

Foster Teaching and Learning

Providing a challenging and supportive educational experience that prepares students to be leaders in their professions and in the state and nation remains central to Mississippi State's mission, as it has throughout the university's history. This goal builds on our historic emphasis on access, academic excellence, and student success.

Priority 1: Attract a diverse population of high quality students to the undergraduate and graduate programs at MSU.									
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016	
1.A	Provide relevant and viable academic programs and services for attracting a more diverse student body.	1.A-1	Increased student diversity with regard to factors including race/ethnicity.	5,991 (29.3%) reported minority students	5,895 (28.9%) reported minority students	5,727 (28.4%) reported minority students	5,765 (28.6%) reported minority students	5,999 (28.7%) reported minority students	
			Increased student diversity with regard to factors including region of origin.	4,773 (23.4%) out-of-state	4,990 (24.5%) out-of-state	5,232 (26.0%) out-of-state	5,487 (27.2%) out-of-state	5,997 (28.7%) out-of-state	
			Increased student diversity with regard to factors including nation of origin.	795 (3.9%) internat'l	756 (3.7%) internat'l	743 (3.7%) internat'l	780 (3.9%) internat'l	772 (3.7%) internat'l	
1.B	Use undergraduate scholarships and graduate stipends to improve the academic profile of new students.	1.B-1	An average ACT composite score of 25 for incoming freshmen.	23.6	23.6	23.9	24.4	24	
			1.B-2	Increased percentage of incoming freshmen in the top 10% of their high school class.	28%	27%	28%	28%	26%
			1.B-3	Increased number of incoming freshmen who have won distinguished national awards.	13	17	32	35	36
1.C	Enhance the academic credentials of entering graduate students.	1.C-1	A 10% improvement in the GRE scores of entering graduate students.	941	298 (~1060)	298 (~1060)	300	300	

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Priority 2: Improve student success at MSU and beyond.									
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016	
2.A	Promote academic rigor, teaching effectiveness, and academic integrity.	2.A-1	An 18:1 student-teacher ratio.		20:1	19:1	19:1	19:1	19:1
		2.A-2	A freshman-to-sophomore retention rate of 88%.		82.0%	81.0%	78.0%	80.1%	82.0%
		2.A-3	A six-year graduation rate of 65%.		60.2%	60.2%	57.8%	61.0%	60.0%
		2.A-4	Improved National Survey of Student Engagement (NSSE) scores relative to other institutions in our Carnegie classification.						
			Level of Academic Challenge (changed to Academic Challenge)	FY	–	=	–	not administered	–
				SR	–	+	=		=
			Active and Collaborative Learning (changed to Learning with Peers)	FY	=	–	–		–
				SR	+	=	–		+
			Student Faculty Interaction (changed to Experiences with Faculty)	FY	=	=	–		–
				SR	+	+	+		+
			Enriching Educational Experiences (no longer a benchmark)	FY	–				
				SR	–				
			Supportive Campus Environment (changed to Campus Environment)	FY	+	=	=	=	
				SR	+	+	+	+	
		2.A-5	Improvement in freshman-to-senior-year Educational Testing Services (ETS) Proficiency Profile scores.						
	Reading/Critical Thinking Level 3		9%	4%	4%	5%	4%		
	Writing Level 3 Proficiency Improvement		8%	16%	10%	12%	13%		
	Math Level 3 Proficiency Improvement		14%	4%	6%	7%	6%		

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Priority 2 (continued): Improve student success at MSU and beyond.								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
2.B	Provide national recognition of students' outstanding academic achievement.	2.B-1	Attainment of a Phi Beta Kappa chapter.	-	-	-	-	-
		2.B-2	Increased support of chapters of distinguished national honor societies already on campus.	-	-	-	-	-
2.C	Promote study abroad and valuable co-curricular activities.	2.C-1	Enhancement of study abroad or a formal co-curricular activity (possibilities for which could include other valuable international experiences, internships, co-op assignments, and various service and leadership activities).	-	-	-	-	+
2.D	Maximize graduates' placement into employment, graduate school, or professional school.	2.D-1	Implementation of university-wide tracking of job placement and graduate school enrollment	-	+	+	+	+
		2.D-2	Development of strategies for improved placement, based on improved tracking.	-	-			
		2.D-3	A 15% increase in the number of doctoral degrees awarded.	139	135	138	146	153

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Priority 3: Improve the visibility and resources of MSU Libraries.								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
3.A	Provide library funding for collection development, programs, and services to meet the needs of faculty, staff, and students, while promoting the campus community's awareness of those holdings, programs, and services.	3.A-1	Improved scores on the Association of Research Libraries' (ARL's) LibQUAL+ survey. (LibQUAL+ is administered biennially.)					
				Perceived quality		7.08	7.20	7.19
				Desired quality		7.91	7.92	7.88
3.B	Promote awareness and recognition (throughout the nation) of the holdings, programs, and services of MSU Libraries.	3.B-1	Attainment of membership in the Association of Research Libraries (ARL).	-	-	-	-	-

Promote Research and Creativity

Mississippi State's emphasis on discovery and creativity, which is reflected in its classification by the Carnegie Foundation as a Research University (very high research activity), contributes significantly and directly to the economic development of the state, supports major national priorities, and complements and enhances undergraduate and graduate instruction. This goal helps focus resources on areas of endeavor that promise the greatest opportunities and benefits while emphasizing an interdisciplinary approach that provides avenues for involvement by faculty and students across the university.

Priority 1: Develop, promote, and recognize faculty research to enhance the national/international reputation of the university.								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
1.A	Across the university, hire highly qualified research-intensive faculty.	1.A-1	All tenure-track faculty and non-tenure track faculty with significant research appointments have research credentials that will enable their success.	+	+	+	+	+
		1.A-2	Instructional faculty hired to allow tenure-track faculty to maximize their focus on	-	+		+	+
1.B	Clearly articulate scholarship expectations of all faculty with a research appointment.	1.B-1	Scholarly works increased by 25%, particularly in high-impact outlets.	+	+	-	-	-
1.C	Provide rigorous mentoring program for new faculty.	1.C-1	Every junior faculty member involved in a formal mentoring program.	-	-	-	-	-
1.D	Develop innovative incentive programs to reward and retain exceptional faculty.	1.D-1	A suite of programs developed for faculty financial incentives.	+	+		+	+
1.E	Increase the number of endowed professorships and chairs across the university.	1.E-1	A 50% increase in the number of endowed professorships and chairs.	56 (10 are planned gifts not realized)	69 (12 are planned gifts not realized)	73 (12 are planned gifts not realized)	80 (13 are planned gifts not realized)	80 (13 are planned gifts not realized)
1.F	Increase the number of faculty receiving nationally-recognized awards for research.	1.F-1	Number of MSU faculty receiving prestigious national achievement awards each year, such as NIH or NSF career awards, increased by	-	-	-	-	

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Priority 2: Identify and promote select research focus areas that capitalize on existing strengths and future opportunities.

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
2.A	Identify cross-cutting areas, and leadership for these, that capitalize on MSU's mission and areas of expertise and that are of regional/national/international significance now and in the future.	2.A-1	Identification of 6-10 focus areas.	7	6	6	6	6
		2.A-2	40% of new tenure-track faculty hires are in MSU research priority areas.	33%	35%		70%	73%
2.B	Seek infrastructure support for the select focus areas from competitive grant opportunities and targeted funding.	2.B-1	Increase of 25% in facilities, instrumentation, training opportunities and staffing, with emphasis on relevance to the focus areas, but accessible to all faculty researchers and their staff and students.	-	-		-	-

Priority 3: Enhance the university's culture and structure for interdisciplinary research.

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
3.A	Develop an institutional process that identifies, supports, and invests in interdisciplinary research areas of strategic importance.	3.A-1	At least 25% increase in the number of interdisciplinary research teams.	20%	20%	-	-	+
			At least 25% increase in interdisciplinary submissions/awards resulting in higher rates of funding.	-	-	-	+	+
3.B	Institute evaluation and reward systems at the professorial, departmental, center, and college levels that encourage and reward interdisciplinary efforts.	3.B-1	Interdisciplinary research efforts become a valued component of faculty evaluation, promotion and tenure, and unit resource allocation.	-	-	-	-	-

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Priority 4: Recognize the unique education that students can receive at a research-intensive university by increasing the quality and extent of student

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
4.A	Encourage colleges and departments to develop formal mechanisms to more effectively involve students in research at both the undergraduate and graduate levels.	4.A-1	At least 25% of undergraduates involved in some form of research during their degree program.	-	-	-	-	-
			At least 50% of master's students involved in some form of research during their degree program	11%	8%	+	-	-
			100% of doctoral students involved in some form of research during their degree program	+	+	+	+	+
4.B	Maximize the focus on research and inquiry in all courses.	4.B-1	Research-based courses offered by all academic departments.	-	-	-	-	-

Priority 5: Expand external funding for research.

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
5.A	Enhance the expectation for externally-funded research across all colleges.	5.A-1	Extramural funding increased to \$250 million.	\$135M	\$114M	\$143M	\$167.5M	\$178.9M
5.B	Provide targeted faculty development programs to promote increased faculty participation in research.	5.B-1	Increased number of tenure-track and non-tenure track research faculty participating in externally funded research.	+	-	-	-	+
5.C	Provide optimum administrative support for research.	5.C-1	Sufficient departmental, college, center, and/or university administrative support is provided for effective conduct of research.	+	+	+	+	0

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Priority 6: Use the research program as a catalyst for economic development								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
6.A	Recognize the importance of a balanced approach for intellectual property capture.	6.A-1	Intellectual property development and economic development activities included in annual performance reviews and promotion and tenure decisions. - Patents and Plant Variety Protection Certifications Issued: - Copyright, Trademark and Service Mark Registrations:	~ ~ 8 6	~ ~ 4 0	~ ~ 8 0	~ ~ 9 0	~ ~ 8 0
6.B	Strategically partner with industries.	6.B-1	An enhanced funding profile through industry partnerships.	+	+	+	+	+
6.C	Foster an environment of entrepreneurship.	6.C-1	At least 25% increase in the number of start-up companies from MSU intellectual property. - Assisting New MSU (potential MURA) Start-Ups: - Assisting New Student Start-Ups: - MSU (MURA) Start-Up Companies Approved: - New Student Start-Ups Formed (Inc. or LLC):	~ 2 18 1 10	~ 3 55 4 9	~ 1 80 1 17	~ 2 38 1 21	~ 3 70 2 64
6.D	Enhance effectiveness of Thad Cochran Research and Economic Development Park	6.D-1	Expand the employment base by 50 new jobs per year.	1,536	1,407	1,602	1,632	1672
		6.D.2	Increase the square footage by 20,000 square feet per year.	397,000	417,000	440,000	440,000 462,080*	470,080
		6.D.3	Increase the capital investment by \$10 million per year.	\$80M	\$6.5M	\$25M	\$3.2M \$7.496M*	\$13M

Expand Outreach and Engagement

Land-grant universities have a long tradition and a particular responsibility to engage with communities and businesses to enhance economic growth and assist citizens in their homes and workplaces. With a physical presence in every county of the state, the university has for more than a century been directly involved in bringing informal education and technical assistance to Mississippians, and some of that work by faculty, staff and students is reflected in the university's Community Engagement Classification awarded by the Carnegie Foundation. This goal represents a commitment to build on and expand that tradition of service by expanding opportunities for outreach and engagement by all members of the

Priority 1: Expand outreach and engagement opportunities and participation by students, faculty, and staff in academic, professional, civic, educational, or humanitarian activities.

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
1.A	Determine the range of service and engagement opportunities currently available and the rate of participation.	1.A-1	Retention of the President's Higher Education Community Service Honor Roll designation by the Corporation for National and Community Service.	+	"++"	"++"		
		1.A-2	A 20% increase in the number of student volunteers as tracked by Student Leadership and Community Engagement Programs.	3,126	5,075	6,299	6,246	6,025
			A 20% increase in the number of volunteer hours worked as tracked by Student Leadership and Community Engagement Programs.	23,692	28,492	33,009	30,124	35,265
		1.A-3	A 20 % increase in faculty participation in outreach and engagement activities.					
			Extension FTEs	85	93	87.5	102	101

Priority 2: Enhance educational and outreach programs that address critical issues such as agriculture, economic and community development, education, youth and family health and well-being, the environment, industry, and technology

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
2.A	Integrate outreach into the teaching and research programs of the university when appropriate	2.A-1	Retention of the Community Engagement Classification by the Carnegie Foundation.	+	+	+	+	+

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Priority 3: Provide expanded needs-based Extension outreach in agriculture and natural resources, family and consumer sciences, 4-H/Youth development, and enterprise and community development

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
3.A	Assess community and individual needs for Extension based outreach and respond with appropriate outreach and engagement.	3.A-1	A 20% increase in the scientifically proven impact of Extension programs.					
			Number of procedures adopting recommended practices, technology, strategies, or systems	69,330	81,338	53,760		
			Number of producers optimizing production inputs/expenses	5,268	4,695	9,689		
			Number of individuals (e.g., professionals, community leaders, 4-H volunteers) improving knowledge and skills.	93,982	105,131	68,529		
			Number of producers improving their environmental stewardship	10,598	6,904	19,812		
			Number of professionals obtaining required certifications	9,098	5,052	3,624		

Priority 4: Develop a body of knowledge related to the scholarship of outreach and engagement

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
4.A	Increase participation of faculty in outreach and engagement activities and establish appropriate indicators for use in annual performance evaluations.	4.A-1	A 10% increase in scholarly output related to outreach and engagement.					
			Peer-reviewed publications and book chapters	61	71	66		
			Extension publications released to the public	124	88	115		
			Grants and contracts	163 grants / contracts totaling \$18,986,990	135 grants/ contracts totaling \$15,738,471	278 grants/ contracts totaling \$16,280,910		

Encourage Globalization

In an increasingly inter-connected world, land-grant universities must apply their academic, scientific, and extension capabilities to global challenges while at the same time providing our students with an international perspective expands their future opportunities. Mississippi State has a long history of international involvement. This goal builds on that history by providing students and faculty with global experiences that will contribute to national and international economic sustainability, ecosystem sustainability, and socioeconomic well being.

Priority 1: Develop, support, and coordinate infrastructure to enhance global outreach and Extension, research, and academic programs.								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
1.A	Develop and maintain an infrastructure that coordinates international research, outreach and Extension, and academic opportunities for faculty, staff, and students.	1.A-1	Improved administrative structure of the International Institute for consolidation of international services	-	=	+	+	+
		1.A-2	Housing and transportation services that foster a welcoming environment for international faculty, students and other visitors.	-	=	=	=	
1.B	Attract and nurture new international opportunities so that an effective and relevant portfolio of programs is established at MSU.	1.B-1	Identification of five priority nations/geographic regions consistent with MSU's capabilities for international partnerships.	=	-	=	=	
			Identification of up to 10 universities/institutions consistent with MSU's capabilities for international partnerships.	=	-	=	=	
		1.B-2	Identification of external funding opportunities that match MSU's capabilities and priorities.	=	=	=	=	
		1.B-3	A 20% increase in the number of grants and contracts for international activities.	=	=	+		

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Priority 2: Under the leadership of the International Institute, define MSU's global humanitarian, environmental, scientific and socioeconomic								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
2.A	Increase research and outreach and Extension activities and collaborations that address key global issues.	2.A-1	A 10% increase in the number of and external funding for multi-disciplinary and collaborative grants and contracts addressing MSU's global initiatives.	=	=	=		
		2.A-2	A 10% increase in the number of peer-reviewed journal publications with international partners or having an international scope.	=	-	-		
		2.A-3	A 10% increase in the number of outreach and Extension activities related to MSU's global initiatives.		=	=		

Priority 3: Enrich the academic and cultural experiences of the faculty, staff, and students through global engagement.								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
3.A	Expand and coordinate on-campus academic offerings to provide students the opportunity for a global perspective in every discipline.	3.A-1	Establishment of courses within each college that internationalize available offerings, including cross-disciplinary and extra-curricular	-	-	-		
		3.A-2	A 50% increase in number of students participating in international education.	44	54	79		
		3.A-3	A 20% increase in funding from external grants and contracts to support graduate students working on projects relevant to MSU's global	=	=	=		

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Priority 3 (continued): Enrich the academic and cultural experiences of the faculty, staff, and students through global engagement.								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
3.B	Expand other international scholarly opportunities for students and faculty.	3.B-1	Incorporation of international scholarly activities in the faculty evaluation process.	=	=	=		
		3.B-2	A 20% increase in the number of student and faculty Fulbright recipients.	F = 4	3	2		
			A 20% increase in the number of student Study Abroad participants.	200	188	241		
3.C	Enhance the internationalization of the MSU campus.	3.C-1	A 20% increase in the number of international students.	795 (3.9%) internat'l	756 (3.7%) internat'l	743 (3.7%) internat'l	780 (3.9%) internat'l	772 (3.7%) internat'l
		3.C-2	A 20% increase in the number of visiting scholars and exchange students.	85	93	99		

Enhance Institutional Culture and Environment

The university’s greatest asset is its people, and the attainment of all other university goals is predicated on the ability to continue to recruit and retain high quality faculty and staff and attract capable and qualified students. This goal represents a commitment to provide all members of the university community with the tools, rewards, and resources to achieve their professional and personal goals in an environment that reflects Mississippi State University values.

Priority 1: Encourage and support the holistic development and well-being of the faculty, staff, and students.

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
1.A	Provide programs that support personal and professional growth and success, including mentoring and health and work-life balance initiatives.	1.A-1	Maintain/lower annual turnover rate of faculty (professor, associate professor, assistant professor, instructor)	7.09%	6.69%			
		1.A-2	Maintain/lower annual turnover rate of professional staff	9.54%	9.37%			
1.B	Recognize and reward performance by faculty and staff.	1.B-1	Faculty salaries equal to peer group averages					
			Professor - MSU	\$92,355	\$90,831	\$93,699	\$98,776	\$104,155
			Professor - Land-grant peers	\$111,144	\$115,273	\$117,694	\$123,435	\$127,005
			Associate Professor - MSU	\$74,048	\$74,888	\$75,106	\$77,593	\$79,844
			Associate Professor - Land-grant peers	\$79,975	\$82,604	\$84,329	\$87,519	\$90,296
			Assistant Professor - MSU	\$64,400	\$66,163	\$67,765	\$69,908	\$71,603
			Assistant Professor - Land-grant peers	\$71,570	\$73,982	\$76,224	\$78,716	\$81,503
			Instructor - MSU	\$43,298	\$42,929	\$43,296	\$44,798	\$45,783
		Instructor - Land-grant peers	\$48,172	\$46,339	\$47,763	\$48,930	\$50,462	
		1.B-2	Average staff salaries consistent with average market levels	=	=	=	=	=
1.B-3	Increase of 25% in the number of faculty awards for excellence in teaching, research and service.	8	8	8	8	8		
1.B-4	Increase of 25% in the number of staff awards for recognition of excellence in contribution to the university’s mission.	11	12	12	12	12		

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Priority 1 (continued): Encourage and support the holistic development and well-being of the faculty, staff, and students.

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
1.C	Ensure a transparent shared governance environment on campus.	1.C-1	Active and viable Faculty Senate, Staff Council, Student Association, and Graduate Student Association.	=	=	=	=	=
1.D.	Promote ethical behavior of students, staff and faculty.	1.D-1	Honor Code awareness programming for students and faculty provided each semester.	-	+	+	+	+
		1.D-2	Information regarding the “Whistleblower” Policy and Ethics Line provided on a semi-annual basis.	-	-	-	-	-

Priority 2: Enhance diversity at MSU

Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
2.A	Seek to attract diverse, high quality faculty and staff to the university.	2.A-1	Increased ethnic and gender diversity of the faculty and professional staff, including an African-American faculty percentage of 7.5%.	56 (4.1%)	54 (4%)	64 (4.8%)	68 (5.0%)	66 (4.9%)
			Increased ethnic and gender diversity of the faculty and professional staff, including a female faculty percentage of 42%.	524 (38.8%)	526 (39.1%)	524 (39.4%)	532 (39.8%)	545 (40.0%)
		2.A-2	Identification and provision of institutional programs and services necessary to recruit and maintain more diverse faculty and staff.	=	=	=		

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Priority 3: Improve infrastructure to accommodate enrollment growth								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
3.A	Ensure orderly growth of the campus according to the Campus Master Plan.	3.A-1	An active and vital Campus Master Plan Advisory Committee.	=	+	+	+	+
		3.A-2	Classroom space to meet academic objectives provided and optimized.	-	-	-	-	-
		3.A-3	Synchronized development and improvement of campus/community infrastructure to match growth and demand of all areas of campus services.	-	-	+	+	+
		3.A-4	An adequate supply of student housing proportional to demand, both on campus and in the community.	=	=	=	=	=

Priority 4: Enhance campus sustainability								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
4.A	Continue the commitment of being a signatory of the American College and University Presidents’ Climate Commitment by implementing the Mississippi State University Climate Action Plan (CAP) according to the Climate Commitment objectives.	4.A-1	Annual reporting of performance metrics set forth in the Climate Action Plan met.	83,271 metric tons of CO ²	82,250 metric tons of CO ²			

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Priority 5: Expand private giving to MSU								
Strategy		Measure of Success		2012 Baseline	2013	2014	2015	2016
5.A	Maintain strong relations with current and prospective donors and alumni.	5.A-1	An endowment of \$500 million.	\$346.7 M	\$391.9 M	\$457 M	\$449 M	\$444 M
		5.A-2	A 50% increase in the number of endowed professorships and chairs.	56 (10 are planned gifts, not realized)	69 (12 are planned gifts not realized)	73 (12 are planned gifts not realized)	73 (12 are planned gifts not realized)	80 (13 are planned gifts not realized)
		5.A-3	Successful completion of the State Pride Initiative.	\$64.4 M	\$118.3 M	Completed in 2013		