Montana State University and its partners attain collaboratively defined outcomes that improve the lives and livelihoods of Montanans.

Montana State University works cooperatively with tribal governments, colleges, community groups and indigenous students to develop and achieve beneficial outcomes.

GOAL 3.1 Increase mutually beneficial collaborations with tribal nations and partners

1. Montana State University will build and maintain an inventory of current partnerships with tribal partners, and their mutually-defined intended outcomes, by 2020.

2. Montana State University will work closely with partners to develop a plan to improve and increase tribal partnerships with mutually-defined outcomes by 2024.

3. Montana State University will enhance partnerships with Montana tribal colleges to increase the number of graduates who enroll at MSU by 2024.

4. Montana State University will complete construction on the American Indian Hall by 2022.

GOAL 3.2 Grow mutually beneficial partnerships across Montana

Montana State University and its partners attain collaboratively defined outcomes that improve the lives and livelihoods of Montanans.

METRICS AND ACTIONS

1. Montana State University will build and maintain an inventory of current partnerships with state and local governments, industries, nonprofit organizations, and their mutually-defined intended outcomes, by 2020.

2. Montana State University will develop a plan to improve and increase state and local partnerships with mutually-defined outcomes by 2024.

3. Montana State University will develop and strengthen structures for Montana stakeholders to contribute to the research and engagement agendas of the university.

4. New workforce and academic degree programs will be tailored to demonstrated state and regional needs with attention to national needs.

5. Montana State University will increase the number of research faculty, research staff, post-docs and graduate students funded on external contracts and grants by 2022.

INTENTIONAL FOCUS 3

Expand Mutually Beneficial and Responsive Engagement for the Advancement of Montana

Montana State University students, faculty and staff work together and with partners across the state and around the world to enhance the well-being of individuals, organizations and communities.

GOAL 3.3 Foster a culture of collaboration, continuous improvement and individual growth

At Montana State University, we do not chase privilege; We choose promise.

1. Montana State University will improve and increase collaborations between curricular and co-curricular units to support student success.

2. Montana State University will increase the number of collaborative grant applications and awards with investigators across curricular, co-curricular, the Montana Agricultural Experiment Station, Extension and other units.

3. Montana State University will increase the average faculty and staff compensation to the representative peer market average by 2024.

4. Montana State University will increase faculty and staff participation in health and wellness, personal management and professional development opportunities.

5. Montana State University will work and annually monitor progress on the 2017 MSU Diversity & Inclusion Framework.

6. Montana State University will develop a comprehensive sustainability plan by 2020 with measurement and annual progress reports to campus.

1. The learning outcomes for Core 2.0 are:

- The individual is able to identify, define, and apply a problem and develop a solution using appropriate tools and methodologies.
- The individual is able to analyze, synthesize, and evaluate information; Productively use information; and effectively present information.
- The individual is able to create and evaluate original ideas; Demonstrate creativity and inventiveness in the solution of problems.
- The individual is able to use a variety of research methods and strategies and effectively present the results of research.
- The individual is able to use appropriate and ethical conventions in presenting and disseminating research findings.
- The individual is able to develop and sustain positive relationships with professionals and the general public.
- The individual is able to critically analyze and evaluate professional and academic literature.
- The individual is able to effectively control and respond to learning situations.
- The individual is able to understand, enable, and advocate for students with disabilities.
- The individual is able to effectively manage time and resources.
- The individual is able to manage workload.
- The individual is able to understand and apply legal, professional, and ethical standards in academic and professional settings.
- The individual is able to conduct research that is original, rigorous, and ethically sound.
- The individual is able to develop and sustain a professional identity.
- The individual is able to develop and sustain a professional network.
- The individual is able to develop and sustain a professional reputation.
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Choosing Promise

MISSION
At the state’s land-grant university, Montana State University integrates education, creation of knowledge and art and service to Montana and beyond to transform society for the better.

VISION
Montana State University will transform lives and communities in the people it serves.

VALUES
Excellence: We pursue exceptional outcomes.
Integrity: We honor the trust by being truthful, forthright and accountable.
Inclusion: We create a civil, supportive and respectful environment where difference and diversity are assets and strengths.
Collaboration: We believe that working together produces better outcomes.
Curiosity: We expect inquiry, exploration, creativity and innovation.
Stewardship: We care for and conserve the human, economic, physical and environmental resources entrusted to us.

Areas of Intentional Focus and Goals

The Areas of Intentional Focus are the most important places for Montana State University to focus in the next three to seven years to fulfill our mission and vision. They are not the only things we will do, but they are the areas that we need to prioritize at this time if we are to move in our strategic direction.

GOAL 1: Expand high quality graduate education
Montana State University will enroll and graduate more degree-seeking students at the graduate level and enhance the quality of graduate degree programs.

Metrics and Actions
1. Montana State University will increase the number of Dual EnrollEEd students by 40% by 2024 to 700.
2. Montana State University will increase developmental education co-requisite course completion rates by 75% by 2024.
3. Montana State University will increase minority student graduate enrollment by 40% (to 489) for all incoming Montana State students and will reduce disparities for students who are economically disadvantaged, first-generation, veterans, alumni, indigenous and from underrepresented races and ethnicities by 2024.
4. Montana State University will increase the number of students who receive national and international awards, honors and prestigious scholarships.

GOAL 1.2: Develop high quality, innovative learning experiences
Montana State University will enhance its graduate education portfolio with appropriate balance across programs including the social sciences, humanities and arts by 2024.

Metrics and Actions
1. Montana State University will launch up to 20 additional externally funded graduate research fellowships with externally supported and co-supervised graduate research assistant appointments, aligned with Grand Challenge areas, annually by 2020.
2. Montana State University will increase the number of research doctorial degrees (to 90 from 66), professional practice doctorates (to 30 from 25) and Master’s degrees (to 95 from 66) awarded annually by 2024.
3. All graduate degree programs will undergo course review and, if appropriate, redesign to ensure that they are structured to meet the learning outcomes of today’s students by 2024.

GOAL 1.3: Implement evidence-based high quality, high impact teaching and learning practices for every student
Montana State University improves the curricular and co-curricular experience with demonstrated educational practices integrated with discovery and engagement that enhance learning and develop engaged global citizens and informed professionals.

Metrics and Actions
1. Each student at the undergraduate level will engage in at least one curricular or co-curricular high impact practice, demonstrated to positively affect educational or personal development, each year by 2022.
2. The university will demonstrate that all graduating students have achieved Core learning outcomes and career competencies by 2024.
3. Montana State University students will use portfolios for sustained reflection on curricular, co-curricular and dynamic learning by 2024.
4. At least 70% of undergraduate students will demonstrate national campus and community engagement by annually participating in at least one student engagement activity or leadership role, and enrolling 15 or more university events annually by 2020.

GOAL 2: Expand interdisciplinary scholarship
Montana State University’s success in scholarship results in increased state, national and international prominence.

Metrics and Actions
1. Montana State University will secure at least one new interdisciplinary training grant or center grant for each Grand Challenge area by 2024.
2. Montana State University will increase the grant expenditures associated with investigators in multiple academic units by 25% by 2022.
3. Montana State University will increase the number of scholarly products that are authored or created by faculty from two or more academic units by 10% each year.
4. Montana State University will review current policies, resources and facilities that affect interdisciplinary scholarship and develop sustainable models for shared interdisciplinary resources by 2022.

GOAL 2.1: Strengthen institutional reputation in scholarship
Montana State University’s success in scholarship results in increased state, national and international prominence.

Metrics and Actions
1. Montana State University will annually increase scholarship standing when compared to peer institutions.
2. Montana State University faculty will be recognized as regional and national leaders in the Grand Challenge areas by 2024.
3. Montana State University will demonstrate improved international reputation through the increased size of faculty applicant pools, increased diversity of applicant pools and increased rates of offers accepted or offers made.
4. Montana State University will increase the number of faculty with membership among national academies, professional society fellows and state/local/international advisory committees.
5. Montana State University will increase the number of faculty who receive national and international honors, and stays.
6. Montana State University will establish a baseline by 2020 and increase its number of international projects and collaborations in learning, scholarship and engagement by 10% by 2024.

INTENTIONAL FOCUS 1
Drive Transformational Learning Experiences Creating Outstanding Educational Outcomes for All Students

Montana State University students are challenged and changed by their active participation in high quality, innovative experiences at both the undergraduate and graduate level, becoming learned professionals and global citizens.

GOAL 1.1: Broaden access for underrepresented populations and increase academic success for all students through excellence in education
As the state’s land-grant university, Montana State University integrates education, creation of knowledge and art and service to Montana and beyond to transform society for the better.

Metrics and Actions
1. Enroll and graduate more degree-seeking students at the undergraduate level and enhance the quality of undergraduate degree programs.
2. Eighty percent of student financial need will be met by 2024, compared to the current 74%.
3. Montana State University will increase the number of 3-year and 2-year degrees and certifications awarded by 50% by 2024 to 360.

INTENTIONAL FOCUS 2
Improve Lives and Society through Research, Creativity and Scholarship

Montana State University faculty, staff and students are known nationally and internationally for discovering, applying, testing and sharing knowledge that can expand understanding and positively impact lives and society.

GOAL 2.1: Enhance the significance and impact of scholarship
Montana State University’s research and creative activity demonstrates impact on the state’s and the world’s pressing challenges through applications in communities, industry and organizations, as well as through academic indicators of the expansion of knowledge.

Metrics and Actions
1. Montana State University will foster four Grand Challenges of Montana responsive to regional and global needs
   - Creating our environment: improving energy and food systems, precision agriculture, environmental sustainability and social structure
   - Promoting wellness in our communities: access and equity in health outcomes, community based participatory research, biomedical sciences and epidemiology
   - Food and fuel security: sustainable food systems, precision agriculture, energy production, transmission and storage
   - Securing the future of Montana: cybersecurity, photonics and optics, defense, germantics and public policy
2. Montana State University will define external outcome measures that reflect success in the Grand Challenge areas, e.g., changes to relevant state-wide indicators, by 2020.
3. Montana State University will increase the number of faculty who receive national and international awards.

INTENTIONAL FOCUS 3
Strengthen Institutional Focuses