By combining big ideas with real-world thinking Minnesota State University, Mankato is focused on transforming our university by breaking down barriers, creating solutions, and achieving a new level of greatness. In 2010 we identified five strategic actions to propel our transformation:

**Strategic Priorities – Adopted Fall 2010**

**Promote Global Solutions** - Change the world by collaboratively addressing our plant’s most challenging problems.

**Think and Act like a Doctoral Institution** – Foster the thriving and robust academic culture of a doctoral university.

**Grow Extended Learning** – Greatly expand the reach of our extended learning programs.

**Create the Campus of the Future** – Reinvigorate our physical home and build the campus of the future.

**Embody Quality and Excellence** – Measure and continuously improve our work to ensure excellence in all that we do.

As we approach the mid-point of our 2010-2015 strategic planning horizon, this progress report provides a critical update on action taken to date, progress made, and action that is still required.

**Strategic Plan Action Monitoring:**

- ✔ Action: Completed (green)
- ✔ Action: In-Progress (yellow)
- ❌ Action: Not Yet Started (red)
- ❌ Action: Action Item Altered (black)

**Items within the Progress Report that are highlighted in yellow were identified by the Planning Sub-Meet and Confer as key transformational components of the 2010-2015 Strategic Plan.**
**Strategic Priority: Promote Global Solutions**

Minnesota State University, Mankato will bring committed people together to produce relevant and integrated answers to local, national, and international problems.

**Strategic Objective:** Prepare students to be innovative leaders in their professions and communities.
- Action: Establish a Center for Global Solutions and charge that Center with development, implementation, and sustainability of global solutions.
- Action: Use social networking communication tools to promote and sustain global thinking at the University.

**Measures:**
- Indicator: Student Learning Outcome: Critical Thinking

**Strategic Objective:** Amplify our traditional mission and strengths in positive ways to magnify our future impact, both inside and outside higher education.
- Action: Redesign current and develop new internship and co-op experiences for students by working with area communities, businesses and industries that target development consistent with the spirit of Global Solutions.
- Action: Redesign academic curricula and courses in ways that improve student performance and satisfaction and increase flexibility in faculty load and opportunities for faculty research and creative activity consistent with the spirit of Global Solutions.
- Action: Develop and implement curricular and co-curricular programs that encourage student, faculty and staff involvement in Global Solutions.

**Measures:**
- Indicator: Internship, externship, and co-op offerings and participation rates
- Indicator: Honors program participation rates
- Indicator: Undergraduate Research Conference and Graduate Research Conference participation rates

**Strategic Objective:** Lower the walls between academic disciplines and between academic and non-academic employees to create a dynamic crucible for teaching, learning and service to each other and the world.
- Action: Establish a Modeling and Simulation Center to do applied research for government, industry, education, health care, and the environment.
- Action: Promote international partnerships, exchanges, and research.
- Action: Encourage co-curricular international activities.

**Measures:**
- Indicator: Number of students participating in study abroad/study away
- Indicator: International student enrollment
- Indicator: Number of faculty and staff participating in international exchanges and research
- Indicator: Number of applied research projects with government, industry, education, health care, and the environment
Strategic Objective: Differentiate our University from competitors for students and for financial and political support.

- Action: Codify specific rituals, events, and recognitions that support and honor those faculty, staff, and students participating in GSThinking.
- Action: Encourage Global Solutions related research through dedicated faculty and staff research grants and reassigned time.
- Action: Seek and promote start-up funding to support Global Solutions activities on campus, including the provision of support staff.

Measures:
- Indicator: *Big Ideas, Real World Thinking media development and views*

Strategic Objective: Build an engaging, truthful and coherent story that will be told to prospective and current students, alumni/ae, donors and other friends of the University.

- Action: Big Ideas Campaign.
- Action: Generate private support for Global Solutions as a component of the Big Ideas Campaign.

Measures:
- Indicator: *Increase undergraduate student identification of the University as their institution of choice*
- Indicator: *Big Ideas Campaign private support generated*
Minnesota State University, Mankato will provide state-of-the-art applied graduate programs with national reputations and international reach. These programs will be characterized by high quality educational experiences, innovative research that engages both faculty and students in finding solutions to real-world problems, and the resources necessary to support and sustain excellence.

**Strategic Objective: Increase the scholarly productivity of our faculty and external funding for faculty research.**

- Action: Explicitly identify external support for research as a strategic goal and make our aspirations public.
- Action: Use indirect cost recovery dollars as strategically as possible to leverage additional external funding.
- Action: Use workload assignments, internal grant programs, and other decisions about resource allocation (graduate research assistants and recognition and rewards) in ways that provide clear incentives to seek external support for research.
- Action: Identify and nurture a select number of research centers with the potential to bring in substantial external support through use of indirect cost recovery funds.
- Action: Increase pre- and post-award support and streamline the pre- and post-award processes.
- Action: Emphasize external research support in the hiring process for new faculty.
- Action: Explicitly reward external funding in the promotion and tenure process.

**Measures:**

- Indicator: *Dollar amount of external funding for applied research*
- Indicator: *Number and dollar amount of external funding grant submissions*

**Strategic Objective: Allocate University resources and align administrative structures in support of graduate education and research.**

- Action: Provide ideas, forums, and resources for faculty members to redesign academic curricula and courses in ways that improve student performance and satisfaction and increase flexibility in faculty load and opportunities for faculty research and creativity.
- Action: Develop mechanisms to allow faculty members who wish to focus more heavily on criterion 2 (research and scholarly activity) the opportunity to do so.
- Action: Explore possibilities for changing the IFO contract to be more supportive of graduate education in general and doctoral education in particular and explore ways in which current contract language can be used to shape new behaviors that will accomplish the same desired goal.
- Action: Reallocate internal resources and seek new resources (indirect return on external grants and contracts, new endowed funds, redirection of current endowed funds) to support faculty research and dissemination of scholarship in significant venues (i.e., peer-reviewed national journals and/or presentations that are considered premiere venues within the discipline).
- Action: Examine internal grant, incentive, and recognition programs to ensure that resources are aligned with our strategic goals.
- Action: Develop models to allow faculty who develop a minimum number of graduate theses/dissertations to be compensated for work in-load if it does not negatively impact department credit generation targets or result in other faculty assigned overload.
- Action: Establish a research mentorship program for new faculty members.
- Action: Develop mechanisms for interdisciplinary interaction among graduate faculty that will result in collaborative research.
- Action: Allocate graduate assistantships in ways that directly support the University's strategic goals.
Action: Elevate Graduate Education and Research within the administrative and decision-making structures of the University.

Action: Mobilize university resources to pursue legislative approval to offer doctoral programs in all disciplines.

Measures:
- Indicator: Change in FTE allocated in support of graduate education and research
- Indicator: Alignment of administrative structures supporting graduate education and research

Strategic Objective: Create and sustain a strong and vibrant graduate community.

Action: Provide support for graduate students’ research.

Action: Enhance research support, IT support, and other academic and technical support for graduate students.

Action: Enhance student support services for graduate students.

Action: Implement programs and services to create a strong graduate community.

Action: Implement career and professional development programs for graduate students.

Action: Support Minnesota State Mankato faculty and staff who wish to enroll in one of our doctoral programs – both to recruit and retain quality faculty and staff and to build “buy-in” for doctoral programs across campus.

Action: Recognize and celebrate graduate education and research in our communication with both internal and external stakeholders.

Measures:
- Indicator: Graduate student applications and enrollment
- Indicator: Graduate Colloquium Series participation rate
- Indicator: Graduate student professional presentations
- Indicator: Graduate student satisfaction and success

Strategic Objective: Foster, support, and market an undergraduate experience that is directly enhanced by our status as a doctoral institution.

Action: Reframe undergraduate recruitment materials to emphasize benefits to undergraduates of attending a doctoral institution.

Action: Fully utilize the talents of graduate students to lighten faculty workload by having doctoral students teach undergraduate courses, grade papers, teach smaller lab sections or discussion sections, and advise student organizations.

Action: Emphasize the value to undergraduates of research being conducted by our masters and doctoral students: As new knowledge is created, it immediately becomes part of the undergraduate curriculum.

Action: Encourage faculty to develop “vertical research teams” composed of one or more faculty members, doctoral students, master’s students and undergraduate students (representing first-, second-, third-, and fourth-year status) so that faculty and advanced students mentor newer and less advanced team members, who in turn become mentors when they achieve advanced status.

Action: Emphasize and support opportunities for undergraduates to participate in “high-impact” educational experiences such as undergraduate research under the mentorship of a faculty member or doctoral student.

Measures:
- Indicator: Participation rates in undergraduate research
- Indicator: Undergraduate student participation in professional conferences
- Indicator: Funding secured to support undergraduate student research
Strategic Priority: Grow Extended Learning

To grow extended learning outreach by providing access and opportunity to thousands of additional students. The university will provide high quality online and distance education by developing degrees, programs and certificates that will support students’ needs; by developing agreements with partners and others to make transferring seamless; by being flexible and timely with its programming.

Strategic Objective: Create and maintain a capacity-building support system for the design, development, and delivery of current and new 100% online and off-campus offerings in partnership with academic units.

- Action: Conduct a pilot project.
- Action: Develop a long-term sustainable system of support in the College of Extended Learning for assisting new and current online, off-campus, and continuing education programs through the development and retooling of processes.
- Action: Increase the number of grant dollars received to support the development and maintenance of new online, off-campus, or professional development opportunities.

Measures:
- Indicator: Change in Extended Learning support system FTE

Strategic Objective: Increase enrollment in 100% online and off-campus offerings through the creation of marketing and data analysis tools while creating enhanced visibility of the home campus.

- Action: Develop and improve a process for tracking 100% online and off-campus students for gathering data to better recognize and influence enrollment trends.
- Action: Work with integrated marketing, and academic departments/program chairs and deans to collaborate on market research for the development of systematic competitive profiles and marketing plans for online and off-campus offerings.
- Action: Implement a Customer Relationship Management (CRM) system in the College of Extended Learning to track and communicate with prospective students as well as generate other data or market profiles, developed with and for use in coordination with Student Affairs and Information Technology offices.
- Action: Create a process for communicating and collaborating with internal stakeholders.
- Action: Devise an external communication plan focused on external audiences.

Measures:
- Indicator: Unduplicated student headcount in 100% online and off-campus offerings
- Indicator: Student FTE/FYE in 100% online and off-campus offerings

Strategic Objective: Build new and strengthen existing, partnerships with educational institutions, businesses, industries, non-profits and community groups and across greater Minnesota and beyond.

- Action: Seek out opportunities to meet with and collaborate with program staff at 2-year institutions who work in programs that are related to programs at Minnesota State Mankato in order to establish, update, and review program articulation agreements. Create a process template in collaboration with university departments for the development of articulation maps and ease of updating these agreements.
- Action: Seek out and build relationships with external public and private organizations, businesses, individuals, and groups for the purpose of expanding access to education opportunities leading to certificate and diploma programs.
- Action: Develop further opportunities to partner with Mankato Life Long Learners group.
Measures:
- Indicator: *Number of continuing and new partnerships with educational institutions, businesses, industries, non-profits and community groups*
- Indicator: *Number of articulation agreements (continuing and new)*

Strategic Objective: Work collaboratively across internal university departments to evaluate the needs of online and off-campus students, improve and maintain processes and services to support these students.
- Action: Conduct a gap analysis from pilot program, surveys, student and academic meetings.
- Action: Work with all stakeholders to troubleshoot current issues.
- Action: Partner with the on-campus Office of Non-Traditional Students to create a task force/committee to identify and address issues impacting 100% online and off-campus students.
- Action: Create a streamlined process of advising students regarding program planning from admission through matriculation, which includes enrolling, registering, advising, and career services.

Measures:
- Indicator: *Service satisfaction of 100% online and off-campus students*

Strategic Objective: Assess the needs across greater Minnesota and beyond for credit and non-credit professional development opportunities and develop new programs and courses that align with identified needs.
- Action: Improve needs assessment tools for evaluating non-credit and other professional development opportunities.
- Action: Successfully meet time to market demands with new certificates and other offerings to compliment and not compete with degree programs.
- Action: Become another support mechanism to the global solutions strategic effort by fulfilling identified non-credit needs of business and industry.
- Action: Identify where needed an external instructional talent pool to support the delivery of innovative non-credit offerings.
- Action: Expand Mankato Life Long Learners group through the creation of new learning opportunities and increasing membership.

Measures:
- Indicator: *Number of new programs developed and offered*
- Indicator: *Number of individuals served by continuing education offerings*
Strategic Priority: Create the Campus of the Future

The University will transition its facilities to model the “Campus of the Future.” The University will create a sustainable environment by developing a pedestrian-friendly and ecology-sensitive environment; by providing welcoming and safe surroundings; by utilizing innovative and technological learning spaces; by ensuring community friendly learning, gathering, and collaborative places; any by developing green and energy conscious facilities and outdoor areas.

Strategic Objective: Create a campus culture supporting energy efficiency, resource conservation and sustainability.
- Action: Create a campus sustainability policy and support network.
- Action: Develop and implement a three-year plan to enhance a campus culture of energy conscious behavior and sustainable lifestyle.

Measures:
- Indicator: Energy utilization benchmarks

Strategic Objective: Create a welcoming and safe physical campus that is pedestrian and multi-modal friendly.
- Action: Improve campus boundary recognition and community welcome to campus.
- Action: Create and implement a campus beautification plan that corresponds with the Facilities Master Plan.
- Action: Finalize a plan to demolish the Gage Residence halls and redevelop the site.

Measures:
- Indicator: Frequency of pedestrian and multi-modal accident reports
- Indicator: Student satisfaction survey results:
  - The campus is safe and secure for all students
  - On the whole, the campus is well-maintained

Strategic Objective: Create welcoming, comfortable, and safe interior spaces that promote collaboration in learning.
- Action: Maintain a technology replacement and upgrade plan with a commitment to keep all equipped classrooms and seating areas current with state of the art technology.
- Action: Create innovative, flexible and technologically advanced classroom and collaborative gather spaces.
- Action: Update building systems and equipment to improve comfort and services.
- Action: Conduct an accessibility assessment and incorporate high priority projects into the R&R plan.

Measures:
- Indicator: Student satisfaction survey results:
  - The quality of instructional spaces (e.g., classrooms, laboratories) is satisfactory
Strategic Priority: Embody Quality and Excellence

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.

Strategic Objective: Demonstrate quality in providing service to one another, to students, and to our external partners.
- Action: Assess the needs of clients.
- Action: Provide a feedback tool for internal and external clients.
- Action: Publicize and market the quality and effectiveness of our institution.

Measures:
- Indicator: Student satisfaction (NSSE and SSI)
- Indicator: Workforce satisfaction (Chronicle’s Great Place to Work)
- Indicator: Need measure for external partners

Strategic Objective: Decision-making will be data informed and communication about decisions will be shared effectively.
- Action: Examine and determine institutional data and information needed for institutional strategic decision-making.

Measures:
- Indicator: Workforce satisfaction (Chronicle’s Great Place to Work Survey)

Strategic Objective: Create a campus-wide environment in which assessment data collection and evaluation follow best practices.
- Action: Identify a common data storage system to be used campus-wide which would accommodate a variety of assessment information needs and allow for centralized collection, storage, and utilization of institutional information.
- Action: Divisions/units establish assessment and evaluation practices that align with best practices.

Measures:
- Indicator: Institutional Assessment of Student Learning Climate Survey
- Indicator: Division/Unit reporting of Assessment and Evaluation Plans
- Indicator: Participation rates in Annual Assessment Reporting

Strategic Objective: Develop a culture of continuous quality improvement.
- Action: Develop institutional key performance indicators.
- Action: Develop divisional/unit key performance indicators.
- Action: Establish a program review schedule and assessment process to ensure a systematic approach to annual and cyclical review for improvement.

Measures:
- Indicator: Participation rates in Annual Assessment Reporting
- Indicator: Unit reporting of Assessment and Evaluation Plans
- Indicator: Unit engagement in Comprehensive Program Review/External Accreditation