

## ATTACHMENT 8

### Work Session Agenda May 23-24, 2002 Mission Statement Comparisons

#### MONTANA STATE UNIVERSITY

Since its creation as Montana's first institution of higher education, Montana State University has had as its mission, nothing less than the improvement and enrichment of the lives of the citizens of the state and the creation of a brighter more prosperous future for those citizens. Through campuses in Billings, Bozeman, Great Falls and Havre, 49 Extension Service sites, Experiment Stations at seven sites throughout the state and an increasing capability for remote and electronic delivery, MSU is uniquely designed and motivated to produce the next generation of leaders for communities, businesses, professions, government and the academic disciplines in which degrees are offered.

The MSU campuses have, as a primary mission, the teaching of the next generation of leaders the most up-to-date knowledge in appropriate degree offerings through the doctorate. Each has a specific and unique curricular charge in meeting the breadth of the University's offerings and those of the Montana University System.

Each of the campuses and sites houses some of the current generations finest minds; faculty and staff dedicated to advancing the boundaries of knowledge through research and creative activities.

Each of the campuses is charged with serving the citizens of Montana by forming partnerships and sharing its expertise with agricultural producers, communities, businesses, government agencies and the professions.

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#### MONTANA STATE UNIVERSITY-BOZEMAN

Montana State University-Bozeman, the state's land grant institution, is a comprehensive public university serving Montana and its people through a tripartite mission:

- Providing quality undergraduate and graduate educational programs;
- Conducting research and creative activity, both basic and applied;
- Providing service through outreach to the state, region, and nation.

MSU-Bozeman is the administrative center of Montana State University, which also includes MSU-Billings, MSU-Northern, and MSU College of Technology-Great Falls. Administratively, MSU-Bozeman is committed to maintaining the identity and autonomy of the affiliated campuses so that each may effectively contribute to the overall mission of Montana State University.

MSU-Bozeman provides a comprehensive array of high quality instructional programs in the sciences, liberal and creative arts, and selected professions, particularly agriculture, architecture, business, education, engineering, and nursing. The University gives top priority to maintaining full national accreditation of its professional programs. Through its many educational programs, MSU-Bozeman is committed to:

- Emphasizing the centrality of the liberal arts and sciences to undergraduate education;
- Integrating instruction with research and creative activity;
- Fostering interdisciplinary educational opportunities;
- Developing critical and creative thinking, effective communication, and multi cultural and global awareness.

As the state's leading creator of research-based knowledge, MSU-Bozeman is committed to:

- Exploring, discovering, and disseminating new knowledge;
- Enhancing its educational programs by its research and creative activities;
- Applying research findings to meet the social, cultural, and economic needs of the state, region, and nation.

Through a century of public service in the land grant tradition, MSU-Bozeman is committed to:

- Providing outreach to Montana citizens that draws upon the University's strengths in teaching and research;
- Facilitating wise stewardship and utilization of the state's resources by forming effective and creative partnerships with business, government, educational, and service organizations;
- Enhancing educational opportunities through distance learning programs using appropriate electronic delivery systems.

In addition to its many on-campus programs, Montana State University-Bozeman services constituencies throughout the state via the Montana Extension Service, the Montana Agricultural Experiment Station, and the Extended Studies Program. MSU-Bozeman is committed to enhancing educational and professional opportunities for all protected classes and has a special dedication to developing progressive options for Montana's Native American population.

**PROPOSED**  
**Vision Statement and Mission Statement; Montana State University-Bozeman**

**VISION STATEMENT**

Montana State University will be the university of choice for those seeking a student-centered learning environment distinguished by innovation and discovery in a Rocky Mountain setting.

**MISSION STATEMENT**

The mission of Montana State University is:

- To provide a challenging and richly diverse learning environment in which the entire university community is fully engaged in supporting student success.
- To provide an environment that promotes the exploration, discovery, and dissemination of new knowledge.
- To provide a collegial environment for faculty and students in which discovery and learning are closely integrated and highly valued.
- To serve the people and communities of Montana by sharing our expertise and collaborating with others to improve the lives and prosperity of Montanans.

In accomplishing our mission, we remain committed to the wise stewardship of resources through meaningful assessment and public accountability.

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**MONTANA STATE UNIVERSITY-BILLINGS**

Montana State University-Billings is a comprehensive, regional, public university serving the educational needs of Montanans and is accessible to all who are qualified. Montana State University-Billings serves Montana through a multifaceted commitment to:

- Provide high quality undergraduate and graduate programs in Arts and Sciences, Business, Education and Human Services, and Technology;
- Maintain an active community of learners engaged in teaching, research, scholarship and creative endeavor, and service;
- Serve the southern and eastern Yellowstone Region of Montana, as a center of excellence in teaching and learning;
- Provide a strong and expanding program of outreach to the state and region; and
- A strong public service mission as reflected in the programs and activities of the Montana Center on Disabilities and KEMC/KBMC Public Radio.

Montana State University-Billings is an affiliate of the Montana State University family of campuses and is firmly committed to supporting and strengthening Montana State University and the Montana University System by fostering strong inter-institutional relationships and making a solid commitment to collaboration, resource sharing, and partnerships. MSU-Billings is a provider of two-year educational programs and services and strongly promotes the value of two-year education across the University System. The University gives highest priority to maintaining regional accreditation and the accreditation of its professional programs.

Montana State University-Billings provides excellent instructional and learning opportunities in the arts and sciences as well as in its professional programs in business, technology, human services, rehabilitation, and education. The University remains firmly committed to its teacher education programs and its unique, statewide responsibilities in the areas of Special Education, Human Services, and Rehabilitation Counseling. Through its educational programs and services, the University affirms a commitment to:

- Being a center of excellence in teaching and learning;
- The integration of instruction and learning with research, creativity, and technology;
- Ensuring that students develop problem solving abilities and skills, critical and creative thinking abilities, effective communications skills, and global awareness;
- Encouraging student centered approaches to learning and development; and
- Preparing all students for leadership, lifelong learning, and a commitment to service.

Thus, the University reaffirms a primary mission of preparing students of all ages to be productive and responsible citizens. The atmosphere in the University is one that requires personal integrity, stimulates freedom of expression, and promotes opportunities for challenge, change, and advancement.

Serving a unique blend of urban and rural educational needs, Montana State University-Billings is committed to:

- Diversity in its faculty, staff, and students and to encouraging and fostering the ideals and values of cultural, social, educational, and economic diversity;
- Being a leadership institution where technology, telecommunications, and especially experiential learning are integrated into the curricula to ensure that all students are well prepared and competitive in regional, national, and global marketplaces; and

- Fulfilling its mission as Montana's only urban university whose energies and resources, programs, and aspirations are inextricably interwoven educationally, economically, socially, culturally, and environmentally with those of the communities of Billings, the Greater Yellowstone Region, and the State of Montana.

Montana State University-Billings actively promotes access and excellence, equality of opportunity, practices affirmative action, and works hard and deliberately to encourage cooperation and unity among its constituents, the community and the citizens of Montana.

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## **MONTANA STATE UNIVERSITY-NORTHERN**

Montana State University-Northern is a technology-focused university with programs assuring each student and faculty both personal and technical assistance in the educational and training process.

Montana State University-Northern is a member of the Montana University System and is administratively affiliated with Montana State University-Bozeman. Northern is located in north central Montana with the main campus located in Havre. The institution was established by the 13<sup>th</sup> Montana Legislative Session and instruction began on September 24, 1929.

Montana State University-Northern

- Is a unique institution where technical and professional programs are emphasized and are supported by a strong liberal education.
- Provides high quality programs in applied and engineering technologies, professional teacher education, business, nursing, and the liberal arts leading to certificate, associate, baccalaureate, and masters degrees.
- Serves a large, rural area of Montana, including four Native American reservations along the northern Montana border, and many small towns and cities of the northwestern region of the state.
- Is an important resource for its service area, assisting employers, participating in economic development efforts, providing continuing education programs, and sponsoring cultural events.
- Encourages a variety of learning opportunities including intellectual, recreational, physical, lifelong learning, experiential, interpersonal, and specific career education.

Montana State University-Northern focuses its primary efforts toward providing an appropriate array of quality instructional programs where students can meet the following goals:

- Develop the skills and competencies needed to fulfill individual career objectives;
- Gain a general education foundation that promotes continued personal growth, a basic knowledge of human beings, societies, governments, and the physical world and an ability to effectively communicate, understand and work with a variety of people from differing cultures;
- Develop the ability to effectively cope with ambiguity and interact with the constantly changing world;
- Assist and participate with others to examine, maintain, and improve the human existence;
- Acquire lifelong skills and interests that continually develop aesthetic, cultural, and intellectual interests; and
- Acquire an understanding of one's personal value system and its relationship to actions.

Montana State University-Northern is dedicated to maintaining strong ties with all units of the Montana University System to facilitate transfer of college-level work between institutions. The University provides educational opportunities throughout Montana through distance learning, interactive television, and the Internet. The University establishes and maintains linkage and partnerships with community agencies, business, and industry to ensure and enhance program viability and to develop the mutual support necessary to enhance institutional viability. The University maintains the highest level of accreditation available.

### **PROPOSED**

#### **Mission Statement; Montana State University-Northern**

The Board of Regents of Higher Education approve the Mission Statement of Montana State University--Northern.

A comprehensive regional university, Montana State University-Northern offers programs of professional preparation emphasizing discipline mastery, critical inquiry, and social responsibility in:

- teacher preparation
- mechanical and engineering technologies
- business and computer information systems
- nursing
- arts and sciences

MSU-Northern applies emerging technologies in degree programs ranging from the associate to master's level. MSU-Northern prepares well-educated students who are capable of decisive action and application of

new ideas. The university is committed to excellence in teaching, service to its region and the state, and applied research and scholarship.

MSU-Northern values individualized attention to its students, experientially-based learning, and creating a culturally rich and intellectually stimulating environment. From its North Central Montana High Plains main campus, the University serves as a regional cultural center and maintains strong partnerships with communities, education, business and industry.

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## **MONTANA STATE UNIVERSITY COLLEGE OF TECHNOLOGY-GREAT FALLS**

Montana State University College of Technology-Great Falls is a public postsecondary two-year educational institution affiliated with Montana State University-Bozeman. The College is committed to a dual mission: providing viable technical education to prepare individuals for work in a technologically driven global economy and providing learning opportunities to enhance educational access to the Montana University System.

Montana State University College of Technology-Great Falls, utilizing the delivery of course offerings on campus as well as at appropriate off-campus sites and through electronic technology, has an academic mission to:

- Award Associate of Applied Science Degrees or Certificates in the career areas of Allied Health and Business and Technology;
- Award Associate Degrees for transfer to four-year programs;
- Offer courses reflective of the core curriculum requirements at Montana State University-Bozeman;
- Offer courses, seminars, workshops and customized training to meet the educational needs of individuals, businesses and other populations.

Montana State University College of Technology-Great Falls is a teaching institution that:

- Provides beneficial and accessible technical education for training or retraining in high demand career fields to meet present and emerging employment needs;
- Provides general core transfer courses and associate degrees parallel to the first two years of a four-year degree;
- Stresses a learner-centered approach to the delivery of educational services;
- Promotes equal opportunity in education for all students;
- Engages in community service and technical assistance activities.

Montana State University College of Technology-Great Falls designs its programs and courses to enhance the student's ability to:

- Demonstrate competence in technical and related subject matter to realize lifelong career goals;
- Acquire the knowledge and skills to live a productive life while achieving a balance between career, personal life and service to others;
- Analyze problems and identify and evaluate important information resources;
- Recognize the importance of lifelong learning and gain the confidence to be a self-directed learner;
- Think critically with a sensitivity to the human community and the ethics of the physical world;
- Discover personal potential and respect the uniqueness of others.

Montana State University College of Technology-Great Falls is committed to strengthening access to public postsecondary educational opportunities through the administration of the Montana University Higher Education Center in Great Falls; maintenance of a contemporary telecommunications complex; and, expansion of collaborative relationships with secondary and postsecondary institutions as well as with appropriate business, government and human service entities to ensure the most effective use of resources.

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## **THE UNIVERSITY OF MONTANA**

The Board of Regents of the Montana University System approves the following mission statements of The University of Montana's four campuses—The University of Montana-Missoula, Montana Tech of The University of Montana, Western Montana College of The University of Montana, and Helena College of Technology of The University of Montana.

The University of Montana capitalizes on its unique strengths to create knowledge, provide an active learning environment for students, and offer programs and services responsive to the needs of Montanans. The University delivers education and training on its four campuses and through telecommunications to sites inside and outside of Montana. With public expectations on the rise, the University asks its students, faculty, and staff to do and accomplish even more than they have in the past. The dedication to education for and throughout life reflects the commitment to service learning and community building on and off the campuses. The University enhances its programs through continuous quality review for improvement and remains fully accountable to the citizenry through annual audits and performance evaluations.

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**The University of Montana-Missoula:** The mission of The University of Montana-Missoula is the pursuit of academic excellence as indicated by the quality of curriculum and instruction, student performance, and faculty professional accomplishments. The University accomplishes this mission, in part, by providing unique

educational experiences through the integration of the liberal arts, graduate study, and professional training with international and interdisciplinary emphases. Through its graduates, the University also seeks to educate competent and humane professionals and informed, ethical, and engaged citizens of local and global communities. Through its programs and the activities of faculty, staff, and students, The University of Montana-Missoula provides basic and applied research, technology transfer, cultural outreach, and service benefiting the local community, region, State, nation and the world.

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**Montana Tech of The University of Montana:** Montana Tech of The University of Montana is a comprehensive university emphasizing science and engineering with a national and international reputation for excellence. Programs range from occupational through graduate levels in engineering and selected other fields. The campus is dedicated to assisting students attain success in their academic, professional, and individual life goals. A personalized set of support services is available to all students. Students study in a learning environment that stresses practical, hands-on experiences and internships. A Montana Tech education results in well-rounded individuals—competent, responsible, and ethical professionals.

Montana Tech of The University of Montana serves as a cultural and events center for the local community and Southwest Montana. It promotes science literacy generally, specifically encourages careers in engineering and science, and offers an expanding array of external studies and outreach programs. The economic development of the immediate service area and the State of Montana is an important part of the outreach activities.

Research is incorporated into the curriculum as an essential learning technique. Research and other scholarly activities of the faculty, staff, and students contribute to innovation and problem solving; provide practical solutions for business and industry; and add to the general body of knowledge. The Montana Bureau of Mines and Geology, along with the academic departments and several other focused research centers, play critical roles in support of resource-based industries in Montana and around the world.

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**The University of Montana Western:** The unique mission of Western Montana College of The University of Montana emphasizes experiential learning that combines theory and practice through projects and field experiences. We embrace as our mission the privilege and the obligation to both capitalize on and compensate for our beautiful but isolated landscape in Southwest Montana. This mission infuses our curriculum: in our century-long tradition for excellence in teacher education; in our growing strength in the interdisciplinary arts and sciences; and in our two-year associate degree programs responding to regional needs.

As part of The University of Montana and the Montana University System, the College meets State needs with its baccalaureate and associate degrees, a center for rural education, and lifelong learning programs for teachers, nontraditional students, and senior citizens. The College articulates its programs with other campuses to ease transfers between institutions, and collaborates with other institutions to conserve resources and enhance access.

As part of post-secondary education in America, the College devotes its full attention to undergraduate education; promotes consideration of values and ethics in and out of the classroom; fosters intellectual awakening; contributes through scholarship and research to the search for knowledge; and seeks improved assessment of student learning. Education at Western features small-group instruction, field-based experience, interdisciplinary studies, and commitment to academic success and lifelong learning.

As part of local communities, the College incorporates community service into the curriculum, develops partnerships with Montana's public schools, sponsors youth programs, supports economic development, acts as a good neighbor, and fosters active citizenship. The College promotes student leadership, teamwork, extracurricular enrichment, career development, and personal responsibility.

As part of the global community, the College encourages diversity, international awareness, environmental responsibility, and mastery of technology as a gateway to the world.

## **PROPOSED**

### **THE STRATEGIC PLAN MISSION/VISION/GOALS FOR THE UNIVERSITY OF MONTANA WESTERN 2001-2005 January 7, 2002**

#### **Introduction**

Relying on the strategic planning process employed by The University of Montana during the fall semester of 1997 as a starting point, The University of Montana Western developed a strategic plan that meets the needs of the local campus while addressing the aspirations, values, and goals outlined in the system-wide University of Montana Strategic Directions document of The University of Montana.

The campus strategic plan was developed by the Strategic Planning Committee comprised of the Chancellor, Vice Chancellor for Academic Affairs, Vice Chancellor for Institutional Advancement, Vice Chancellor for Administration and Finance, Dean of Outreach and Research, Dean of Education, Dean of Arts and Sciences, Dean of Students, Student Senate president, a Student Senator, Faculty Senate chair, Faculty Association president, Staff Association president, Contract Professionals Association president.

The Strategic Planning Committee is a standing committee charged with facilitating implementation and assessment of planning with both on-campus and off-campus constituencies.

### **MISSION STATEMENT**

The University of Montana Western provides innovative interdisciplinary education through experiential learning that combines theory and practice. Western serves citizens of all ages with its academic, community-service, and lifelong-learning programs. As part of the global community, Western encourages diversity, international awareness, environmental responsibility, and mastery of technology as a gateway to the world.

### **VISION STATEMENT**

The University of Montana Western aspires to regional recognition as a small university characterized by excellence in experiential learning; professional education, rural education, interdisciplinary studies, technology, and the liberal arts and sciences. Western strives for competitive admissions; an appropriate array of occupational, technical and undergraduate programs in liberal arts and selected professional fields; and a developmental focus in student life programs.

### **CORE VALUES**

The University of Montana Western shares six core values with the other three campuses of The University of Montana:

1. Affordable access to higher education for Montanans;
2. Learning experiences of high quality designed to allow students to realize their full potential;
3. Contributing to knowledge and meeting the needs of the State, region, nation, and world through basic and applied research;
4. Promoting diversity and community among students, faculty, and staff;
5. Effective and efficient use of resources and full accountability for all funds; and
6. Service to the citizens, communities, regions, business, industry, and State.

### **STRATEGIC GOALS**

As a campus of The University of Montana, Western will pursue six strategic goals during the planning period from 2000 through 2005:

1. Sustain and enhance the quality of student life through: (a) Continuous improvement of undergraduate education; (b) Improved advising and counseling services; (c) More effective recruitment and retention; and (d) Diversity in student services and student life.
2. Attract, retain, support, and develop a diverse and excellent faculty and staff;
3. Strengthen, develop, enhance, and broaden research programs;
4. Provide comprehensive information technology and related services;
5. Develop the campus and continuously maintain the physical plant; and
6. Provide a stable financial environment, enhance resource acquisition, and assure equitable distribution of resources.

### **STRATEGIC PLAN**

During the planning period from 2000 through 2005, The University of Montana Western will actively work with local and system constituencies to pursue institutional and system goals through a reliance on the mission statement, core values, and strategic goals outlined above.

**Strategic Goal 1:** Sustain and enhance the quality of student life through: (a) Continuous improvement of undergraduate education; (b) Improved advising and counseling services; (c) More effective recruitment and retention; and (d) Diversity in student services and student life.

### **OUTCOME 1-1**

Complete the reorganization of administration and staff to support the teaching and learning environment.

Responsible Administrators

Chancellor  
Vice Chancellor for Academic Affairs  
Vice Chancellor for Administration and Finance  
Vice Chancellor for University Advancement

**Action Items:**

- Complete the reorganization of Academic Affairs into a School of Education, Business, and Technology; a College of Arts and Sciences; and a School of Outreach by Fall 2001
- Define roles of Deans, Department Chairs, and Program Coordinators by Fall 2001
- Continue the integration of student services through the merger of Admissions and Financial Aid functions by Spring 2001.
- Review reporting structure of functional areas and activities by Fall 2001.

**OUTCOME 1-2**

Adopt an institution-wide academic assessment plan responsive to mission and needs.

Responsible Administrators

Vice Chancellor for Academic Affairs  
Dean of Education, Business and Technology  
Dean of Arts and Sciences

**Action Items:**

- Develop a curricular review process that includes a cost/benefit analysis; analysis of current and projected enrollments; faculty assessment of program quality; student assessment of program quality; graduate assessment of program quality; employer assessments of program qualities; and other program outcomes assessments during AY 2002
- Begin assessment schedule with all programs currently in moratorium and other low enrollment and high expense programs by AY 2003
- Have each academic unit develop a list of programs that they are considering for initiation, if any, and establish a time-line for the study of the program feasibility and possible program initiation by Spring 2002
- Construct and publish a time-line with finite deadlines for the inclusion of various types of academic program changes into a given year's catalog by Fall 2001
- Include a statement of academic program level assessment responsibility in each faculty member's annual professional development plan. Assessment responsibility will be a focus of all performance evaluations beginning with the 2002-2003 academic year
- The Dean of Arts and Sciences will work with the General Education Committee to complete a self-study of the current general education program. The results of the self-study will be used to develop an improvement plan for the general education program. The self-study will be completed by the end of the Fall Semester, 2001. The improvement plan will be completed by the end of Spring Semester, 2002.

**OUTCOME 1-3**

Increase student retention and graduation rates through improved academic programs, advising and support services.

Responsible Administrators

Vice Chancellor for Academic Affairs  
Dean of Outreach and Research  
Dean of Education, Business and Technology  
Dean of Arts and Sciences

**Action Items:**

- Assign each new faculty member a faculty mentor to assist with advising questions and other new faculty issues beginning Fall 2001
- Report learning styles and critical thinking assessment results to new student orientation advisors and to faculty advisors prior registration by Fall 2001
- Identify at-risk students and recommend interventions to advisors by Fall 2001
- Assign peer mentors to at-risk students beginning Fall 2002
- The Dean of Arts and Sciences will supervise the development, implementation, and evaluation of a FIPSE funded *One Course at a Time* scheduling format for general education classes. Planning phase to be completed during 2001-2002. Implementation to begin Fall Semester, 2002.

**OUTCOME 1-4**

PROVIDE IMPROVED ADMINISTRATION AND STUDENT SERVICES TO STUDENTS.

**RESPONSIBLE ADMINISTRATORS**

Vice Chancellor for Administration and Finance  
Vice Chancellor for University Advancement

**Action Items:**

- COMPLETE IMPLEMENTATION OF WEB BASED SERVICES TO STUDENTS AND FACULTY BY FALL 2002
- Develop and implement an administrative review to identify roadblocks to student services by Fall 2001. Implement plan to address issues identified by 2003
- Identify permanent funding of a student activities coordinator by 2004
- Administer student satisfaction surveys for all administrative services on a biannual basis beginning Fall 2002
- Implement EOP program to provide improved services to at-risk students using grant funds from the Department of Education

#### **OUTCOME 1-5**

Implement a strategically guided process for institutional marketing and enrollment management.

Responsible Administrator  
Vice Chancellor for University Advancement

#### **Action Items:**

- Restructure the Enrollment/Marketing Committee to include the Dean of Arts and Sciences and the Dean of Education, Business, and Technology by Fall 2001
- The Marketing Committee will update and implement the 5-year marketing plan by spring 2002 after review by all campus constituencies. One aspect of that plan will use Western alumni as a focal point

#### **OUTCOME 1-6**

Maintain and enhance an athletics program that enhances Western's academic and student life programs

Responsible Administrator  
Vice Chancellor for University Advancement

#### **Action Items:**

- The Vice Chancellor for University Advancement will work with the Athletics Committee to develop and implement a review process that includes a cost/benefit analysis, gender equity analysis, and student-athlete retention analysis during AY 2002
- Develop a rationale, including budget implications, for any athletic program expansion or deletion by Spring 2002

#### **OUTCOME 1-7**

### **INCREASE DIVERSITY AND EXPOSURE TO DIVERSITY OF STUDENTS, FACULTY AND STAFF**

#### **RESPONSIBLE ADMINISTRATORS**

Chancellor  
Vice Chancellor for Academic Affairs  
Vice Chancellor for Administration and Finance  
Vice Chancellor for University Advancement

#### **Action Items:**

- Develop transfer and articulation agreements with all Montana tribal colleges by 2003
- Increase Western faculty and student involvement with Western's Indian Teacher Education Program at Salish-Kootenai College by AY 2002
- Target a section of Western's web page to the needs of Montana tribal members during AY 2002
- Continue to provide two out-of-state fee waivers to academically well-qualified students from under-represented groups and raise funds to provide two out-of-state scholarships annually to the same student group by Fall 2003
- Develop multi-cultural training and events through the Student Activities Coordinator with two events per year beginning AY 2002

**Strategic Goal 2:** Attract, retain, support, and develop a diverse and excellent faculty and staff

#### **OUTCOME 2-1**

Provide sufficient time and financial support for professional growth and renewal of faculty after evaluation of current faculty workloads and assignments.

Responsible Administrators  
Vice Chancellor for Academic Affairs  
Dean of Education, Business and Technology  
Dean of Arts and Sciences

#### **Action Items:**



- Conduct faculty workload and productivity study during AY 2002 beginning with a survey of faculty workload during Fall 2001
- Evaluate possible ways to equalize or reduce faculty workload including teaching, advising and committee work while maintaining or increasing faculty productivity, especially student credit hour production by Spring 2002.
- Increase state funds for faculty development by \$1,000 per year beginning AY 2002
- After evaluating campus needs on an annual basis by November 15<sup>th</sup> of each year beginning with 2001, hire or reallocate additional faculty according to the financial means of the University

**OUTCOME 2-2  
RECRUIT AND RETAIN QUALIFIED, DIVERSE FACULTY AND STAFF**

Responsible Administrator  
 Vice Chancellor for Academic Affairs  
 Vice Chancellor for Administration and Finance  
 Vice Chancellor for University Advancement

**Action Items:**

- Identify funding and implement a professional development program that includes appropriate training in the uses of new technology starting in 2001
- Continue to update analysis of peer salaries and use this information when allocating salary increases. Have all faculty and contract professionals at 85% of peers by 2004
- Assess procedures for dealing with compression issues for long-term staff caused by the hiring of new staff by 2003
- Implement the Montana University System Montana Achievement Project (MAP) for all classified personnel and provide appropriate training by Fall 2001
- Identify staffing needs in key areas through peer analysis and current workload. Identify faculty staffing needs based upon the academic plan by Fall 2002

**Strategic Goal 3:** Strengthen, develop, enhance, and broaden graduate and research programs

**OUTCOME 3-1**

Increase extramural funding of academic and outreach programs.

Responsible Administrators  
 Vice Chancellor for Academic Affairs  
 Dean of Outreach and Research  
 Dean of Education, Business and Technology  
 Dean of Arts and Sciences

**Action Items:**

- Reinvigorate the Rural Education Center functions by using grant resources during AY 2002
- Continue collaboration with the Montana Small School Alliance to obtain funding to improve services on campus as well as to rural K-12 schools during AY 2002
- Identify possible foundation funding for base programs housed in the RETC during fall 2001
- Develop and maintain academic support services for at-risk students using Student Services TRIO funding during Fall 2001
- Provide community outreach and research programming using grant resources during AY 2002

**OUTCOME 3-2**

Assess the appropriateness of graduate programs to the mission of the campus

**RESPONSIBLE ADMINISTRATORS**

Vice Chancellor for Academic Affairs  
 Dean of Education, Business and Technology  
 Dean of Arts and Sciences

- Examine and assess for feasibility graduate programs during AY 2002
- Secure a decision about the initiation of graduate programs on the campus by May 2002.

**Strategic Goal 4:** Provide comprehensive information technology and related services

**OUTCOME 4-1**

**DEVELOP A COMPREHENSIVE INFORMATION SYSTEM THAT ADAPTS TO THE CHANGING NEEDS OF THE CAMPUS**

**RESPONSIBLE ADMINISTRATOR**

Vice Chancellor for Administration and Finance

**Action Items:**

- Implement BANNER WEB for faculty by Fall 2001 and train all faculty in its use
- Integrate Web interfaces into the advising process with specific attention to counseling new students by AY 2003
- Assess replacement needs and develop a replacement plan for existing hardware and software during AY 2002
- Perform a technology needs assessment during AY 2003 that projects need for 5 years updated annually

**OUTCOME 4-2**

Ensure availability of core collections for each instructional program either physically in the library or through electronic access.

**Responsible Administrators**

Vice Chancellor for Academic Affairs  
Library Director  
Dean of Outreach and Research

**Action Items:**

- As a campus of The University of Montana implement the integrated automated Endeavor system with collaborative acquisition and service strategies by Fall 2001
- Assess current collection adequacy by academic program beginning Fall 2001
- Implement programming in the Rural Education Technology Center to enhance resources for research and graduate programs by Spring 2002
- Seek private and federal funding for programming in the RETC to commence with ending of current funding

**Strategic Goal 5:** Develop the campus and continuously maintain the physical plant

**OUTCOME 5-1****DEVELOP A FACILITIES MASTER PLAN TO ACCOMMODATE THE CHANGING NEEDS OF WESTERN WHILE PROVIDING A SAFE AND EFFICIENT LEARNING AND WORKING ENVIRONMENT****RESPONSIBLE ADMINISTRATORS**

Vice Chancellor for Administration and Finance  
Director of Facilities Services

**Action Items:**

- Working with faculty and the appropriate campus committees, develop a prioritized list of classroom renovation projects by Spring 2002
- Develop a regular preventative maintenance schedule during AY 2002
- Update campus facilities master plan during AY 2002 and AY 2003
- Establish a 5 year plan including projected needs and deferred maintenance after completion of the facilities master plan during AY 2003
- Explore energy saving alternatives during AY 2002 to decrease energy consumption by 10% over the biennium.

**Strategic Goal 6:** Provide a stable financial environment, enhance resource acquisition, and assure equitable distribution of resources

**Outcome 6-1**

Implement coherent institutional evaluation and planning and establish priorities for institutional improvement

**Responsible Administrators**

Chancellor  
Vice Chancellor for Academic Affairs  
Vice Chancellor for Administration and Finance  
Vice Chancellor for University Advancement

**Action Items:**

- Establish a standing campus Strategic Planning Committee that meets on a yearly basis in the spring to review progress towards meeting strategic plan goals, evaluate effectiveness of implemented goals, modify goals as situations change, and re-prioritize goals each year beginning with AY 2001

- Establish and implement assessment systems in each of the University divisions that feed information back to the Strategic Planning Committee beginning with AY 2002
- Use the Strategic Plan and assessment information as the basis for the budgeting process by FY 2003

#### **OUTCOME 6-2**

#### **DEVELOP AND MAINTAIN A BUDGETING PROCESS TO OPTIMIZE THE DISTRIBUTION OF RESOURCES TO ACHIEVE CAMPUS PRIORITIES AS STATED IN THE STRATEGIC PLAN.**

#### **RESPONSIBLE ADMINISTRATOR**

Vice Chancellor for Administration and Finance

#### **Action Items:**

- Continue to refine the current budgeting process and increase campus participation in each of the next five years beginning Spring 2002
- Develop a pool in each budgeting cycle to be reallocated to strategic plan issues. This will require reassigning a percent of current base budgets to the pool by FY 2003
- Increase reserves in state funds to 2% of budget by 2004
- Revise and standardize enrollment/revenue projection model based on system wide criteria as well as local initiatives by Spring 2003
- Work with MUS system in review of COE model beginning Fall 2001
- Develop an internal allocation guide that relates resource allocation to programmatic need in conjunction with the academic and strategic plan by 2005
- Identify one new revenue source or enhance an existing one each year beginning 2001

**The University of Montana-Helena College of Technology:** The Helena College of Technology of The University of Montana is a two-year institution of higher education dedicated to meeting the varied educational needs of individual students, business and industry, and the Helena community. As one of the four campuses of The University of Montana, the College gives special attention to occupational programs, but also offers an Associate of Science degree and serves as a Higher Education Center for the Montana University System.

The College has been committed to providing technical education for employment since its founding in 1939 and has earned a State-wide reputation for excellent programs in the technologies, trades, business, protective services and allied health services. The College is dedicated to developing technical expertise in students and meeting the technology-based demands of industry, business and government. The College offers Certificates of Completion and Associate of Applied Science degrees in programs preparing students for immediate employment. The College also provides continuing technical education in response to requests from industry, business, and government.

The College has expanded its mission to provide for other higher education needs in the community and the State. The College offers an Associate of Science degree in General Studies, providing upward mobility for students who wish to acquire a core of coursework transferable to baccalaureate programs throughout the State.

The College also serves as a higher education center for the Montana University System. The center provides graduate programs and continuing education courses in Montana's capital city.

The College is committed to excellence in the quality of its programs and the manner in which they are offered. The College welcomes a diverse student population and offers a variety of options in programs, curriculum, and instruction.