Montana State University would like to update the institution’s Mission and Vision statements. As our intuition responds to the ever-changing educational needs of the greater Yellowstone Region and beyond, we find the need to adjust our trajectory. For your convenience, two documents are included:

Document 1: The previous Mission, Vision, Core Values, Core Purposes and Strategic Initiatives with the changes recorded in **bold**, and

Document 2: The final version of the Mission, Vision, Core Values, Core Purposes and Strategic Initiatives.
MONTANA STATE UNIVERSITY-BILLINGS

Core Purpose
To assure that all members of the university community reach their individual potential

Previously (BOR)
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.

Mission
MSU-Billings provides a university experience characterized by:
Excellent Teaching
Support for Individual Learning
Engagement in Civic Responsibility
Intellectual, Cultural, Social & Economic Community Enhancement

Previously (BOR)
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.

Vision
Montana State University-Billings will be recognized as a regional leader for:
Teaching & Learning
Translating Knowledge into Practice
Researching for the Future
Accepting Leadership for Intellectual, Cultural, Social & Economic Development Beyond University Boundaries

Previously (BOR)
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.

Core Values
Integrity
MSU-Billings' actions are ethical & principled to assure dignity & equity for all
Educational Excellence
MSU-Billings provides distinctive programs & challenging educational experiences for a diverse university community
Student Achievement
MSU-Billings provides academic support & administrative services to foster academic & professional achievement of the university community
Community of Learners
MSU-Billings respects & nurtures variety in intellectual contribution & scholarship enriching both the university & its extended community
Meaningful Engagement
MSU-Billings supports all members of the university community in their individual growth toward confidence, individual sense of purpose & acceptance of civic responsibilities
Responsiveness
MSU-Billings meets the changing needs of our learners with informed action & innovation based on current standards of educational & technical excellence

Previously (BOR)
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.

University Strategic Initiatives

<table>
<thead>
<tr>
<th>Programs</th>
<th>Needs of Learners</th>
<th>Social Equity</th>
<th>Research Initiatives</th>
<th>Economic Access</th>
<th>Global Engagement</th>
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<td>Model social equity and consciousness by ensuring that all members of our campus community grow because of their University experience</td>
<td>Augment local, state &amp; regional economic development through the strength of the University’s financial base &amp; our learners’ contributions to their communities</td>
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Previously (BOR)
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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<td>• establish learning objectives &amp; implement outcome-based student assessment (1.1)</td>
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<td>• strengthen &amp; expand partnerships with organizations that support &amp; enhance student learning, leadership &amp; community involvement (3.1)</td>
<td>• link students to opportunities for civic engagement on campus &amp; in the larger community (3.2)</td>
<td>• promote opportunities for students to learn, live &amp; work in diverse environments &amp; experience diverse ideas (1.4)</td>
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<td>• create/use appropriate state-of-art curriculum/delivery methods, adapted appropriately for each program (1.3)</td>
<td>• promote excellence in collaboration (4.1)</td>
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<td>• develop/enhance relationships among colleges to facilitate student progress (1.6)</td>
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<td>• increase internal/external funding &amp; partnerships to support programs, research &amp; scholarships (2.1)</td>
<td>• respond to market driven demands &amp; student needs with academic programs, flexible scheduling &amp; variety in delivery models (2.2)</td>
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