (TT) faculty or offer multi-year contracts to non-tenure-track (NTT) faculty where they had previously utilized NTT faculty on short-term contracts.
- \$1.9 Million (OTO) was distributed to colleges to accommodate additional sections for 2011-12.
- \$1.8 Million (\$1.2 Million base \$0.6 Million OTO) was allocated to fund 16 Investment Proposals from 74 submissions [Att. 1.14]. Approximately \$1.4 Million of these funds will directly or indirectly support students. Because the Investment Proposal review process was completed while the Strategic Plan was under development, the Core Themes of our Year One Report were used to guide decisions on the selected proposals.

- \$1.5 Million (base funding) has been allocated to Academic Affairs for the purpose of hiring additional faculty (TT and NTT). The primary criteria for determining where to hire faculty will be the impact of the hires on accommodating enrollment growth to meet the educational needs of our students (Core Theme 1) [Att. 1.15]. Based on prioritization by the Deans, 21 new faculty positions (15 TT, 6 NTT) were authorized in April 2012:

Despite these investments, we are facing funding challenges as well. Due to a decision by the Montana Board of Regents in summer 2011, in response to 2008 resident student enrollments in the Montana University System, Montana State University will be transferring as much as \$9 million in base funding to the University of Montana over the next three years. The institution will attempt to mitigate this funding loss by utilizing reserve funds, increased tuition revenues, and, if necessary, internal reallocation. Because these transfers are based on enrollment changes, recent enrollment growth at Montana State University, and especially the increased market share of Montana resident students, will reduce the total transfer requirement. These funding issues are highlighted in the following comments to MSU faculty from President Cruzado (7/26/2011).

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“Some of the significant events shaping our financial picture this year include:

- Steady enrollment growth since Fall 2007
  - Student headcount up 11.4% through Fall 2010 and up 6.2% from Fall 2009 to 2010
  - We estimate total student enrollment to be up 2-3% again this Fall (2011)
- Solid non-resident student base (26% in FY11) provides higher tuition revenue
- State budget cut of 1.6% for the FY12/13 biennium (\$750,000 per year)
- Montana University System allocation adjustment for state funds based on Student FTE
  - FY12 = Loss of \$2.6 million vs. FY11; FY13 = Loss of \$5.2 million vs. FY11
- Tuition increase approved by the Board of Regents
  - 5% increase in FY12 (\$4 million over FY11)
  - Another 5% increase in FY13 (\$8 million over FY11)
- MSU set aside \$7 million in the Board-approved revolving reserve over the past several years. These funds originated from enrollment growth revenues

Although MSU's state funding has been reduced for the FY12/13 biennium, total general fund revenues (state funding plus tuition and fees) will actually be higher this year as a result of continued enrollment growth and tuition increases. In fact, to support the recent enrollment increases, the university in FY12 has committed an additional \$1.2 million in funding to the academic units and \$200,000 to student support. Further, we will still be able to provide one-time funding for additional course sections in FY12, which may be necessary if enrollment growth continues this year.

Reserves we set aside over the past several years will allow us to make strategic investments in our classrooms and instructional buildings to make them more accessible and accommodating to our growing number of students. And, of course, we will continue to explore ways to invest in our greatest assets, our faculty and staff. Even though we will have less financial support from the state this year than in years past, it is important for you to know that the resources of your university are being managed in a responsible manner to meet our growing needs.”



## Preface

### I. Institutional Changes

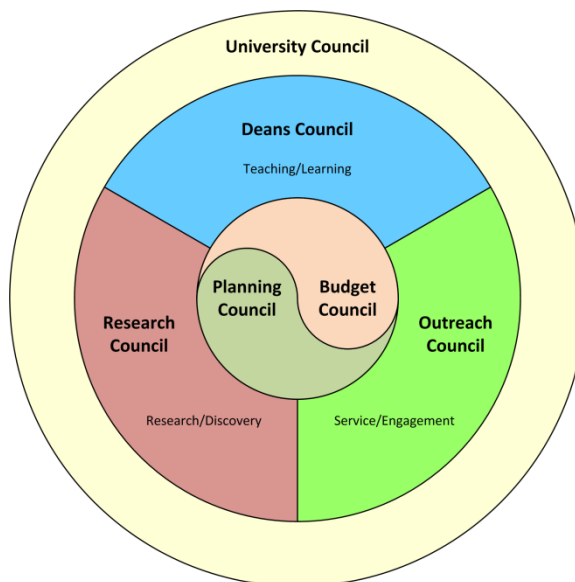
On January 4, 2010, Dr. Waded Cruzado took office as the twelfth president on Montana State University. One year later, Dr. Martha Potvin joined the University as Provost.

In her first 100 days on campus, President Cruzado hosted a series of listening and learning sessions to gain a better understanding of the MSU culture and the concerns of the faculty, staff, and students. She then invited over 100 volunteers to design a new shared governance structure for the institution. The result was the creation of five new Councils [Att. 1.09]:

- **University Council**  
Mission: The mission of the University Council shall be to ensure that the institutional policies and procedures support the university's strategic plan and land grant mission.
- **Planning Council**  
Mission: The Planning Council is responsible for promoting an alignment between the institution's strategic plan and resource development and allocation. The Council defines the institutional criteria and procedures necessary to prioritize existing and proposed programs to be in alignment with MSU's Strategic Plan. In its advisory role to the President, the Council provides evidence-based input linking strategic planning with strategic execution, and facilitates the continuous evolution of the Strategic Plan itself.
- **Budget Council**  
Mission: To create, communicate and implement logical and easily understood fiscal processes that lead to fair budgetary guidance or resource allocations that directly support University strategic goals and priorities.
- **Deans' Council**  
Mission: The Deans' Council will provide vision and leadership for the academic enterprise of the University.
- **Research Council**  
Mission: Enhance the research enterprise at MSU and provide guidance and recommendations for strategic investments to facilitate discovery on the MSU campus.
- **NEW: Leadership, Outreach and Engagement Council**  
Proposed April 2012, the Leadership, Outreach and Engagement Council (colloquially called the "Outreach Council") will align the University's government structure with the mission statement. This new Council will serve as the focus for all activities related to leadership, service, outreach, and engagement on campus.

The new Council structure is illustrated in the figure to the right.

The Deans Council is responsible for the teaching/learning mission of the institution. The Research Council is responsible for the research/discovery mission of the institution. And the proposed Leadership, Outreach and Engagement Council (shown as the Outreach Council in the figure) will be responsible for the service/engagement mission of the institution.



The Planning and Budget Councils are intended to support and drive all aspects of the institution's mission. The Planning Council sets direction based on input from the other Councils, and monitors progress against established targets. The Budget Council allocates funds to support the goals established by the Planning Council (including the Core Themes described in this document).

The University Council provides oversight to all campus activities, manages items that impact the entire campus, as serves as a point of contact for items and issues that affect the four-campus of Montana State University.

Among the various councils there are representatives from each of the MSU campuses, the students, faculty, staff, administration, and the community.

Additional administrative changes since the last site visit include:

- Dr. Rolf Groseth, Chancellor at MSU-Billings
- Terry Leist, Interim Vice President for Administration and Finance
  - Update: After a nationwide search, on April 12, 2012 Terry Leist accepted the position of Vice President for Administration and Finance at Montana State University. It is no longer an interim appointment.
- Dr. Matthew Caires, Dean of Students
- Thomas Calcagni, Executive Director of University Communications
- Michael Stevenson, President and CEO of MSU Foundation
- Dr. Douglas L. Steele, Vice President for External Relations and Director of Extension

- Dr. David Singel, Associate Provost
- Dr. Ronald Larsen, Associate Provost and Accreditation Liaison Officer
- Dr. Marilyn Lockhart, Interim Director of Faculty Development [Att. 1.10]
- UPDATE: Dennis Defa, Human Relations Officer

Other significant changes since the last site visit:

- The Gaines Hall renovation was completed in September of 2010. This returned 80,000 square feet of instructional space to the campus, including a 270-seat lecture hall and numerous instructional laboratory facilities.
- Montana State University received the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. [Att. 1.08]
- Funds for a \$10 million expansion (7200 seats, a 60% increase) to Bobcat Stadium were raised in less than three months, and the new end zone was finished on time and on budget. [Att. 1.17]
- A new Veterans Support Center in the Strand Union Building was opened in Fall 2011 to serve the growing number of veterans on the MSU campus [Att. 1.18]. MSU continues to be listed as one of the “Military Friendly Schools”. [Att. 1.19]
- Gallatin College Programs has been authorized by the Montana Board of Regents to offer Associate of Arts (AA) and Associate of Science (AS) degrees beginning in Fall 2012 [Att. 1.20].
- Twelve projects were awarded funds to improve retention at MSU in 2011 [Att. 1.12]
  - College of Arts and Architecture Professional Practices Series (\$6,600)
  - College of Business One-on-One Coaching Program (\$10,000)
  - College of Education, Health and Human Development DynaMetrics Program Tools initiative (\$10,000)
  - College of Engineering:
    - Enhance freshman introduction to engineering course (\$9,932)
    - Supplemental instruction to students for high-risk students taking gateway engineering courses in electrical engineering (\$10,000)
    - Introducing first-year students to computer simulation of engineering systems (\$10,000)
  - College of Letters and Science college algebra mastery exam (\$9,958)
  - MSU Library Subject Liaison Program for freshmen and their parents (\$7,720)
  - Student initiatives:
    - MSU Sustained Dialogue: a place where people of multiple opinions and backgrounds can come together and discuss personal, communal and societal problems in a safe space (\$10,000)

- Conversations with Professors: a 75-minute small group conversation between incoming first-year students and faculty the day before classes start (\$8,250)
- MSU Leadership Fellows Program: a first-year experience focused on leadership and engagement/service learning for incoming students (\$10,000)
- University Studies Sophomore Experience: a three-credit course that will include small group sessions and a general lecture geared at engaging students and focusing individualized career plans (\$9,900)

## II. Response to NWCCU Recommendations

In this Updated Year One Report, we are responding to Recommendations 1 through 4 in the Fall 2011 Evaluators' Report, as requested in the February 2012 Commission Report. Recommendations 5 and 6, as requested, will be addressed in our Year Three Report.

### Evaluators' Recommendation #1

Evaluators recommend that the University document and provide evidence for Board of Regent approval and how the University community is aware of the mission statement and understands it. (Standard 1.A.1)

### Institution Response to Recommendation #1

Montana State University's new mission statement was approved by the Montana Board of Regents on November 18, 2011. To document this, we have included the agenda, agenda item, and minutes of the November 17-18, 2011 meeting of the Board of Regents in Appendix 1 [Att. 1.02].

We have taken a number of steps to make the University community aware of the new mission statement [Att. 1.03]:

1. The new mission statement was developed over many months (October 2010 to September 2011) through a series of public meetings.
  2. As the new mission statement and Core Themes were developed, six drafts were posted on the Planning Council website with an opportunity for online comment.
    - a. Version 1 (May 2011) First draft Mission
    - b. Version 2 (May 2011) Mission and Core Themes updated
    - c. Version 3 (August 11, 2011) Core Themes updated
    - d. Version 4 (August 17, 2011) Core Themes updated
    - e. Version 5 (August 30, 2011) Core Themes updated
    - f. Version 6 (September, 6 2011) Objectives updated
  3. The proposed mission statement was presented at multiple public forums specifically intended to expose the University community to the new mission statement and Core Themes and to solicit feedback.
    - a. May 5 Focus: Mission, Core Themes
    - b. August 17 Focus: Mission, Core Themes, Objectives
    - c. August 31 Focus: Core Themes, Objectives
  4. Once the mission statement was approved by the Board of Regents, it was posted on the University website.
  5. The new mission statement was announced to the University community via *MSU Today* on January 5, 2012.
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Since the announcement, the Strategic Planning Team has been meeting to develop a Strategic Plan based in part on the new mission and Core Themes. Because of this, the new mission statement has been spotlighted through another series of public meetings and open forums. The Strategic Plan will be submitted to University Council for first reading on May 2, 2012 [Att. 1.05] and plans are being made to publicize the plan, including the new mission statement, widely.

### **Evaluators' Recommendation #2**

Evaluators recommend that the University articulate accomplishments or outcomes that represent acceptable thresholds or extents of mission fulfillment. (Standard 1.A.2)

### **Institution Response to Recommendation #2**

We have addressed Recommendation #2 by completely rewriting section 1.A.2 in Chapter One. We have provided 16 specific accomplishments, directly related to the Core Themes, which will represent acceptable thresholds for mission fulfillment.

### **Evaluators' Recommendation #3**

Evaluators recommend that the University finalize the core themes. (Standard 1.B.1)

### **Institution Response to Recommendation #3**

In the Year One Report submitted in September 2011, there were five Core Themes as follows:

- Educate students
- Create knowledge and art
- Serve communities
- Integrate learning, discovery, and engagement
- Stewardship

However, there was an error in the report and in one location the fifth Core Theme was listed using an earlier version of the title, Sustainability. We suspect that it was this confusion on the fifth Core Theme that led, in part, to Recommendation #3.

The Core Themes have been finalized and were presented to the University Council on November 2, 2011 [Att. 1.04]. However, the Year One Report evaluators made a suggestion that we "...consider how best to include or exclude all of the core themes in the mission statement, as current themes one through four are included, and the fifth is excluded." [Fall 2011 Evaluator's Report]

We have opted to act on the evaluators' suggestion and remove the fifth Core Theme. Stewardship continues to be important to the faculty, staff, and students of Montana State University, but it is now incorporated in the new Strategic Plan. The presence of this topic in the Strategic Plan allows us to remove the topic from the list of Core Themes so that there is a direct correlation between the Core Themes and the mission statement, as suggested by the evaluators.

With this Updated Year One Report, we now have four finalized Core Themes:

- Educate students
- Create knowledge and art
- Serve communities
- Integrate learning, discovery, and engagement

These align well with many of the goals in the new Strategic Plan:

<b>Core Theme (This Document)</b>	<b>Strategic Goal (Strategic Plan)</b>
1. Educate students	1. Learning
2. Create knowledge and art	2. Discovery
3. Serve communities	3. Engagement
4. Integrate learning, discovery, and engagement	4. Integration
	5. Access
	6. Stewardship

#### **Evaluators' Recommendation #4**

Evaluators recommend that the University examine the relationship of each objective to the theme and the need for and feasibility of the numerous objectives and classes of indicators proposed. There is a need to reduce the number of indicators to those key, specific indicators; determine methods and sources for data collection and other information to demonstrate assessability; establish its baseline data for each indicator; and determine appropriate targets to measure progress. (Standard 1.B.2)

#### **Institution Response to Recommendation #4**

There were concerns on campus that we had too many indicators in the Year One Report, and that concern was echoed by the evaluators in Recommendation #4. There was a conscious effort during the preparation of the Strategic Plan to dramatically reduce the number of objectives and indicators by selecting "key, specific indicators" as recommended by the evaluators. This effort has reduced the number of outcomes from 24 to 10, and the number of indicators from 83 to 21 in this Updated Year One Report. The

reduced set of indicators is reported in Chapter One. Baseline values were provided by the Office of Planning and Analysis (OPA).



## Chapter One – Standard One: Mission, Core Themes, and Expectations

### Eligibility Requirements

*Note: In the Year One Report submitted last September, all 24 eligibility requirements were addressed. After recognizing that only requirements 2 and 3 are to be updated in the Year One Report, only requirements 2 and 3 are addressed in this updated report.*

Montana State University (MSU) continues to meet the eligibility requirements of the Northwest Commission on Colleges and Universities (NWCCU) for consideration of reaffirmation of accreditation.

**2. Authority** MSU is authorized by the Montana University System (MUS) Board of Regents (BOR) to grant degrees at the undergraduate and graduate levels. The Montana Constitution authorizes the Board of Regents with powers and responsibilities to oversee the operation of Montana State University [Att. 1.01].

**3. Mission and Core Themes** The current Mission Statement of Montana State University was developed in Spring 2011 and approved by the Montana Board of Regents on November 18, 2011 [Att. 1.02]. The Core Themes were developed in Spring and Fall 2011 and presented to the University Council on November 2, 2011 [Att. 1.04]. Both the Mission and Core Themes are described in detail in this document.

### Section 1A. Mission

**1.A.1. The institution has a widely-published mission statement – approved by its governing board – that articulates a purpose appropriate for an institution of higher learning, gives direction for its efforts, and derives from, and is generally understood by, its community.**

Montana State University has developed a new mission statement. MSU’s Planning Committee coordinated the development of the mission, which has had significant public input via campus public meetings and on-line opportunities to comment.

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

This mission statement was approved by the Montana Board of Regents at their November 2011 meeting [Att. 1.02]. Steps taken to ensure that the MSU community is aware of and understands the new mission were described in the Institution Response to Recommendation #1.

**1.A.2. The institution defines mission fulfillment in the context of its purpose, characteristics, and expectations. Guided by that definition, it articulates institutional accomplishments or outcomes that represent an acceptable threshold or extent of mission fulfillment.**

Our new mission statement builds on the historic tri-partite mission of a land-grant institution to move us towards a new effort to integrate learning, discovery and engagement. Because of this, there are aspects of what we do that we simply need to sustain, other areas that we desire to improve, and the new integration component will require a significant investment of time and resources if we are going to see an impact. Because our Core Themes are intimately related to the components of our mission, we will use the Core Themes to guide a description of what mission fulfillment will entail.

The indicators reported in this section have been adapted from the MSU Strategic Plan which was developed in 2011-12 [Att. 1.05]. Baseline values were provided by the Office of Planning and Analysis. Target values were set by members of the Strategic Planning Committee or members of appropriate Councils (e.g., members of the Research Council were involved with the objectives related to Research/Discovery.)

We have purposely attempted to create stretch goals, and we anticipate that we will not be successful at reaching all of our targets. Indeed, if we reach all of our targets, it will be because we set the bar too low. However, it is our expectation that we will achieve many of the goals, and strive to get as close as we can on all of the goals stated here.

### **Educate Students**

Montana State University has been educating students for well over a century, so in some ways mission fulfillment means continuing to fulfill that role. But there are still some areas where mission fulfillment implies doing better. One of the fundamental indicators of success at educating students is degree completion.

- By 2018, 6-year bachelor's graduation rate will increase from 51% to 62%.
- By 2018, graduate degrees awarded will increase from 548 to 650 per year.
- By 2018, associate degrees conferred will increase from 38 to 70.
- By 2018, our freshman first-time, full-time retention rate will increase from 74% to 82%.

### **Create Knowledge and Art**

Research is an important part of academic life at Montana State University. We reached a significant milestone when all undergraduate students were provided with one or more research opportunities, which are monitored using an "R" extension on course designations in the Core curriculum.

An important part of mission fulfillment in the next six years will be to maintain our current ranking as a “very high research activity” institution in the Carnegie classification. To help ensure this, we want to:

- Elevate the research excellence and recognition of our faculty.
- Expand the scale and breadth of doctoral education.
- Improve key rankings among very high research activity institutions.

We also intend to ensure that increased opportunities to participate with the faculty in research continue to be available to our students.

Key metrics related to goals are as follows:

- By 2018, graduate enrollment will increase by 20% to 2350.
- By 2018, the number of yearly doctoral conferrals will increase from 56 to 80.
- By 2018, the number of peer-reviewed publications reported in faculty activity data will increase by 15% from 750 to 860.<sup>2</sup>
- By 2018, faculty scholarly products with undergraduate and graduate students (reported in faculty activity data) will increase by 50% from 422 to 633.<sup>3</sup>

### **Serve Communities**

Many of our students are already engaged in service activities, and we are proud to have been recognized as an “engaged campus” by the Carnegie foundation [Att. 1.o8]. But our efforts in this area must increase substantially if we are to achieve our goal of integrating learning, discovery, and engagement.

In this area we see our mission as fulfilled if:

- MSU maintains the current ranking as an “engaged campus” by the Carnegie Foundation.
- By 2013, MSU will have a campus-wide coordinating infrastructure to support and advance engagement.<sup>4</sup>
- By 2014, MSU will have established the means to identify and record student participation in engagement activities.<sup>5</sup>

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<sup>2</sup> The baseline value (750) was taken from reported peer-reviewed publications in the faculty activity database. In the past, not all faculty members participated in centralized faculty activity reporting. This is now required under the new collective bargaining agreement, so we anticipate having more accurate data in the future. The baseline and target values may need to be revisited once better data collection is available.

<sup>3</sup> This target value was intentionally set high, in part because we anticipate that the reported number of papers with undergraduate and graduate student authors will increase simply because we will improve the data collection methodology.

<sup>4</sup> The 2013 date on this metric is intentional; meeting this goal is necessary if other goals are to be accomplished by 2018. Development of this infrastructure is already underway.

- By 2018, all MSU undergraduates will have a meaningful engagement/outreach experience during their time at MSU.

### **Integrate Learning, Discovery and Engagement**

Developing meaningful engagement/outreach experiences for all undergraduate students will be the major new initiative on campus for the next six years. Just as we found a way to create research experiences for all undergraduates, now we want to create opportunities for students to participate in meaningful engagement/outreach activities. Even more, we want to create opportunities that integrate learning, discovery and engagement.

Ultimately, mission fulfillment means providing all undergraduates with an experience that integrates learning, discovery and engagement. However, we anticipate that it will take more than six years to achieve this goal.

- By 2018, 50% of students will have a substantial curricular experience that integrates learning, discovery and engagement.

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<sup>5</sup> At present we have lots of anecdotal evidence of student participation in engagement activities, but we must create a mechanism for identifying courses and organizations that provide opportunities for engagement, and a mechanism for tracking student participation in engagement activities. It is intended that this will be one of the first responsibilities of those involved in the “campus-wide coordinating infrastructure to support and advance engagement.”

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## Section 1B. Core Themes

The Core Themes, Objectives, and Indicators provided in our Year One Report submitted September 2011 were initially developed by the MSU Planning Council, then expanded through a series of public forums with input from the following groups:

- MSU Planning Council Working Sessions, Summer 2011
- Second Public Forum, August 17, 2011
- College of Letters and Science Deans' Retreat, August 18, 2011
- President's Executive Committee
- Third Public Forum, August 31, 2011
- Faculty Senate, September 7, 2011
- Deans' Retreat, September 8, 2011
- ASMSU (Student) Senate, September 8, 2011

Through this process we developed a list of 24 outcomes and 83 indicators. The evaluators of our Year One Report recommended significantly reducing that list.

The Core Themes, Objectives, and Indicators were provided to the Strategic Planning Committee who used them as a starting point for their own discussions. The Strategic Planning Committee heeded the evaluators' recommendation to reduce the number of objectives and indicators. The results of their effort are reported here in our Updated Year One Report.

## Core Theme 1: Educate students

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Two simple words in the mission statement are used to describe a vast array of educational efforts at Montana State University.

### *Educates Students*

Montana State University provides courses of study for over 60 majors and many more programs. While over 14,000 students are enrolled on our campus, the educational opportunities provided by the institution go far beyond resident instruction. Our students include people in communities across the State and around the world. Some examples are [\[Att. 2\]](#):

- Montana State University has Extension Agents serving each of the 56 counties in Montana, in part, by bringing educational opportunities to the citizens of the State [\[Att. 2.01\]](#).
- The Montana Manufacturing Extension Center and the Jake Jobs Center for Entrepreneurship for the New West help develop businesses across the State and region [\[Att. 2.02, 2.03\]](#).

- The Montana Department of Public Health and Human Services has partnered with Montana State University to reach communities through the Montana Nutrition and Physical Activity Program [\[Att. 2.04\]](#).
- The MSU Water Center partners with the Montana Watercourse, a statewide water education program that supports water resource decision making and stewardship [\[Att. 2.05\]](#).
- MontanaPBS operates from Montana State University (KUSM) and the University of Montana (KUFM) to provide public broadcasting coverage to over 150 communities in the State [\[Att. 2.06\]](#).
- MSU creates multicultural experiences for all of our students by hosting more than 600 international students from around the world in our degree programs. We also offer more than 250 education abroad programs for credit, and send more than 300 MSU students abroad to study each year [\[Att. 2.07\]](#).
- Since 1997, student work-study and volunteer tutors have served over 2500 children in area schools through the MSU America Reads\*America Counts program [\[Att. 2.08\]](#).
- Montana Shakespeare in the Parks has brought the greatest works of Shakespeare and others to Montana and neighboring states for 39 years [\[Att. 2.09\]](#).
- MSU's National Teachers Enhancement Network (NTEN) offers online, graduate-level science courses to science teachers across the country [\[Att. 2.10\]](#).
- MSU empowers Native American individuals and communities.
  - The Indian Leadership Education and Development (I LEAD) Project is sponsored by the Department of Education [\[Att. 2.11\]](#).
  - MSU hosts the Native American Heritage Day in the fall and the Pow Wow in the spring to celebrate Native American culture [\[Att. 2.12, 2.13\]](#).
- Students in MSU's Engineers Without Borders (EWB) group educate communities in Kenya on how to develop and sustain clean drinking water and sanitation facilities. This group has been awarded a 2011 Outreach Scholarship/W.K. Kellogg Foundation Engagement Award and is one of four groups competing for the 2011 C. Peter Magrath University/Community Engagement Award, to be announced at the APLU Annual Meeting in November [\[Att. 2.14\]](#).  
 UPDATE: MSU's Engineers Without Borders group won the 2011 C. Peter Magrath University/Community Engagement Award! [\[Att. 2.15\]](#)

And education implies far more than just imparting knowledge. We strive to help our students become critical thinkers capable of making informed ethical decisions, ready to become active citizens and community leaders. However our objectives have been focused on areas in which we desire to seek improvement.

*Objective 1: Increase graduation rates at Montana State University.*

Indicators:

- 6-year bachelor's graduation rate will increase from 51% to 62%.
- Graduate degrees awarded will increase from 548 to 650.
- Associate degrees conferred will increase from 38 to 70.
- First time, full time freshmen fall-to-fall retention will increase from 74% to 82%.

*Objective 2: Increase Job Placement and Further Education Rates.*

Indicators:

- Percent of graduates entering Montana workforce will increase from 38 to 45.
- Percent of graduates pursuing an advanced degree will increase from 22% to 25%.

## **Core Theme 2: Create Knowledge and Art**

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One of the purposes of any university is to be a place where the boundaries of human knowledge are continually being expanded through scientific research and artistic expression. Montana State University has a strong focus on the creation of knowledge through research and discovery. We are classified as a “very high research” institution by the Carnegie Foundation [Att. 1.07], and we seek to maintain that status to continue to provide opportunities for our students to participate in the creation of knowledge and art.

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

- Montana State University 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.
  - By 2014, MSU will have a mechanism for quantifying the research excellence and recognition of our faculty.
  - By 2018, the new metric describing the research excellence and recognition of our faculty will have increased from the 2014 baseline by 10%
- The impact of our work will grow as judged by national awards, peer-reviewed publications, scholarly citations, use by policy makers, technology transfer activities, invited conference presentations, and the number and quality of visiting scholars attracted to MSU. As a key indicator of performance in this area:
  - By 2018, the number of peer-reviewed publications reported in faculty activity data will increase by 15% from 750 to 860.

*Objective 2: Expand the scale and breadth of doctoral education.*

- By 2018, the percentage of tenure-track faculty who participate in doctoral education will increase from 47% (est.) to 60%.<sup>6</sup>
- The number of graduate students will grow from 14% to 16% of total enrollment by 2018, primarily by increasing PhD student enrollment.
- By 2014, we will establish a process for quantifying the number of graduate students presenting at national and international meetings, publishing in journals, and earning high-profile fellowships.
- By 2018, increase the number of graduate students presenting at national and international meetings, publishing in journals, and earning high-profile fellowships from the 2014 baseline by 15%.

*Objective 3: Improve key rankings among very high research activity institutions.*

- MSU will improve its rank among RU/VH institutions on four measures: STEM R&D expenditures (from 94 to 92); Non-STEM R&D expenditures (from 92 to 90); Number of S&E research staff (from 96 to 94); and Doctoral conferrals (from 106 to 104).

## Core Theme 3: Serve Communities

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When the Extension Service was established in 1914, the focus was on getting research on new methods in agriculture communicated to rural communities. The idea that the scholarly work of the institution needs to be applied to solve real problems is still at the heart of community service, but the scope of the service activities has expanded significantly, and even the definition of “community” is evolving. At Montana State University we embrace a broad definition of community, and are eager to find ways to see our students and faculty engaged with those communities.

In 2009 Montana State University was listed on the President’s Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning and civic engagement. In 2011, the Carnegie Foundation for the Advancement of Teaching has awarded Montana State University its community engagement classification.

Recent examples of existing service and engagement activities are listed in Appendix 2:

- The Montana Extension Service continues to bring educational opportunities to the state. Topics range widely, from the E<sup>3</sup>A energy management program [Att. 2.01, 2.16] to a Grandparents Raising Grandchildren Workshop in Billings [Att. 2.17].

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<sup>6</sup> The baseline value (47%) was determined by counting all faculty members in doctoral-granting departments. As membership on graduate student program committees is brought online, we will be able to improve how we quantify the number of faculty participating in doctoral education.



- Since 1997, student work-study and volunteer tutors have served over 2500 children in area schools through the MSU America Reads\*America Counts program [Att. 2.08].<sup>7</sup>
- Thousands of MSU students provide service to hundreds of Bozeman area non-profit, school and governmental organizations each year. This effort is coordinated by the MSU Office for Community Involvement [Att. 2.18].
- The Early Childhood Education Distance Partnership program helps Head Start teachers and early childhood educators in tribal communities throughout Montana complete bachelor's degrees from MSU [Att. 2.19].
- Bobcat student athletes have logged over 14,000 hours of community service through the A.L.L. (Academics, Leadership, Life Skills) Challenge program [Att. 2.20].
- The Western Transportation Institute uses research to find solutions to problems and improve transportation in rural areas. WTI also sponsors the Bridges and Dams outreach program to demonstrate engineering principles to elementary school students, and partners with the MSU Engineers Without Borders student chapter to conduct workshops in elementary school classrooms [Att. 2.21].
- MSU Science Saturdays provides kids aged 8-13 with hands-on science and research activities. More than 900 Montana children have participated since 2008 [Att. 2.22].
- The Fire Services Training School trains community and volunteer firefighters from all of Montana [Att. 2.23].
- The Agricultural Marketing Policy Center provides applied research and education on agricultural marketing and related policy issues for farm and ranch managers and public decision makers [Att. 2.24].
- MSU's TechLink helps organizations commercialize new technologies [Att. 2.25].
- The Montana Manufacturing Extension Center helps Montana manufacturers increase profits by improving business processes [Att. 2.02].

Note: Many of the examples listed here have been extracted from much larger lists at:

- [www.montana.edu/about/outreach/communityengagement.html](http://www.montana.edu/about/outreach/communityengagement.html)
- [www.montana.edu/about/outreach/k12.html](http://www.montana.edu/about/outreach/k12.html)

*Objective 1: Strategically increase meaningful engagement at MSU.*

Indicators:

- By 2013, MSU will have a campus-wide coordinating infrastructure to support and advance engagement.<sup>8</sup>

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<sup>7</sup> This bullet item appeared in Core Theme 1 as well. There is significant overlap between the Core Themes of Educate Students and Serve Communities – but repetition has been minimized in this document for the benefit of the reader.

<sup>8</sup> The 2013 date on this metric is intentional; meeting this goal is necessary if other goals are to be accomplished by 2018. Development of this infrastructure is already underway.

- By 2014, MSU will have a mechanism for identifying student organizations with a focus on engagement activities.
- By 2014, MSU will have a mechanism for tracking student involvement in engagement activities.
- By 2018, all MSU graduates, faculty and staff will have a meaningful engagement/outreach experience during their time at MSU.

*Objective 2: Fulfill the land-grant mission by increasing participation in outreach.*

Indicator:

- By 2014, MSU will have a mechanism for quantifying the number of faculty, staff and students involved in outreach activities, including the ability to track activities in underserved areas and involving minority populations.
- By 2018, the number of students, faculty and staff involved in outreach and engagement activities will increase from the 2014 baseline by 10%.

*Objective 3: Create graduates with global and multi-cultural understanding.*

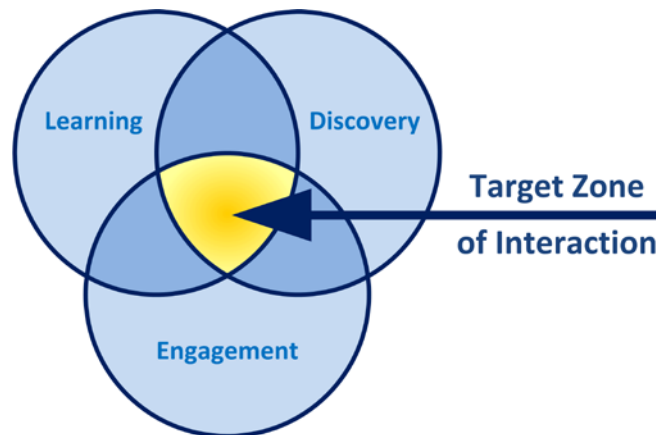
Indicators:

- By 2014, MSU will have a mechanism for quantifying the number of students involved in cross cultural study, work and/or service experiences.
- By 2018, the percentage of MSU students participating in meaningful cross cultural study, work and/or service experiences, incorporating both academic preparation and post-trip reflection, will increase from the 2014 baseline by 20%.

## Core Theme 4: Integrate Learning, Discovery and Engagement

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In the past Montana State University achieved a goal of including a research experience in each student’s undergraduate experience to help our students experience knowledge acquisition, synthesis and analysis. We now want to extend this to include engagement with communities as well.



We seek to increase opportunities for students and faculty to apply their knowledge in ways that serve others, and we intend to build learning, discovery, and engagement into courses across the curriculum.

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

Indicator:

- By 2018, 100% of graduates will have curricular experiences that integrate learning and discovery, or learning and engagement.
- By 2018, 50% of graduates will have a substantial curricular experience that integrates learning, discovery and engagement.

*Objective 2: Increase faculty/student broader impacts.*

Indicators:

- By 2018, faculty scholarly products with undergraduate and graduate students will increase by 50% from 422 to 633.
- By 2014, MSU will have a mechanism for quantifying the number of community-based research projects.
- By 2018, community-based research projects will increase by from the 2014 baseline by 20%.

## Conclusion

Montana State University has developed a new Mission Statement and a set of four Core Themes to assist the Institution in fulfilling its mission. Indicators have been identified to allow progress on each Core Theme to be measured. The Mission and Core Themes have been developed by the University Planning Council over a period of nine months, presented for public comments, and available online for review and comment in several drafts. The Mission and Core Themes were provided to a Strategic Planning Committee that used the Core Themes to initiate discussion on a new Strategic Plan for the Institution, which has recently been completed. There continues to be strong alignment between the Core Themes reported here and the Goals of the Strategic Plan.

This updated self-study report has been reviewed by the academic deans and the President's Executive Council.

Montana State University enthusiastically endorses the revised accreditation standards of the Northwest Commission on Colleges and Universities and their grounding in continuous improvement. The new standards will help keep mission and assessment at the forefront, and will assist in mission fulfillment.