



2019 Year One Mission and
Core Themes Report

MONTANA STATE UNIVERSITY

Submitted to the Northwest Commission on Colleges and Universities
on March 1, 2019

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Institutional Overview

Since its inception in 1893 *MONTANA STATE UNIVERSITY* has built a reputation as a major research university that excels and innovates in academics, undergraduate research and creative projects, and outreach and engagement. On February 16, 2018, Montana State University celebrated its 125th anniversary and kicked off a year of lectures, events and activities celebrating each college and the many accomplishments of current and former MSU students, faculty and staff. More than 16,900 students enrolled at Montana State University in fall 2018, including 1983 graduate students, making it the largest university in Montana. MSU offers more than 225 academic options within its eight academic colleges and the Graduate School. In 2017-18 MSU awarded 3233 degrees and certificates. Those enrolled include more than 10,251 Montana students representing all 56 counties. That is the largest number of Montana residents in MSU history, helping MSU achieve its strategic objective to provide access and affordability to the state's students.

In January 2019, MSU regained the “very high research activity” designation in the Carnegie Classification. MSU is one of 130 universities nationwide to be included in this classification and one of only two whose Carnegie enrollment profile is “very high undergraduate.” MSU is the largest research university in Montana and the largest research and development entity in the state. This translates into many opportunities for students to do research of national importance on a variety of topics. Evidence of the success of these efforts includes receipt of a number of top national and international awards by MSU students. In the 18 months since MSU's year seven self-evaluation, MSU students have received the following: Rhodes Scholarships (1), Truman Scholarships (2), National Science Foundation Graduate Research Fellowships (6), Udall Scholarships (1), and Fulbright Grants (2). MSU students earned 2 additional Goldwater Scholarships in the last year, retaining MSU's recognition as one of the nation's leaders in recipients of that scholarship for undergraduate excellence in science, math and engineering.

The outstanding faculty at MSU made this possible, and many are recognized as international experts in their field, and are members of elite academic organizations and winners of coveted awards. Those include awards from the National Academy of Medicine, National Academy of Inventors and the American Association for the Advancement of Science as well as the Presidential Early Career Award for Scientists and Engineers and early career awards from the National Science Foundation and the U.S. Department of Energy. This faculty excellence is at the root of MSU's national recognition among leading public research universities. MSU faculty garnered over \$126 million for their research and creative projects in fiscal year 2018, making it Montana's largest research enterprise. MSU's creativity has also helped spur Montana's economy. Bozeman, home to MSU, is recognized as one of the top small technology boomtowns in the country as a result of MSU faculty and graduate innovation and collaboration with the private sector.

Mindful of its historic land-grant mission to improve and empower the lives of all Montanans through the dissemination of knowledge, MSU Extension has a presence in all of the state's 56 counties. In addition, MSU's Agricultural Experiment Station and its seven research centers are strategically located across the state's climatic zones to aid the agriculture industry, one of the state's largest economic sectors. Data Science and Environmental Engineering, new programs implemented in the last year and a half, respond to needs in the state and region.

MSU is the center of medical education in the state, serving as the home campus for the state's WWAMI medical education program, a cooperative medical school with an emphasis on primary and rural medicine for medical students from the states of Washington, Wyoming, Alaska, Montana, and Idaho. Similarly, MSU is also the home campus for the WIMU, Montana's cooperative veterinary medicine program, which includes students from Washington, Idaho, Montana and Utah. MSU is also the largest baccalaureate granting nursing program in Montana, and offers the state's only graduate nursing program. MSU recently launched a center to address the mental health challenges unique to Montana and similar rural regions.

MSU is a model for the promotion of diversity and inclusion. In 2018 a Senior Diversity and Inclusion Officer (SDIO) was hired to advance the work outlined in the 2017 Diversity and Inclusion Framework and begun by the Diversity and Inclusion Advisory Council in 2017-18. In addition to outlining the responsibilities of a SDIO, the Council conducted a campus climate survey in spring 2018 and is working with the SDIO to disseminate findings and implement programming to support improvement.

Additionally, MSU is celebrating the success of its first comprehensive fundraising campaign, What It Takes. Launched in September 2015, the campaign's \$300 million goal has been surpassed with more than \$413 million contributed. In the final months before the campaign concluded at the end of 2018, MSU received three very generous gifts to complete fundraising for the \$20 million-dollar American Indian Hall, a state-of-the-art facility that will serve students and demonstrate MSU's commitment to honor the history and the future of American Indians on campus. The end of 2018 was also marked by the grand opening of Norm Asbjornson Hall, the new home for the Norm Asbjornson College of Engineering and Honors College. The Norm Asbjornson Hall is one of only 10 buildings in Montana to be certified LEED Platinum, the U.S. Green Building Council's highest certification. The building houses 10 classrooms seating 800 students as well as 17 instructional and research labs with a capacity for 430 students and faculty. One interactive lab will house 3-D printers and other tools for students to turn their ideas into reality.

It is an exciting time at MSU and after a year of strategic planning, the university entered the first year of a new seven-year strategic plan, "Choosing Promise." The plan provides the framework for this mission and core themes report as well as a solid base for a dynamic future for Montana's oldest and largest land-grant institution.

Preface

Montana State University submitted its 2017 Year Seven Self Evaluation Report to the Northwest Commission on Colleges and Universities (NWCCU) in September 2017 and hosted the NWCCU Evaluation Team on October 16-18, 2017. The results and recommendations of the NWCCU Evaluation Team were outlined in the 2017 Year Seven Peer-Evaluation Report. On January 24, 2018, NWCCU notified Montana State University that it had reaffirmed the accreditation of Montana State University based on Montana State University's Self-Evaluation Report and the Peer Evaluation Report. The Commissioners also notified Montana State University that they had rescinded recommendation 2, one of the recommendations made by the review team at the time of the site visit in October 2017, and directed Montana State University to submit an addendum to the Spring 2019 Mission and Core Themes Report to address Recommendation 1 from the fall 2017 evaluation report. The Commission asked that revised Recommendations 2, 3, and 4, as outlined in the letter, be addressed in an addendum to the Fall 2020 Mid-Cycle Report.

Institutional Changes since the Fall 2017 Year Seven Self Evaluation Report

Table Preface.1: Policy Changes

Policy	Date
Freedom of Expression Policy	Revised 5/2/2018
Space Management Policy	Revised 1/10/2018
MSU Policy on Institutional Base Salary	Revised 6/2018
Variety Release Policy, MAES	Revised 1/2018
Conduct Guidelines and Grievance Procedures for Students	Revised 3/2018
Retroactive University Withdrawal Policy for Medical and other Emergencies	Revised 3/2018
Non-Employee Appointments	Revised 11/7/2018
Commemorative Tributes Policy	Revised 3/7/2018
Unmanned Aircraft Systems Policy (UAS)	Effective Date 10/3/2018

Table Preface.2: Leadership Personnel Changes

Position	Name	Year Hired
Vice President and Dean, College of Agriculture	Dr. Sreekala Bajwa	2019
Chief Human Resources Officer	Jeannette Grey Gilbert	2019
Executive Director of Extension	Dr. Cody Stone	2018
Dean, Jake Jabs College of Business and Entrepreneurship	Mark Ranalli	2018
Senior Diversity and Inclusion Officer	Ariel Donohue	2018
Interim Director and Title IX Coordinator, Office of Institutional Equity	Emily Stark	2018
Vice Provost and Dean of International Programs	Dr. Miley Gonzalez	2018
Vice Provost and Accreditation Liaison Official	Dr. Tamela Eitle	2018
Vice Provost and Interim Dean of the Graduate School	Dr. Ron Larsen	2018
Executive Director, Museum of the Rockies	Christopher Dobbs	2018

Addendum to address Fall 2017 Year Seven Peer Evaluation Report Recommendation 1

The Year One Self Evaluation responds to the following recommendations made by NWCCU in January 2018 following their review of the Year Seven Self Study and Peer Evaluation Report.

Recommendation 1: Identify assessable and verifiable indicators of achievement that are more meaningful for evaluating accomplishment of the objectives of its core themes. (1.B.2)

Response to Recommendation 1: The Mission and Core Themes Report that follows outlines Montana State University's 2017 strategic planning process and presents the objectives identified for the three new core themes developed as a part of the strategic planning process. The three new core themes are:

Core Theme 1: Drive Transformational Learning Experiences Creating Outstanding Educational Outcomes for All Students

Core Theme 2: Improve Lives and Society through Research, Creativity and Scholarship

Core Theme 3: Expand Mutually Beneficial and Responsive Engagement for the Advancement of Montana

For each core theme objective, the institution has identified objectives, specific strategies and assessable indicators of achievement with rationales. These indicators will provide the necessary quantitative and qualitative information for data driven decision making.

Tables 1.3-1.5 (standard 1.b.2) present the core themes, performance indicators, thresholds as well as the core theme objectives, strategies to achieve those objectives, and strategy performance indicators. Rationales are provided for each of the suggested indicators and great care has been given to ensuring that they are "measurable, assessable, and verifiable" with a strong understanding that the objectives and indicators will inform our work over the next seven years and be used to evaluate accomplishment of the related objectives and mission fulfillment.

STANDARD ONE: MISSION, CORE THEMES AND EXPECTATIONS

Executive Summary of Eligibility Requirements 2 and 3

Eligibility Requirement 2: Authority

Montana State University is one of 16 public colleges and universities that form the Montana University System (MUS). The Montana Constitution vests the MUS Board of Regents with powers and responsibilities to control and govern the operation of Montana State University and confers the university authority to grant degrees at the associate, baccalaureate, master's and doctoral levels.

Eligibility Requirement 3: Mission and Core Themes

Since its establishment in 1893, Montana State University has realized its tri-partite, land-grant mission of learning, discovery and engagement, although the language of the mission has varied slightly with the times. The university's new mission statement, from which revised core themes and indicators have been derived, was most recently revised as part of a year-long iterative process resulting in the development of new 2019 strategic plan "Choosing Promise." "Choosing Promise" was developed in a consultative manner with a core Strategic Planning Committee who met regularly, engaged internal and external stakeholders consistently, and developed the plan iteratively during late 2017 and throughout 2018. Feedback was sought and received via an online portal that was available throughout the process, through meetings with internal and external stakeholders, and through charrettes that were advertised to gather information and feedback from those in the university community and the larger public. The new strategic plan was approved unanimously by University Council on November 7, 2018 and the university began using "Choosing Promise" in January 2019. The revised mission and core themes will go before the MUS Board of Regents for approval in March 2019. The university's new mission statement and the strategic plan are featured prominently on the [university's strategic plan website](#).

Standard 1.A. 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

In March 2019, Montana State University's revised mission statement will go before the Montana Board of Regents for approval. The new mission statement and strategic plan were approved unanimously by University Council on November 7, 2018 and the new strategic plan, "Choosing Promise" was implemented in January 2019. "Choosing Promise" was developed in a consultative manner with a core Strategic Planning Committee who met regularly, engaged internal and external stakeholders consistently, and developed the plan iteratively during late 2017 and throughout 2018. Feedback was sought and received via an online portal that was available throughout the process, through meetings with internal and external stakeholders, and through charrettes that were advertised to gather information and feedback from those in the university community and the larger public. The university's new mission statement and strategic plan are featured prominently on the [university's strategic plan website](#), articulate the university's strategic direction and will serve as its roadmap through 2024. All university employees and stakeholders were mailed paper copies of the new strategic plan in January 2019.

Choosing Promise sets overarching goals for the university that are appropriate for its mission and relies on every member of the MSU community—students, faculty, staff alumni and our community partners—to contribute to its success. The plan is intended to guide and inform those making strategic decisions, without constraining the tactics that will help MSU achieve its goals. Each University unit is empowered to envision its future, develop its own paths to these goals and contribute to the University's success in diverse and creative ways (Choosing Promise 2019).

Mission (2019 Strategic Plan Mission)

“As the state’s land-grant university, Montana State integrates education, creation of knowledge and art, and service to communities.”

The new mission statement articulated in the 2019 Strategic Plan, Choosing Promise, replaces the similar 2012 mission statement which was approved by the Montana Board of Regents in 2011, “Montana State University, the state’s land-grant institution, educates students, creates knowledge and art, and serves communities by integrating learning, discovery, and engagement.”

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

Definition and Interpretation of Mission Fulfillment

The institution defines mission fulfillment as accomplishment of the core themes derived from its mission statement. Accomplishment of core themes is based on direct assessment of whether MSU has met thresholds for the majority of performance indicators for each core theme as well as a more holistic assessment of those strategies MSU is implementing to meet specific objectives related to each core theme.

Each core theme is an area of intentional focus and the institution has identified measurable and assessable performance indicators and established institutional thresholds for each indicator (see tables 1.3-1.5 under standard 1.B.2 below). The performance indicators at the top of each table will be tracked annually and compared to institutional thresholds also identified in the core theme tables. These comparisons will provide a direct assessment of the accomplishment of each core theme derived from the institutional mission.

In order to include a more holistic assessment of the strategies used by the institution to meet its core theme objectives, MSU’s Core Theme Committee (MSUCTC)¹ will assess accomplishment of each core theme through a quantitative and qualitative assessment of the strategies being used to achieve core theme objectives. MSU’s core theme tables identify strategies and strategy performance indicators that MSU is monitoring for each core theme. The MSUCTC will review assessment reports for each strategy and assign scores across three areas (performance, assessment and environmental responsiveness) using the Strategy Effectiveness Rubric (see Table 1.1) and provide feedback to the unit(s) responsible for implementation of the core theme strategy.

¹ The MSU Core Theme Committee (MSUCTC) was designed to provide an assessment of effectiveness based on the assessment of the strategies we are using to meet core theme objectives, to evaluate the accomplishment of core themes, and to better inform planning around the core themes (areas of intentional focus in our strategic plan) and core theme objectives. The MSUCTC will include a representative from each of the University Councils: Academic Council, Research Council, Outreach and Engagement Council, IT Council, Planning Council, Budget Council. The new strategic plan was implemented in January 2019 and so the MSUCTC will review strategy assessment reports for the first time in Fall 2019 in order to insure two years of review before our Fall 2020 midcycle report. This will provide us with two years of documentation to support how we are informing core theme planning using the consistent collection of appropriately defined data that are analyzed and used to evaluate the accomplishment of the core theme objectives to address recommendation two of the Fall 2017 Year Seven Evaluation.

Table 1.1: Strategy Effectiveness Rubric

Performance	Ineffective	Effective	Exceptionally Effective
Effectiveness Score – Summed score across performance, assessment and environmental responsiveness			
Performance	0	2	4
	Not meeting performance thresholds	Meeting some performance thresholds	Meeting or exceeding all performance thresholds
Assessment	0	2	4
	Not using assessment to improve performance	Using assessment to inform changes in strategy	Using assessment to improve effectiveness of strategy
Environmental Responsiveness	0	1	2
	Not responsive to changes in the environment	Understanding changes in the environment that impact the effectiveness of the strategy	Responding as needed to changes that impact the effectiveness of the strategy.

These effectiveness scores will be averaged for strategies within each core theme to indicate a level of core theme effectiveness along a clearly defined scale described in Table 1.2 below. The MSUCTC will publish and present a Core Themes Effectiveness Report to the Planning Council and the Budget Council each year based on this assessment.

Table 1.2: Core Theme Effectiveness Scale

Performance	Ineffective	Effective	Exceptionally Effective
Average Effectiveness Score	0-3	4-8	9-10
	On average strategies are not effective and not making changes to improve effectiveness	On average strategies are meeting performance thresholds and are using assessment to inform change (May include abandoning ineffective strategies and adopting new strategies)	On average strategies are exceeding performance thresholds, using assessment to improve performance and responding as needed to the changes in the environment

Articulation of an Acceptable Threshold, Extent, or Degree of Mission Fulfillment

Montana State University defines the acceptable threshold for mission fulfillment as either a demonstration that it meets or exceeds thresholds for a majority of the performance indicator for each core theme area OR a demonstration that it is effectively performing in each core theme area based on the core theme performance score assigned by the MSUCTC.

Standard 1.B. Core Themes

1.B.1 The institution identifies core themes that individually manifest essential elements of its mission and collectively encompass its mission.

Montana State University's core themes derive from the three essential elements identified in its mission statement and in our role as a contemporary land-grant institution.

Mission

“As the **state's land-grant university**, Montana State integrates **education, creation of knowledge and art**, and **service to communities**.”

Core Theme 1: Drive Transformational Learning Experiences Creating Outstanding Educational Outcomes for All Students

Core Theme 1 derives from the mission of MSU, **as a land-grant institution**, to provide **education** for Montanans. This core theme shines an intentional focus on student access to learning and successful outcomes in undergraduate and graduate education programs and co-curricular activities. Access, education and success for all students happens through curricular and co-curricular experiences, through student success initiatives that provide support to students, and through increased opportunities for graduate studies.

Core Theme 2: Improve Lives and Society through Research, Creativity and Scholarship

Core Theme 2 derives from the mission of MSU, **as a land-grant institution**, to **create knowledge and art**. This core theme shines an intentional focus on research and creative activities by faculty and students that will improve lives and society in Montana and beyond. MSU's Grand Challenges of Montana identify four areas of research where MSU will build upon expertise at the institution to contribute to scholarship, educate graduate students and move the state towards improved outcomes.

Core Theme 3: Expand Mutually Beneficial and Responsive Engagement for the Advancement of Montana

Core Theme 3 derives from the mission of MSU, **as a land-grant institution**, to **serve communities** in the state and beyond. This core theme shines an intentional focus on maintaining and creating mutually beneficial partnerships with Tribal nations, state and local government, education, business and industry, and non-profit organizations that allow us to work with these entities to address critical needs in the state. Mutually beneficial relationships empower communities in Montana to contribute to the creation of knowledge and art and to improve the lives of their citizens in partnership with faculty, staff and students at MSU.

1.B.2 The institution establishes objectives for each of its core themes and identifies meaningful, assessable, and verifiable indicators of achievement that form the basis for evaluating accomplishments of the objectives of its core themes.

Tables 1.3-1.5 present the core themes, performance indicators, thresholds as well as the core theme objectives, strategies to achieve those objectives, and strategy performance indicators. MSU's Core Theme Committee (MSUCTC) will meet annually to assess the effectiveness of core theme strategies and overall core theme performance. The annual assessment will inform their review of the core theme performance indicators and any recommendations they might make about objectives, strategies, indicators or thresholds. The MSUCTC will report out on this assessment annually to the Planning Council and the Budget Council.

Table 1.3: Core Theme One Objectives, Strategies, Performance and Thresholds

CORE THEME 1	PERFORMANCE INDICATORS	THRESHOLD
<p>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.</p>	<ol style="list-style-type: none"> 1. First-year retention rates (by group)* 2. Six-year graduation rates (by group)* 3. Gallatin College degrees and certificates awarded 4. Graduate degrees awarded (Doctoral, Professional Practice Doctoral, Masters Degrees) 5. Student engagement portfolios 6. Program improvements based on assessment of student learning outcomes. 	<ol style="list-style-type: none"> 1. >77% overall; improve for all subgroups 2. >52%; improve for all subgroups 3. >183 4. >562 Masters and >90 Doctoral 5. Implement 6. Institutionalize use of assessment to improve programs
<p>Rationale: The core theme 1 performance indicators are meaningful measures of outcomes and of processes necessary to guide continuous improvements. Performance indicators 1-4 capture the outstanding educational outcomes identified in core theme 1. Performance indicator 5 captures the impacts of transformational learning experiences on our students through their own reflections on their engagement experiences at MSU. Performance indicator 6 captures the process of improving the effectiveness of those transformational learning experience in key areas of our curriculum.</p>		
Objectives	Strategies	Strategy Performance Indicators
<p>1.1 Broaden access and increase academic success for all students through excellence in undergraduate education</p>	<p>Student Success and Academic Affairs Targeted Programs (Sophomore Surge, Hilleman Scholars)</p> <p>Gallatin College Initiatives (Co-requisite developmental courses)</p>	<ol style="list-style-type: none"> i. Engagement of students in targeted programs compared to peers ii. First-year retention rates for participants in targeted programs compared to peers iii. Six-year graduation rates for participants in targeted programs compared to peers iv. Assessment of student learning outcomes for these targeted programs i. Developmental completion rates for those taking co-requisites compared to peers. ii. Associates Degrees awarded iii. Students transferring to MSU
<p>1.2 Expand high-quality graduate education</p>	<p>Graduate School initiatives (strengthening programs and completion)</p>	<ol style="list-style-type: none"> i. PhD degrees awarded ii. Masters degrees awarded iii. Professional practice degrees awarded iv. Graduate certificates awarded v. Externally funded GRAs i. Stipend dollar amounts
<p>1.3 Implement successful high impact teaching and learning practices</p>	<p>General education reform (reinvigorated core curriculum, communication)</p>	<ol style="list-style-type: none"> ii. Phased introduction of reinvigorated general education curriculum iii. Assessment of core curriculum and instruction based on core (general education) learning outcomes assessment (direct assessment)

	and integration of revised core learning outcomes)	<ul style="list-style-type: none"> iv. Learning outcomes-based student ratings of instruction for core (general education) courses (indirect assessment). v. Faculty participation with core (workshops, courses taught, committees, assessment)
	High impact practices- HIPs (First year seminars/ experiences, engagement portfolio)	<ul style="list-style-type: none"> i. Students participating in HIPs Percent of students in each cohort participating in a HIP each year ii. Six-year graduation rates for participants in HIPs compared to peers. iii. Improvement and wider implementation of HIPs based on student learning outcomes assessment. iv. Qualitative evaluation of student engagement portfolios
<p>* Rates will be calculated based on all first-time students including first-time full-time, first-time part-time and transfer students. Groups of students to be tracked include economically disadvantaged, first-generation, veterans, adult learners, individual with disabilities and from underrepresented races and ethnicities.</p>		

Table 1.4: Core Theme Two Objectives, Strategies, Performance and Thresholds

CORE THEME 2		PERFORMANCE INDICATORS	THRESHOLD
<p>Improve Lives and Society through Research, Creativity, and Scholarship Montana State University faculty, staff and students are known national and internationally for discovering, applying, testing and sharing knowledge and creative works that expand understanding and positively impact lives and society.</p>		<ol style="list-style-type: none"> 1. External outcome measures, such as changes in relevant state-wide indicators associated with Grand Challenge areas**. (Note: measures will be selected by the VPRED in consultation with faculty working in the Grand Challenge Areas) 2. Internal outcome measures, such as grant expenditures in Grand Challenge areas, peer-review papers, citations and invited lectures, undergraduate and graduate student participation in scholarship. 3. Graduate degrees in Grand Challenge areas. 	<ol style="list-style-type: none"> 1. Choose outcomes by 2020; improve 2. Choose outcomes by 2020; improve 3. Increase
<p>Rationale: The core theme 2 performance indicators are meaningful measures of improvements in the lived experience of Montana residents and of the creation and dissemination of knowledge, creativity and scholarship at MSU. Performance indicator 1 will capture state-wide indicators associated with the Grand Challenge areas and will be developed by the Research Council in consultation with stakeholders and the faculty, staff and students engaged in research in these areas. Performance indicator 2 captures the creation and dissemination of the research and creative activities of MSU faculty. Performance indicator 3 captures the development of the next generation of scholars who are creating and applying knowledge and art that improves lives and society.</p>			
Objective	Strategies	Strategy Performance Indicators	
<p>2.1 Enhance the significance and impact of scholarship</p>	<p>Identify and invest in units involved in the Four Grand Challenges of Montana.</p>	<ol style="list-style-type: none"> i. External outcome measures, such as changes in relevant state-wide indicators associated with the Four Grand Challenges of Montana. (Note: measures will be selected by the Research Council in consultation with faculty working in the Grand Challenge Areas) ii. Internal outcome measures, such as grant expenditures in the Four Grand Challenges of Montana, peer-review papers, citations and invited lectures, undergraduate and graduate student participation. iii. Impacts – measurable changes or improvements in project defined outcomes iv. Graduate degrees in Grand Challenge areas. 	
<p>** Four Grand Challenges of Montana: 1) Caring for our environment: environmental science, design, engineering, architecture and social structure; 2) Promoting wellness in our communities: access and equity in education and health outcomes, community-based participatory research, biomedical sciences and entrepreneurship; 3) Food and fuel security: sustainable food systems, precision agriculture, energy production, transmission and storage; 4) Securing the future of Montana: cybersecurity, photonics and optics, defense, governance and public policy.</p>			

Table 1.5: Core Theme Three Objectives, Strategies, Performance and Thresholds

CORE THEME 3		PERFORMANCE INDICATORS	THRESHOLD
<p>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.</p>		<ol style="list-style-type: none"> 1. Scope of projects (# partners and/or individuals impacted) 2. Impacts – measurable changes or improvements in defined outcomes 3. Students graduating with degrees from workforce and academic programs linked to state and local needs 	<ol style="list-style-type: none"> 1. Create inventories; increase 2. Create inventories; improve 3. Increase
<p>Rationale: The core theme 3 performance indicators are meaningful measures of mutually beneficial and responsive engagement because they focus on working with our partners in ways that are respectful and acknowledge the needs and wishes of those communities. Performance indicator 1 and 2 capture the impact of engagement in terms of the scope of the partnerships and the measurable changes or improvements in the mutually defined outcomes of those projects. Performance indicator 3 measures the students being educated and trained in areas linked to state and local needs.</p>			
Objectives	Strategies	Strategy Performance Indicators	
<p>3.1 Increase mutually beneficial collaborations with Tribal nations and partners</p>	Inventory and document mutually defined outcomes and impact of collaborations in faculty activity database	<ol style="list-style-type: none"> i. Number of collaborations ii. Presence of and successful achievement of mutually defined outcomes reported in the engagement screen of the faculty activity database iii. Scope of projects (# groups or individuals impacted) iv. Impacts – measurable changes or improvements in defined outcomes 	
<p>3.2 Grow mutually beneficial partnerships across Montana</p>	Inventory and document mutually defined outcomes and impact of partnerships in faculty activity database	<ol style="list-style-type: none"> i. Number of partnerships ii. Presence of and successful achievement of mutually defined outcomes reported in the engagement screen of the faculty activity database iii. Scope of project (# groups or individuals impacted) iv. Impacts – measurable changes or improvements in defined outcomes 	
	Workforce and academic programs tailored to demonstrated state and local needs	<ol style="list-style-type: none"> i. Number of programs linked to state and local needs ii. Enrollments in workforce and academic programs linked to state and local needs iii. Students graduating with degrees/certificates from workforce and academic programs linked to state and local needs 	

CONCLUSION

Montana State University is a major research university that is nationally recognized for its excellence in student success and the dissemination of knowledge and art that not only benefits its students but also empowers and enriches the lives of all Montanans.

Throughout 2018, MSU celebrated its 125th anniversary with historic enrollments, increased retention and graduation rates and a successful comprehensive campaign. MSU is rooted in its land-grant legacy and recognized for its adaptability and creativity as it meets its land-grant mission of providing nationally recognized academic programs, undergraduate research and creative projects, and outreach and engagement. MSU students continue to win major national and international scholarships and awards, faculty and staff are setting new benchmarks in the creation of knowledge and art, and academic programs are increasing in stature and visibility. Also, MSU's physical campus is dynamic, as is the community that surrounds and supports it.

The university's new strategic plan, "Choosing Promise", is intentionally more focused than the plan it replaces and was designed with input from faculty, students, staff, alumni and other stakeholders. "Choosing Promise" is the university's strong foundation as it carefully marshals resources that will allow it to set its sights on improvements that will inform and support the work during this new accreditation cycle.

The university's mission is essentially unchanged. As the state's land-grant university, Montana State integrates education, creation of knowledge and art and service to communities. The bedrock of the university's ongoing mission, is MSU's land-grant heritage. More than 156 years ago, the Morrill Act, passed during the Civil War, extended the opportunity for a college education to the children of the industrial classes. This opportunity provided vertical social mobility and helped create the American Middle Class. It also helped lay the groundwork for this university. Thirty-one years later, Bozeman's civic leaders launched Montana's first land-grant college with the intention that the institution would culturally enrich the state and provide a vehicle for intellectual opportunities that would improve life in the community and the region. The university has done so for more than 125 years. It is that legacy that continues to set the university's course and is highlighted in MSU's new vision statement. "Montana State University will transform lives and communities in the people's interest."

Development of the Mission and Core Themes Report

The following individuals and groups contributed to the development of MSU's Mission and Core Themes Report. In particular, Planning Council members provided feedback on the core theme performance indicators, thresholds, and definition of mission fulfillment.

Rachel Anderson – Assistant Provost for Curriculum Development and Assessment
Tamela Eitle – Vice Provost and Accreditation Liaison Officer
Chris Fastnow – Director of Planning and Analysis

Strategic Planning Committee

Michael Babcock – Professor of Psychology
Carina Beck – Director Allen Yarnell Center for Student Success
Tamela Eitle – Vice Provost and Accreditation Liaison Officer
Chris Fastnow – Director, Office of Planning and Analysis
Ian Godwin – Assistant Director, Office of Planning and Analysis
Alison Harmon – Dean of College of Education, Health & Human Development
Yves Idzerda – Department Head and Professor of Physics
Megan Lasso – Budget Fiscal Manager, University Budget Office
Micah McFeely – Student
Dan Miller – Department Head and Professor of Mechanical and Industrial Engineering

Planning Council

Dean Adams – Associate Dean and Associate Professor, College of Arts and Architecture
Eric Austin – Associate Professor of Political Science and Faculty Senate Chair-Elect
Deborah Barkley – Faculty and Labor Relations Mgr, HR
Tracy Dougher – Associate Dean, College of Agriculture
David Eitle – Associate Dean and Professor of Sociology, College of Letters and Science
Chris Fastnow – Director, Office of Planning and Analysis
Stephanie Gray – Program Development Manager, Gallatin College
Wade Hill – Associate Professor, College of Nursing
Sheridan Johnson – Student
Myleen Leary – Associate Dean, Jake Jobs College of Business and Entrepreneurship
Sara Mannheimer – Data Management Librarian
Ilse-Mari Lee – Dean, Honors College and Professor of Music
Terry Leist – Vice President Administration and Finance
Rob Maher – Professor of Electrical and Computer Engineering
Kasia Maison – Human Resources Officer
Robert Mokwa – Executive Vice President for Academic Affairs and Provost
Jerry Sheehan – Chief Information Officer
Christine Stanton – Associate Professor of Education

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Appendix – MSU’s Strategic Plan 2019 “Choosing Promise”

Choosing Promise: Montana State University's Strategic Plan

Mission, Vision, and Values

The Mission, Vision and Values are the foundation of the strategic plan, defining what we do, why we do it and how we do it. Together they describe Montana State University's strategic direction.

MISSION

As the state's land-grant university, Montana State integrates education, creation of knowledge and art and service to communities.

VISION

Montana State University will transform lives and communities in the people's interest.

VALUES

Excellence

We pursue exceptional outcomes.

Integrity

We commit to honesty, ethical behavior and accountability.

Inclusion

We create a civil, supportive and respectful environment where difference and diversity are sources of strength.

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.

Goals lend further specificity by describing the specific outcomes we hope to achieve in each Intentional Focus.

Metrics and Actions

Metrics help us measure progress toward the goal, though they do not necessarily capture all of the aspirational or qualitative dimensions of a goal.

Actions define the concrete steps that must be taken at the institutional level, at a minimum, to be successful in each Goal.

Colleges, departments and other units will develop and pursue tailored metrics and actions that contribute to Montana State University's strategic direction. Actions prescribed at the University level should underpin and enable widespread effort across the University community and not preclude dispersed progress.

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 undergraduate education.

As the state's land-grant university, Montana State invites participation in exceptional higher education, widens participation of under-represented student populations and improves student success outcomes overall.

METRICS and ACTIONS

1. Enrollment of students who are economically disadvantaged, first generation, veterans, adult learners, individuals with disabilities and from underrepresented races and ethnicities will increase in each group's share of the student body by two points by 2024.
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 1-year and 2-year degrees and certificates awarded by 50% by 2024 (to 360).
4. Montana State University will increase the number of Dual Enrollment students by 40% by 2024 (to 700).
5. Montana State University will increase developmental education and co-requisite course completion rates to 75% by 2024.
6. Montana State University will increase retention (from 72% to 85%) and six-year graduation (from 48% to 60%) rates for all incoming Montana State students and will reduce disparities for students who are

economically disadvantaged, first generation, veterans, adult learners, individuals with disabilities and from underrepresented races and ethnicities by 2024.

7. Montana State University will increase the number of students who receive national and international awards, honors and prestigious scholarships.

GOAL 1.2: 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 enhance its graduate education portfolio with appropriate balance across programs including the social sciences, humanities and arts by 2024.

2. Montana State University will match up to 20 additional externally funded graduate research assistantships with institutionally supported and competitively awarded graduate research assistant appointments, aligned with Grand Challenge areas, annually by 2020.

3. Montana State University will increase the number of research doctoral degrees (to 90 from 66), professional practice doctorates (to 30 from 25) and Master's degrees (to 650 from 566) awarded annually by 2024.

4. All graduate degree programs will undergo systematic review and, if appropriate, redesign to ensure that they are structured to meet the diverse career paths of today's students by 2022.

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 sustained curricular or co-curricular high quality, high impact practice, demonstrated to positively affect educational or personal development, each year, by 2022.

2. The university will demonstrate that all graduating seniors have achieved Core learning outcomes and career competencies by 2024.

3. All undergraduate students will use e-portfolios for sustained reflection on curricular, co-curricular and dynamic learning by 2024.
4. At least 70% of undergraduate students will demonstrate sustained campus and community engagement by annually participating in one significant student engagement activity or leadership role, and attending 20 or more university events annually by 2020.

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 and creative works that expand understanding and positively impact lives and society.

GOAL 2.1: Enhance the significance and impact of scholarship

Montana State University research and creative activity demonstrates impact on the state's and the world's pressing challenges through application of our discoveries 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:
 - Caring for our environment: environmental science, design, engineering, architecture and social structure
 - Promoting wellness in our communities: access and equity in education and health outcomes, community-based participatory research, biomedical sciences and entrepreneurship
 - Food and fuel security: sustainable food systems, precision agriculture, energy production, transmission and storage
 - Securing the future of Montana: cybersecurity, photonics and optics, defense, governance and public policy
2. Montana State University will define external outcome measures that reflect success in the Grand Challenge areas, e.g. changes in relevant state-wide indicators, by 2020, and will monitor these for demonstrated research-related improvement by 2024.
3. Montana State University will enhance education of undergraduates and graduate students through increased participation in research, creative and entrepreneurial activities by 10% by 2022.

GOAL 2.2: Expand interdisciplinary scholarship

Montana State University's interdisciplinary expertise as the University of the Yellowstone™ carries unique possibilities for inference, translation and impact. Our research and creative activity throughout the university increasingly spans traditional disciplinary boundaries to solve the world's pressing challenges.

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 2.3: 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 Grand Challenge areas by 2024.
3. Montana State University will demonstrate improved institutional reputation through the increased size of faculty applicant pools, increased diversity of applicant pools and increased ratio of offers accepted to offers made.
4. Montana State University will increase the number of faculty with membership among national academies, professional society fellows and state/federal/international advisory committees.
5. Montana State University will increase the number of faculty who receive national and international awards, and honors.
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.

GOAL 2.4: Elevate expectations for scholarship

Montana State University faculty, staff and students hold themselves to the highest standards of research and creative outcomes.

METRICS and ACTIONS

1. Colleges, departments and centers will set goals and document progress in their annual research reports by 2020.
2. Montana State University will have annual contract and grant expenditures exceeding \$200 million spanning all units by 2024.
3. Publications, presentations of creative works, translational research and creative activity and other evidence of dissemination of scholarship will meet or exceed peer benchmarks by 2024.
4. 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 3.1: Increase mutually beneficial collaborations with Tribal nations and partners

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

METRICS and ACTIONS

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 25% 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 government, education, business and industry and non-profit organizations, and their mutually defined intended outcomes, by 2020.
2. Montana State University will develop a plan to improve and increase responsive partnerships with mutually-defined outcomes by 25% by 2024.
3. Montana State University will develop and/or strengthen structures for Montana stakeholders to contribute to the research and engagement agenda of the university by 2020.
4. New workforce and academic degree programs will be tailored to demonstrated state and regional needs with attention to national trends.

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

Montana State University and its students, faculty and staff engage in a reciprocal relationship that values each member and improves the university environment.

METRICS and ACTIONS

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 make and annually monitor progress on the 2017 MSU Diversity & Inclusion Framework themes (Campus Climate and Intergroup Relations, Education and Scholarship, Access and Success, Leadership and Accountability, Communication).
6. Montana State University will develop a comprehensive sustainability plan by 2020 with measurement and annual progress reports to campus.