**Minnesota State University, Mankato**  
**Strategic Priority**  
Embody Quality and Excellence in All That We Do

**Charge to the Task Force**  
Minnesota State University, Mankato will embody quality and excellence in all that we do. The University will accomplish this by setting a clear set of goals and objectives; by measuring student learning outcomes and student satisfaction; and by ensuring that all departments are meeting academic and/or industry standards. The Malcolm Baldrige measure of excellence will serve as our benchmark.

The Charge to the Task Force is to develop a set of objectives that will accomplish the intended outcome of the strategic priority. The objectives should be accompanied by a business plan that includes estimated resource needs. The Task Force will share the draft plan internally with the University community and invite comment and discussion on the plan’s objectives via open forums, e-mail, etc. A final report will be submitted to the President by February 1, 2010. He will review the objectives and invite further comment through the shared governance process. Following this period of formal review, the President will finalize the objectives for achieving the priority.

**Strategic Priority**  
Building a Culture of Quality and Excellence  
**Task Force:** Co-Chairs: Avra Johnson, Wanda Viento  
Vicki Boruff, John Bulcock, Chris Connolly, Kim Contag, Chris Corley, Dalton Crayton (resigned), Nikki Dose, Paul Mackie, Gary McKinley, Ben Nelson, Ron Nickerson, Jacob Severson, Mitch Wallerstedt, Laurie Woodward

**Goal #1:** We will **demonstrate pride** in our institution through our ability to **provide services to one another, to students, and to our external partners.**

1.1 We will **anticipate** the needs of clients.  
1.1.1 By Spring 2011, the Offices of 1) Institutional Planning, Research and Assessment (IPRA) and 2) Strategic Partnerships will develop an effective IT platform for conducting market and client analyses.
1.1.2. By Spring 2012, the Offices of 1) Institutional Planning, Research and Assessment and 2) Strategic Partnerships will teach individual units how to conduct such surveys and adapt them for their own needs.

1.1.3 By Spring 2013, each university department should conduct a market analysis/client survey to identify specific needs and opportunities for service.

1.1.4 By Spring 2014, each university department should submit a report on their findings, accompanied by appropriate responsive action plans, to the Offices of 1) Institutional Planning, Research and Assessment and 2) Strategic Partnerships.

1.2 We will provide a visible and usable feedback tool for internal and external clients.

1.2.1 By Spring 2011, IT will have submitted a report on the most effective available web-based feedback tools.

1.2.2 By Fall 2011, IT and the Offices of 1) Institutional Planning, Research and Assessment and 2) Strategic Partnerships will present available options to departments/units and work with them to develop feedback tools to respond to specific needs.

1.2.3 By Fall 2012, each department/unit (and the university as a whole) should have a web-based feedback tool.

1.2.4 By Fall 2013, each department/unit will provide analyses of the feedback tool(s) and action plans for their continued use.

1.3 We will publicize and market the quality of our services.

1.3.1 By Fall 2010, the Integrated Marketing Team will identify the most effective means of publicizing the quality of university services.

1.3.2 By Spring 2011, the Offices of 1) Institutional Planning, Research and Assessment and 2) Strategic Partnerships will conduct an internal analysis of the university to identify the highest quality services in individual units/departments.
1.3.3 By Fall 2011, the university will provide a services page for external clients.

1.3.4 By Spring 2012, Human Resources, in collaboration with Offices of 1) Institutional Planning, Research and Assessment 2) Strategic Partnerships, and 3) various bargaining units will develop a system for honoring employees and publicizing their effective service.

1.3.5 By Fall 2012, the university will allocate funding to develop a marketing campaign focusing on high quality services as examples of the “big ideas, real world thinking” campaign.

Goal #2: Decision making will be data driven and communication about decisions will be shared effectively.

2.1 We will conduct an analysis of all qualitative and quantitative data collected that is used for decision-making at MSU.

2.2 We will examine the decision-making process to ensure that appropriate data is being collected.
   2.2.1 By 2012, IPRA will identify relevant data that is missing and devise ways to collect
   2.2.2 By 2012, IPRA will identify data that is being collected that is not being used and eliminate.

2.3 We will integrate data collection into the assessment and decision-making process.
   2.3.1 By Spring 2012, IPRA and General Education will assess the General Education program and identify a method that will be applied to determine the which courses will continue as in the General Education program and improvement will be integrated in decision making.

Goal #3: Create a campus-wide environment in which assess data collection and evaluation follow best practices of industry standards.

3.1 Divisions/unites will establish how their assessment practices align with best practices based on industry standards and how
to adjust their practices to meet or exceed industry standards as appropriate.

3.1.1 By Spring 2011, each division/unit will research best practices for assessment and evaluation within industry standards.

3.1.2 By Spring 2011, each division/unity will determine when and how often the assessment reports and adjustments to industry standards will be made and how the information will be shared meaningfully.

3.2 The University will identify a common data storage system to be used campus-wide which would accommodate the variety of assessment needs and allow for a centralized collection and storage of assessment data.

3.2.1 By Jan 2010, IPRA will consult with stakeholders to identify the most appropriate data storage system for knowledge management.

3.2.2 By Fall 2012, IPRA with IT and representatives of various groups select a data storage system that will meet current and future needs of a variety of divisions and users.

3.3 The University will provide training to relevant staff on using and accessing the data storage system.

3.3.1 By 2011, we will identify departmental or divisional sponsors to work with IT for implementation.

3.3.2 By 2012, appropriate unit leaders will identify individuals within their division/unit who will be responsible for working on the initial design of how the data storage system is to be used.

3.3.3 By 2012, Director of Assessment with consultants from IT will initiate training on how to use the data storage system effectively and efficiently.

Goal #4: We will develop and implement a protocol (system) for continuous quality improvement.

4.1 We will establish key performance indicators (KPIs) for each department or unit within a division.
4.1.1 By Fall 2011, the Office of Institutional Planning, Research, and Assessment will meet with divisional representatives to establish key performance indicators for each department or unit within the division.

4.1.2 By Spring 2012, departmental KPIs will be presented to IRPA.

4.2 We will develop a set of institutional key performance indicators.

4.2.1 By Fall 2011, the Office of Institutional Planning, Research, and Assessment will meet with Divisional representatives to identify key performance indicators.

4.2.2 By Fall 2012, IPRA will present institutional KPIs to the president.

4.3 We will establish a program review schedule and assessment process to ensure a systematic approach to annual and cyclical review for improvement.

4.3.1 By Fall 2011, the Office of Institutional Planning, Research, and Assessment will meet with all divisions to establish a program review schedule and assessment processes.

4.3.2 By Spring 2012, IPRA will present the program review schedule to the University.

4.3.3 By Spring, 2012, the General Education Sub Meet and Confer will work with IPRA to establish a schedule for regularized program review for general education and to set a consistent schedule on a rotational basis.

4.3.4 By Fall 2010, IRPA will send an assessment team to attend HLC Student Learning Outcomes Assessment Academy.

4.3.4.1 By Summer 2010, IRPA will establish a process to recruit candidates for the academy.