

Academic Strategic Plan 2013-2019

Mission Statement

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

Vision

Montana State University is as remarkable as its setting. Created as a land-grant institution, it is a welcoming, adventurous community of students, faculty and staff distinguished by its commitment to address the world's greatest challenges. The university energizes individuals to discover and pursue their aspirations. It inspires people to engage with the university to improve the human prospect through excellence in education, research, creativity and civic responsibility.

Values

Respect

Value respect for diversity in all its dimensions. Respect and civility foster collaboration and open communication, which in turn create productive local, regional, and global communities.

Integrity

Value honesty and professionalism in all work. Each individual is personally accountable for his/her work and behavior.

Student Success

Value all students and believe in creating an environment in which they can be successful and reach their full potential.

Excellence

Belief in challenging the MSU community in the pursuit of the highest quality that can be attained.

Learning Goal: We prepare students to graduate equipped for careers or further education.

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.

1. Clarify and systematize the assessment process.
 - Provide adequate training at institutional level.
 - Provost website to include assessment examples.
 - Associate Provost available to consult with departments about assessment plans (AY13-14, AY14-15).
 - All departments and colleges submit assessment plans to Provost by DATE.
2. Student Learning Outcomes (SLOs) for all courses completed by March 2013.
3. SLOs for all programs by May 2013.
4. Collect data by May 2013, analyze and modify courses/programs for Fall 2013 report.
5. Automate assessment process.

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.

1. SLOs for all CORE areas updated/published for assessment by Spring 2013.
2. Direct assessment from CORE classes by Spring 2013.
3. Review/Revise CORE and Univ. Required Courses in 2014.

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.

1. Reduce DFW rate in ALL courses to <25% by 2019 while maintaining academic quality.
2. Create pilot projects to identify and mitigate challenges to student success and graduation.
 - TA training and coordination, especially in key areas of math and English.
 - Quality of instruction, especially in key areas of math and English.
 - All faculty who teach online are required to complete training through Extended University.
 - Use of technology - curricular redesign.
 - Course scheduling.
3. Student/TT faculty/NTT faculty ratio – determine correlation to student success.
4. Pro-active intervention w/students at risk (pilot project).
 - Mid-term evaluations.
 - Career advising through Student Success.
 - Students mismatched w/selected major.
 - Social advising.
5. Encourage and support "introduction to the major" seminars in all programs. (see L.2.4.5)
6. Create single tutoring "Help" center for all subjects.
7. Encourage increased number of student visits with advisors.
8. Create alternative curriculum paths that do not delay graduation rates.
9. Balance professional and faculty advising.

- Implement an advising evaluation process.
 - Include advising in annual workload review and P&T documents.
10. Create a peer mentoring/advising pilot program.
 11. Build community and personal connection for students.
 - Themed residence halls.
 - Purchase "relationship management" software.
 - Use assessment of student knowledge at entry for advising and ensure central advisors know options.

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.

1. Provide funding to recruit quality graduate students (stipends, waivers).
2. Determine market rates for graduate (TA, RA, SA) stipends.
3. Offer competitive stipends, tuition waivers, benefits.
4. Establish workload expectations for incoming students.
5. Decrease time to degree completion.
 - Mandatory annual meetings with graduate committee.
 - Required annual check on progress to degree by department head.
 - Automate student tracking.
6. Submit a minimum of one training grant per year by 2014.
7. Develop and enhance graduate programs (STEM, SBE, etc.).
8. Align graduate programs with careers, national interest and institutional priorities.

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.

1. Conduct local workforce needs assessment to determine new program priorities every four years.
2. Develop and implement 1-2 new certificate and associate degree program proposals annually.
3. Implement annual comprehensive local marketing campaign for Gallatin College starting Spring 2013.
4. Create Gallatin College Career Education Advisor position to be located in local high schools (Perkins funded) starting Spring 2013.
5. Develop two-year education facility to support program and enrollment growth by 2019-2020.
6. Program alignment for seamless transition from BA to AA and AA to BA.

Metric L.2.4: By 2019, the first time, full time freshmen fall-to-fall retention will increase from 74% to 82%.

1. Analyze and implement recommendations from assessment of freshman seminars.
2. Implement and assess freshmen experience classes, residential interest groups or freshman interest groups.
3. Identify funding for sophomore-level scholarships.
4. Develop transitional advising for students changing majors that will allow on time graduation.
5. Encourage "introduction to the major" seminars in all programs. (Also L.2.1.5)
6. Provide clear four-year degree plans.
7. Survey why students leave and address results.
8. Reduce DFW levels in freshmen-level classes (Also L.2.1.1).

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

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%.

1. Establish benchmark and increase internship opportunities and coops.
 - Explore reduced tuition and variable credits for internships.
 - Develop faculty workload guidelines for out of class experiences such as internships, co-ops, independent study, research experience.
2. Engage alumni in professional advantage or cooperative education programs or student engagement activities.
3. Examine curriculum to encourage internship/professional experiences and determine appropriate SLOs.
4. Increase student diversity to increase corporate interest in recruiting at MSU.
5. Double global learning experiences.
6. Evaluate and implement ACE Globalization Lab recommendations.
7. Encourage students to complete minors that enhance their marketability/skills.
8. Invest in and recruit students to programs with high post-graduation employment rates.
9. Actively participate in statewide economic development activities to create the demand for graduates.
10. Make students aware of job opportunities outside of Montana.
11. Implement an effective career placement tracking system to identify where students find employment.

Metric L.3.2: By 2019, the percentage of graduates pursuing an advanced degree will increase from an average of 21% to 25%.

1. Expose undergraduate students to graduate school opportunities through events, interactions, classes, and research experiences.
2. Create seamless/coordinated master's degree programs. [LIST]
3. Create pathways for qualified MSU seniors to transition into graduate programs.
4. Incentivize faculty to create and pay for undergraduate positions in labs.
5. Increase the number of students taking the GRE and Professional exams by 20%.
6. Increase base funding for undergraduate scholars program by 100% by 2016.
7. Provide travel funds so faculty can take undergraduate students to professional conferences.
8. Ensure advisors engage well prepared students in discussions about graduate school as part of advising.

Discovery Goal: Raise the national and international prominence of MSU in research, creativity, innovation, and scholarly achievement; fortify the university's standing as one of the nation's leading public research universities.

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

Metric D.1.1: By 2019, MSU 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.

1. Address salary issues.

- Raise faculty salaries to at least 80% of representative peers.
- Increase salary floors.
- Address compression and inversion.
- Increase amount of promotion increases. (absolute amount or % of salary)

2. Create 12 endowed professorships/chairs by 2019.

3. Assess, inventory and establish a schedule for renovating teaching, creative activity and research facilities, starting with the oldest and most unsafe areas (OR to meet peer standards for equipment, resources and safety standards).

Metric D.1.2: By 2019, national and international recognition of MSU faculty will improve as measured through accomplishments such as national awards, peer-reviewed publications, invited presentations, journal citations, fellowships, editorial positions, technology transfer activities, visiting appointments, scholars visiting MSU, occurrence of scholarly conferences on the MSU campus, membership on governmental policy committees, review panels, museum-level exhibitions, creative work that engages audiences at leading venues, and placement of doctoral students.

1. Encourage creation of College committees to nominate faculty for national/international awards.

2. Develop a process for preemptive retention offers.

3. Increase quality of research through improved facilities and increased sabbaticals and off-campus experiences.

4. Provide funding for faculty development such as travel to peer-reviewed conferences to get professional experience.

5. Provide seed grants for interdisciplinary research to groups of individuals from different departments with a project that has a high probability of securing external funding.

6. Strategically recruit faculty who would bring new expertise and collaborative opportunities including a member of the National Academies.

7. Create affiliate appointments for faculty from other institutions to encourage meaningful engagement in research and teaching. Create courtesy appointments for people who want access to university resources and professional development.

Metric D.1.3: By 2019, MSU will improve its rank among Carnegie Classified Research Universities – Very high Research Activity (RU/VH) RU/VH institutions on four measures: A) STEM R&D expenditures (current rank 94); B) Non-STEM R&D expenditures (rank 92); C) Number of S&E research staff (rank 96); and D) Doctoral conferrals (rank 106).

A.1. Encourage more grant writing by marketing the OSP Pre- Award Office and grant writing/editing firms on retainer.

A.2. Provide funding for training of faculty to write grants.

- A.3. Invest in sponsored research centers/institutes and establish new ones based on University strengths.
- A.4. Pursue classified DOD research.
- A.5. Increase number of self-funded, fully-funded research faculty.
- A.6. Develop scientific computing campus-wide. [MP: ?]
- A.7. Celebrate annually the top ten faculty relative to OSP research expenditures in the previous year.
- A.8. Improve extramural funding in units with potential but with low research expenditures by 100%.
- B.1. Provide faculty with clear expectations at hire regarding acquiring competitive grants.
- B.2. Create interdisciplinary graduate programs, especially at Ph.D. level.
- C.1. Improve core research facilities.
- C.2. Recognize supervision of graduate students in faculty workload model.
- D.1. Provide graduate students with clear expectations of responsibilities and time to degree completion.
- D.2. Limit the number of semesters of GTA funding.
- D.3. Create new doctoral programs. [LIST]
- D.4. Increase graduate student numbers and improve quality of existing doctoral students through strategic investments.
- D.5. Offer competitive GTA stipends, tuition waivers, benefits. (Also L.2.2.3)
- D.6. Submit a minimum of one training grant per year by 2014. (Also L.2.2.6)

Objective D.2: Enhance infrastructure in support of research, discovery and creative activities.

Metric D.2.1: By 2019, funding for capital projects from public and private sources will increase in order to provide state-of-the-art laboratory, studio, and other space-related resources to a growing community of scholars and artists.

- 1. Develop partnerships with private entities.
- 2. Pursue Innovation Campus opportunities.
- 3. Develop systematic data driven metrics for allocation of research space by 2014.

Metric D.2.2: By 2019, MSU will increase grant-sponsored investment in centers, core facilities and resources to expand state of the art tools, expertise, and opportunities for research and creative activities.

- 1. Encourage PIs to include facility and equipment funds in grants. Involve Facility Services in grant writing process.
- 2. Lobby for funding of federal facility improvement programs.
- 3. Maximize Murdock opportunities.
- 4. Develop institutional repository of intellectual output of campus.
- 5. Develop centralized funding model to enhance and support service contracts, maintenance and operations of core facilities.
- 6. Build a statistical advising center to address the needs of faculty.

Objective D.3: Expand the scale, breadth, and quality of doctoral education.

Metric D.3.1: The percentage of faculty who advise doctoral students will increase by 2019.

- 1. Develop and enhance doctoral programs.
- 2. Integrate doctoral student advising in workload considerations and P&T reviews.

3. Add a requirement to Role and Scope document that promotion to full professor must show evidence of graduation of at least one doctoral student if home department offers a doctoral degree by 2019.
4. Allow research and affiliate faculty to chair the graduate student committees of students working under their direct supervision. [MP: ?]
5. If sponsoring agency allows graduate student support, application for external funding must include tuition remission and stipend for at least one graduate student in grant proposals.

Metric D.3.2: The graduate population will increase 20% to approximately 2,350 by 2019, with an emphasis on increasing doctoral student enrollment.

1. Strategically hire more TT faculty in areas that will directly increase graduate student enrollment.
2. Offer competitive GTA/GRA stipends, tuition waivers, benefits. (Also L.2.2.3 and D.1.3.D4)
3. Increase the number of and grow graduate programs, including quality online Masters. [LIST]
 - MS in Interactive Media
 - MA in Studio Art
4. Market Masters programs that are distinct from Ph.D. programs in the same discipline.

Metric D.3.3: By 2019, graduate degrees awarded annually will increase to 625; Science, technology, engineering, and mathematics (STEM) masters and doctoral degrees will increase to 325; all doctoral degrees will increase to 80.

1. Explore cross disciplinary opportunities for new graduate programs.
2. Use program review to evaluate under-enrolled programs and potentially reinvest in new programs.
3. Require graduate students to meet with their committees at least once a year.
4. Implement a graduate student tracking system and require department heads to review progress of students annually to make sure they are on target to timely conferral of graduate degree. (Also L.2.2.5)
5. Reduce average time to doctoral degree conferral by at least one year.

Metric D.3.4: The number and proportion of graduate students presenting at national and international meetings, publishing in high-profile academic outlets, earning high-profile fellowships, placing in national and international competitions, and garnering prestigious first job placements will increase by 2019.

1. Establish graduate internship programs with non-university partners, including business, nongovernmental organizations, and international partners.
2. Require doctoral students to submit a peer-reviewed publication, presentation, other scholarly product and/or proposal for external funding prior to graduation.
3. Include graduate student presentations in annual faculty evaluations.
4. Track and report initial placement of graduate students after graduation.

Engagement Goal: Members of the Montana State University community will be leaders, scholars and engaged citizens of their campus, local, state, national and global communities, working along-side community partners through the mutually beneficial exchange and application of knowledge and resources to improve the human prospect.

Objective E.1: Strategically increase service, outreach and engagement at MSU.

Metric E.1.1: By 2013, MSU will have a campus-wide coordinating infrastructure to support and advance engagement, outreach and service.

1. Common definitions of outreach, service and engagement are needed by June 2013.
2. Provide opportunities for NTT to engage with institution and life of students.
3. Support Outreach & Engagement Council.
4. Increase the number of stories about the positive effects of engagement efforts published/aired in state media outlets by xx percent.

Metric E.1.2: By 2019, the number of students, faculty and staff involved in outreach activities will increase, with particular attention to underserved areas and minority populations.

1. Identify and lower challenges and provide incentives for involvement in outreach, service and engagement.
2. Build/embed outreach/service/engagement into CORE curriculum or university requirement.
3. Double the number of courses/degree programs with academic service learning.
4. Establish a mechanism to track student engagement activity.

Metric E.1.3: By 2019, the number of students, faculty, and staff involved in service activities will increase.

1. Identify and lower challenges and provide incentives for involvement.
2. Build/embed into CORE curriculum or university requirement.
3. Double the number of courses/degree programs with academic service learning.
4. Establish a mechanism to track student engagement activity. (Also E.1.2.4)

Metric E.1.4: By 2019, all MSU students and faculty will have an engagement experience during their time at MSU.

1. Formalize, promote and increase existing support services to assist faculty with successful involvement in academic outreach and engagement.
2. Coordinate support services for academic outreach and engagement with support efforts for students and staff involved in outreach and engagement.
3. Identify and implement mechanisms for identifying, tracking and coordinating outreach and engagement opportunities.
4. Increase faculty participation in professional development for academic outreach and engagement including the annual conference conducted by the Engaged Scholarship Consortium.

Metric E.1.5: By 2019, MSU staff will have increased opportunities for engagement experiences.

Metric E.1.6: By 2019, MSU will have increased the percentage of students actively participating in student organizations.

1. Encourage and promote faculty advising of student clubs.

2. Support role of Office of Activities and Engagement in achieving participation.

Objective E.2: MSU graduates will have global and multi-cultural understanding and experiences.

Metric E.2.1: By 2019, the percentage of MSU students participating in cross-cultural study, work or service experiences, incorporating both academic preparation and post-experience reflection, will double.

1. Subsidize transportation costs for students to gain academic experience in another country or culture.
2. Improve role and impact of the Office of International Programs.
3. Create Undergraduate Scholar Program-like program for study abroad by 2015.
4. Include cross-cultural experiences in degree program curriculum expectations.
5. Develop incentives for faculty to incorporate international component in classes.
6. Achieve 25% of students with a cross-cultural experience.
7. Evaluate and implement ACE Globalization recommendations.
8. Create SLOs for cross-cultural experiences.

Objective E.3: MSU students, faculty and staff will have increased opportunities for leadership development and experiences.

Metric E.3.1: By 2019, the number of opportunities for leadership development and practice will have increased. Awareness of the opportunities will have also increased.

1. Develop a mechanism to quantify and track leadership opportunities and experience.
2. Expand DEAL to 30 participants per year.
3. Academic Affairs sponsors one DEAL alum for Leadership Montana annually (\$2500) starting in 2013.
4. Support faculty, department head, and dean national leadership training.
5. Provide central web location for list of opportunities, including off campus.
6. Create minor in leadership.
7. Develop US CORE focus on leadership.

Metric E.3.2: By 2019, the percentage of MSU students, faculty, and staff participating in leadership development activities will increase.

1. Double the number of students with leadership experiences.
2. Modify the Leadership Institute to increase participation.
3. Tie leadership integration to annual reports.

Integration Goal: By integrating learning, discovery and engagement, and by working across disciplines, the MSU community will improve the world.

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

Metric I.1.1: By 2019, all graduating students will have had a substantial curricular experience that integrates learning, discovery and engagement.

1. Institute university requirement for an integrating experience.
2. Offer credit for curricular, co-curricular or engagement experiences.
3. Facilitate tracking of experiences through transcript or co-curricular transcript.
4. Develop SLOs for integrating experience.
5. Develop volunteering program.

Metric I.1.2: By 2019, department role and scope documents will include substantial integration of learning, discovery, and engagement.

1. Include during 2013 reviews and revisions.

Metric I.1.3: By 2019, community-based research projects will increase by 50%.

1. Develop community-based research, including Community Based Participatory Research.
2. Increase the number of undergraduate and graduate students conducting applicable research in community problem solving.
3. Use alumni, Extension, MSU campuses, State agencies, Local Government Center to identify problems. Improve visibility and create impact and outcomes.
4. Identify appropriate structure to identify and provide information on opportunities and track progress.

Metric I.1.4: By 2019, faculty scholarly products with undergraduate and graduate students will increase 50%.

1. Develop faculty activity reporting tracking systems, require input and use for institutional reporting.
2. Provide Graduate School professional development funds for graduate student travel to scholarly meetings.
3. Provide Undergraduate professional development funds for undergraduates to travel to scholarly meetings.
4. Bid to host 2015/2016 NCUR.
5. Host more national meetings.

Objective I.2: Increase work across disciplines.

Metric I.2.1: By 2019, the number of students completing interdisciplinary programs will increase 30%.

1. Create new interdisciplinary programs that leverage other strategic priorities.

Metric I.2.2: By 2019, MSU will increase interdisciplinary research and creative projects on campus.

1. Hire interdisciplinary and cross-department/college faculty.
2. Encourage culture of respect in annual reviews and tenure and promotion for joint appointments.
3. Review and refine joint appointment language.
4. Develop clear expectations of joint appointment criteria including non-department entities (i.e., WWAMI).

Access Goal: Montana State University is committed to widening access to higher education and seeks to ensure equality of opportunity for all.

Objective A.1: Educate more students while maintaining the quality of our programs.

Metric A.1.1: By 2019, the number of Montana undergraduate students enrolled will surpass 9,900 (a 15% increase).

1. Maintain and strengthen Carnegie Classification. (Refer to Discovery Goal.)

Metric A.1.2: By 2019, the number of transfer enrollments will increase 15% to approximately 1,100.

1. Evaluate existing articulation agreements to improve if necessary and utilize. Establish other articulation agreements that focus on university strengths and meet strategic goals.
2. Identify staff team to assist transfers (enrollment, aid, advising, etc.).
3. 25% of GC AA and AS graduates will transfer to MSU by 2019.

Metric A.1.3 By 2019, the number of students enrolled in graduate programs will increase 20% to approximately 2,350.

1. Increase extramural funding.
2. Develop seamless Master's programs (4+1 options).
3. Develop a productive recruiting strategy.
4. Recruit top MSU undergraduate students to select graduate programs. Evaluate the use of recruitment incentives.
5. Allocate GTAs strategically to leverage other strategic priorities.
6. Increase GTA funding for stipends as compared with peers.
7. Increase the use of GTAs in disciplines where they can be effective.

Metric A.1.4: By 2019, the number of credits and courses delivered on-line will increase 40% to approximately 20,000 credits and 225 courses.

1. Offer more programs online.
2. Offer more professional programs/masters online.
3. Improve access to online degree programs or certificates.
4. Increase instruction design support for faculty.
5. Cooperate with Montana community colleges for baccalaureate degree completion.

Metric A.1.5: By 2019, the number of students enrolled in Gallatin College degree and certificate programs will double to 400.

1. Gallatin College will continue to add one or two programs each year and increase local marketing efforts of the two-year offerings.

Metric A.1.6: By 2019, the percentage of need met through scholarships and grants for students who were awarded any need-based aid will increase from 74% to 80%.

Metric A.1.7: By 2019, the total student population will increase 15% to 16,000.

Objective A.2: Diversify the student body.

Metric A.2.1: By 2019, the number of Native American students enrolled will increase to 800 (a 45% increase).

1. Develop and improve articulation agreements with tribal colleges.
2. Develop and improve Native American support services at MSU by increasing funding by 45%.
3. Expand outreach to tribal schools (grades 6-14) to enhance math and science mentoring.
4. Connect relevant degree offerings to needs in tribal community.
5. Improve support in community for children of students.
6. Build Native American student center by 2019.
7. Recruit and add at least 5 Native American faculty.

Metric A.2.2: By 2019, the number of other under-represented minority students enrolled will increase to 950 (a 40% increase).

1. Increase scholarship funds for minority/non-Native students.
2. Staff multicultural student support programs.
3. Recruit and add at least five minority faculty beyond the five Native American faculty in A.2.1.7.

Metric A.2.3: By 2019, the number of international students enrolled will increase to 540 (a 20% increase).

1. Improve role and impact of the Office of International Programs.
2. Increase integration of international students on campus.
3. Develop partnerships with other countries for dual or cooperative degree programs.
4. Increase the number of exchange programs by 20%.
5. Target recruiting to areas where students are interested in international education.

Metric A.2.4: By 2019, the number of nontraditional students enrolled in undergraduate and Gallatin College programs will increase to 3,200 (a 20% increase).

1. Gallatin College will implement strategies from the College's 2012 Council for Adult and Experiential Learning assessment.
2. Increase the number of evening courses.
3. Increase and market online offerings to nontraditional students including veterans.
4. Create three year programs (accelerated) and programs that can be completed with online and evening courses.

Stewardship Goal: As stewards of our land grant institution, we will responsibly manage our human, physical, economic and environmental resources in an open and sustainable manner.

Objective S.1: Human Resources. Attract, develop and retain the best faculty and staff to achieve our MSU mission.

Metric S.1.1: By 2019, increase the average MSU staff salary to the representative peer market average.

1. Create list of peer institutions for benchmark data.

Metric S.1.2: By 2019, increase the average MSU faculty and administrative salary to 80% of the representative peer market average.

1. Create list of peer institutions for benchmark data.

Metric S.1.3: By 2019, faculty and staff participation in professional development opportunities will increase 20%.

1. Fund Center for Faculty Excellence at 0.5% of faculty salaries.
2. Double the number of faculty who are supported for professional development and leadership opportunities.

Objective S.2: Physical Resources. Enhance aesthetic appeal and functional quality of our MSU physical resources to support high quality learning, research and work environments.

Metric S.2.1: By 2019, all university classrooms and scheduled learning spaces will utilize current educational technologies and environments to meet the needs of a variety of educational experiences, to enhance student learning outcomes.

1. Use OTO funds to augment classrooms upgrades, including furniture.

Metric S.2.2: By 2019, MSU will increase accessibility to campus facilities, in accordance with the Campus ADA Transition.

Metric S.2.3: By 2015, MSU will develop and implement a comprehensive master plan.

1. Participate in University process to ensure appropriate instructional space is allocated.

Objective S.3: Economic Resources. Increase and effectively allocate resources in support of the MSU Strategic Plan.

Metric S.3.1: By 2019, budgeting processes will reflect alignment with the MSU strategic plan.

1. Realign budgets with strategic plan (operations, track hires against enrollment).
2. Implement centralized position control.
3. Acquire better data for tracking strategic budget alignment.
4. Review faculty activity/productivity reporting for strategic plan alignment.
5. Use Academic Analytics for data comparison to inform strategic alignment.

Metric S.3.2: Efficiency and effectiveness of mission support processes will show improvement by 2019.

1. Automate grade entry from D2L to Banner.
2. Develop centralized funding for group licensing of expensive software packages/licenses.

Metric S.3.3: By 2019, fiscal resources will increase in support of the MSU Strategic Plan.

1. Achieve goal of 50% of instructional expenditures to AA. [MT unclear]

Objective S.4: Environmental Resources. Promote sustainable stewardship and a culture of resource conservation at MSU.

Metric S.4.1: MSU will achieve a 20% reduction in Greenhouse Gas Emissions (GHG) from 2009 levels by 2025.

Metric S.4.2: MSU will achieve a 25% increase in waste diverted from landfill from 2010 levels by 2020, in addition to implementing a campus wide source reduction and responsible purchasing policies.