Learning Goal: We prepare students to graduate equipped for careers or further education.	MSU Target	Unit Strategy	Unit Objective (optional)	Unit Metric	Accomplishments/Successes	Person Responsible for Success	$
Objective L.1: Assess, and improve where needed, student learning of critical knowledge and skills.							
Metric L.1.1: By 2019, MSU will achieve targets for mastery of disciplinary knowledge as developed in departmental learning assessment plans.	*Achieve mastery targets across all programs (baseline not determined)*	Clarify, systematize, and automate the process for assessment of learning outcomes.	• Provide assessment training at the institutional level. • Include assessment examples on the Provost website. • Provide staff (e.g, an Associate Provost or assessment coordinator) to consult with departments about assessment plans (AY13-14, AY14-15). • All departments and colleges submit assessment plans to Provost by September 2013. • Conduct annual reviews of assessment outcomes to track progress towards targets.	Complete learning outcomes for all courses by September 2013. Complete learning outcomes for all programs by September 2013. Collect data during fall 2013, analyze and modify courses/programs for NWCCU Spring 2014 Year Three Report.		Ron Larsen w/ deans and performance objectives	
Metric L.1.2: University measures of undergraduate student mastery of critical thinking, oral communication, written communication, quantitative reasoning, understanding of diversity, and understanding of contemporary issues in science will be developed by 2014. Targets set in learning assessment plans will be met by 2019.	*Develop Core Assessments; meet targets (baseline not determined)*	Clarify, systematize, and automate the process for assessment of learning outcomes.		1. Update and publish learning outcomes for all CORE areas for assessment by Fall 2013. 2. Directly assess the learning outcomes of CORE classes by Fall 2013. 3. Review/revise CORE and university-required courses in		Ron Larsen	
Objective L.2: Increase graduation rates at MSU.							
Metric L.2.1: By 2019, the bachelor's graduation rate will increase from 51% to 65% as measured by the 6-year graduation rate.	*65%*	Determine the degree of correlation of student success to student/TT faculty/NTT faculty ratio and set goals for maintaining reasonable ratios.				Singel/Fastnow	
		Create pilot projects to identify and mitigate challenges to student success and graduation	1. GTA training and coordination, especially in key areas of math and English. 2. Increase successful student course completion without compromising the quality of instruction, especially in key areas of math and English. 3. Require training through Extended University of all faculty who teach online. Incorporate technology in curricular redesign. 4. Schedule courses to facilitate course completion.	Reduce the DFW rates in all courses to <25% by 2019 while maintaining academic quality.		1. Grad Dean 2. Departments 3. EU 4. Singel	
		Pro-actively intervene w/students at risk (pilot project).	1. Mid-term evaluations. 2. Career advising through Student Success. 3. Students mismatched w/selected major. 4. Social advising.			1. Larsen or Singel 2. Singel 3. VPSS, Academic Advising 4. VPSS	
		Encourage and support "introduction to the major" seminars in all programs				Provost	

Learning Goal: We prepare students to graduate equipped for careers or further education.	MSU Target	Unit Strategy	Unit Objective (optional)	Unit Metric	Accomplishments/Successes	Person Responsible for Success	$
		Assess and improve the effectiveness of academic advising	1. Determine an appropriate balance professional, peer, and faculty advising. 2. Include advising in annual workload review and promotion and tenure documents. 3. Create a peer mentoring/advising pilot program.			1. Provost 2. Larsen 3. Singel	
		Create alternative curriculum paths that do not delay graduation rates.				Singel	
		Build community and personal connections for students.	• Themed residence halls.			VPAF/Provost	
		Purchase "relationship management" software (CRM).				VPSS	
Metric L.2.2: By 2019, the number of graduate degrees awarded will increase from 548 to 625 per year. The number of doctoral degrees awarded will increase from 56 to 80 per year.	625 graduate degrees annually; 80 doctoral degrees annually	Increase the institution's investment in recruiting quality graduate students (stipends, waivers).	Develop and enhance graduate programs (e.g., STEM, SBE). Offer competitive stipends, tuition waivers, benefits. Determine market rates for graduate (TA, RA, SA) stipends.			Grad Dean	
		Establish workload expectations for incoming graduate students				Grad Dean	
		Decrease time to degree completion.	• Mandatory annual meetings with graduate committee. • Required annual check on progress to degree by department head. • Automate student tracking.			Grad Dean	
		Align graduate programs with careers, national interest and institutional priorities				Grad Dean	
Metric L.2.3: By 2019, the number of associate degrees conferred will increase from 31 to 70 per year. Workforce certificates conferred will increase from 19 to 65 per year.	70 associate degrees annually; 65 workforce certificates annually	Develop and implement 1-2 new certificate and associate degree program proposals annually.				Gallatin College Dean	
		Implement annual comprehensive local marketing campaign for Gallatin College starting Spring2013				Gallatin College Dean	
		Develop two-year education facility to support program and enrollment growth by 2019-2020				Gallatin College Dean	
		Align programs for seamless transition from BA to AA and AA to BA				Gallatin College Dean	
Metric L.2.4: By 2019, the first time, full time freshmen fall-to-fall retention will increase from 74% to 82%.	82%	Analyze and implement recommendations from assessment of freshman experiences	Freshman seminar, freshmen experience classes, residential interest groups or freshman interest groups			Provost/VPAF	
		Identify funding for sophomore-level scholarships.				Provost/VPAF	
		Develop transitional advising for students changing majors that will allow on time graduation				Singel	
		Encourage "introduction to the major" seminars in all programs				Larsen	
		Provide clear four-year degree plans.				Singel	
		Survey the reasons why students leave MSU and address results.				VPSS	
		Reduce DFW levels in freshmen-level				Provost	

Objective L.3: Increase job placement and further education rates.

Learning Goal: We prepare students to graduate equipped for careers or further education.	MSU Target	Unit Strategy	Unit Objective (optional)	Unit Metric	Accomplishments/Successes	Person Responsible for Success	$
Metric L.3.1: By 2019, the percent of graduates employed full-time in their field or in positions of their choosing will increase from an average of 62% to 70%.	70%	Establish benchmarks and increase internship and coop opportunities.	1. Explore reduced tuition and variable credits for internships. 2. Examine curriculum to encourage internship/professional experiences and determine appropriate learning outcomes. 3. Develop faculty workload guidelines for out of class experiences such as internships, co-ops, independent study, and research experiences	Double the number of students who undertake global learning experiences		1. Provost 2. Provost 3. Larsen	
		Involve alumni in student engagement activities (e.g., professional advantage or coop programs).				Deans	
		Increase student diversity to increase corporate interest in recruiting at MSU.	Evaluate and implement ACE Globalization Lab recommendations.			Provost	
		Encourage students to complete minors that enhance their marketability/skills.				Provost	
		Invest in and recruit students to programs with high post-graduation employment rates.				VPSS	
		Actively participate in statewide economic development activities to create the demand for graduates.				VPR	
		Implement an effective career placement tracking system to identify where students find employment.				VPSS	
Metric L.3.2: By 2019, the percent of graduates pursuing an advanced degree will increase from an average of 21% to 25%.	25%	Expose undergraduate students to graduate school opportunities through events, interactions, classes, and research experiences.	Ensure advisors engage well prepared students in discussions about graduate school as part of advising. Increase the number of professional conferences held at MSU.	1. Increase the number of students taking the GRE and Professional exams by 20%. 2. Increase base funding for undergraduate scholars program by 100% by 2016. 3. Provide travel funds so faculty can take undergraduate students to professional conferences		1. Grad Dean 2. Singel 3. Provost	
		Create pathways for qualified MSU seniors to transition into graduate programs.	Create seamless/coordinated master's degree programs.			Grad Dean	
		Incentivize faculty to create and pay for undergraduate positions in labs.		Establish baseline. Increase by 50-100%		Provost	