MINNESOTA STATE UNIVERSITY
MANKATO

UNIVERSITY STRATEGIC DIRECTIONS 2016-2021

Enhancing Student Success and Completion

Strategic Goal #1: To provide a transformative student-centered, evidence-based advising experience for *all* students that focuses on retention, persistence, completion and success in career and life.

- **Objective 1.1.** Implement the recommendations outlined in the Academic Advising Task Force Report in the Integrated Academic Master Plan, 2015 – 2018, inclusive of technological tools, staffing and spaces, policies and procedures, and professional development.
- **Objective 1.2.** Establish a more student-centered course schedule and registration process to improve course availability and access to required courses.
- **Objective 1.3.** Assess and continuously improve the integrated advising model.

Strategic Goal #2: To deliver an experience for *all* new entering first year and transfer students centered on student engagement, development, and retention, persistence, completion and success in career and life.

- **Objective 2.1.** Implement the 7 signature strategies of the University's AASCU Re-imagining the First Year of College (RFY) project.
- **Objective 2.2.** Improve access to and success in our University for historically underrepresented students.
- **Objective 2.3.** Expand professional development for all faculty and staff on key academic, academic support and student development topics to enhance the success of *all* first year and transfer students.
- **Objective 2.4.** Support and improve the quality of instruction, specifically for first year and transfer students.

Strategic Goal #3. To remove internal barriers to student success across the sophomore, junior and senior years, through graduation.

- **Objective 3.1.** Identify and solve policy, procedural, curricular and communication barriers to program declaration, admission and completion.
- **Objective 3.2.** Align campus resources to expand access to academic and student support services for *all* students: on-campus, online, off-campus, and whenever or wherever they learn.
- **Objective 3.3.** Improve policies and procedures for all transfer students including transfer credit evaluation and course equivalencies.
- **Objective 3.4.** Implement the recommendations outlined in the Academic Engagement Programs & Opportunities and Teaching Excellence & Innovation Task Force Reports in the Integrated Academic Master Plan, 2015 – 2018.

- **Objective 3.**5. Increase the amount of scholarship support (need, merit, performance) available through private support, leveraging private support to meet enrollment goals.

Strategic Goal #4. To become a leader among our national peer institutions for graduate education recognized for student success through applied learning and research.
- **Objective 4.1.** Deliver a graduate student experience rich with opportunities in research, teaching, project-based learning and professional writing.
- **Objective 4.2.** Increase external funding for graduate education through grants, contracts, and private giving to support graduate assistantships, research and professional travel.
- **Objective 4.3.** Develop graduate faculty to improve the quality of graduate-level teaching, research, scholarly and creative activity.
- **Objective 4.4.** Increase the quality, quantity and diversity of graduate student applications, admissions, enrollments and completions in alignment with a graduate enrollment management plan.
- **Objective 4.5.** Implement the recommendations outlined in the Research, Scholarly and Creative Activity Task Force Report in the Integrated Academic Master Plan, 2015 – 2018.

Elevating Faculty Distinction and Academic Achievement

Strategic Goal #1. To establish a systematic collection of information on academic achievements, expertise and leadership.
- **Objective 1.1.** Compile an inventory of current practices, systems and software in use by various departments and units to collect academic achievements.
- **Objective 1.2.** Explore existing software and technologies to identify the tools that will facilitate, on an ongoing basis, the collection of faculty and student achievements, and provide a central repository of faculty expertise and leadership.
- **Objective 1.3.** Establish a gallery of experts to highlight faculty and staff areas of expertise and facilitate cross-disciplinary initiatives in teaching, research, scholarly and creative activities, as well as grant seeking.

Strategic Goal #2. To communicate university distinctions and academic achievements, intentionally, boldly and robustly.
- **Objective 2.1.** Develop and support a marketing infrastructure that consistently communicates to internal and external stakeholders university distinctions and academic achievements in alignment with the mission and goals of the University.
- **Objective 2.2.** Develop and deliver a communication plan that shares distinctions and academic achievements across appropriate media outlets.
- **Objective 2.3.** Develop and support a series of showcase events for distinctions and academic achievements that go beyond the academy to engage the community in disciplinary, cross-disciplinary and partnership opportunities.

Strategic Goal #3. To seize opportunities in graduate education and research that raise the academic and research profile of the University as an applied doctoral granting institution.
- **Objective 3.1.** Develop and implement a comprehensive graduate education enrollment management plan.

- **Objective 3.2.** Review current master's and doctoral academic program offerings, enrollments and completion. Identify potential opportunities for new doctoral programs to advance the University's designation as a doctoral granting institution.
- **Objective 3.3.** Review the awarding, funding and oversight of graduate assistantships and implement changes needed to ensure that graduate assistantships offered are strategic, competitive and enriching.

Advancing a Culture of Evidence and Innovative Organizational Designs

Strategic Goal #1. To advance a culture of evidence by implementing systems, structures, and professional development that embeds continuous improvement and organizational innovation in decision-making at all levels of the University.
- **Objective 1.1.** Establish an ecosystem of data and information systems that provide a foundation for the integration of information to address strategic, tactical and operational questions recognizing decision-makers at all levels of the University.
- **Objective 1.2.** Increase capability and capacity across campus units to provide deep in-depth analysis of data and information for decision-making.
- **Objective 1.3.** Provide professional development opportunities for the campus community and stakeholders advancing a common understanding of institutionally generated data and supporting the responsible use of data.
- **Objective 1.4.** Develop processes to collect, prioritize, and record strategic institutional decisions and implement methods to evaluate the impact of actions taken.
- **Objective 1.5.** Expand the core functions of Institutional Research, Planning and Assessment to include integrated planning and institutional effectiveness with expertise in facilitating institutional improvement processes.

Strategic Goal #2. To enact an integrated data governance structure and strategy with clear leadership and accountability for data classification, integrity, usability, availability and security.
- **Objective 2.1.** Identify clear responsibility within a Cabinet-level position for university data governance leadership and accountability.
- **Objective 2.2.** Establish roles, responsibilities, and structures within Institutional Research for data administration (specifying, implementing, and maintaining policies, procedures and practices that assure the integrity of data that results in greater accuracy, timeliness, quality and communication of information for decision-making).
- **Objective 2.3.** Establish roles, responsibilities and structures within IT Solutions for data security administration (specifying, implementing and maintaining access control to assure that authorized individuals have the appropriate authorized access needed to perform assigned duties or to fulfill university responsibilities).
- **Objective 2.4.** Establish roles, responsibilities and structures within IT Solutions for data system administration (maintaining and operating institution-wide hardware and software platforms for data collection, storage, analysis and reporting).
- **Objective 2.5.** Establish a networked institutional research model and reporting structure that leverages the institutional research and data analytic talent across the institution and brings to bear data and information for strategic, tactical and operational decision-making.

- **Objective 2.6.** Provide ongoing systematic training and professional development for officially designated university, division, college and unit data analyst/research professionals focused on data analytic best practices and collectively advocate for data, tools and dissemination methods required to meet the university's needs and data governance standards.

Strategic Goal #3. To realize coordinated institutional data systems that provide data and information for strategic, tactical and operational decision-making.
- **Objective 3.1.** Ensure data analytic tools are available institution-wide to activate a broad network of institutional research aligned with strategic, tactical and operational decisions.
- **Objective 3.2.** Establish processes that facilitate the collection and analysis of data designed to address strategic, tactical and operational decisions.
- **Objective 3.3.** Expand and enhance university baseline reports to be used campus-wide to evaluate institutional priorities and performance.

Expanding Regional and Global Impact

Strategic Goal #1. To develop and implement a strategic plan to increase student enrollment, retention and completion in Metro area programs.
- **Objective 1.1.** Develop a comprehensive strategic plan for off-campus programs.
- **Objective 1.2.** Design and implement a comprehensive recruitment plan based upon the strategic plan established for off-campus programs.
- **Objective 1.3.** Identify and effectively communicate transfer pathways available to students enrolling in Metro area degree programs.
- **Objective 1.4.** Improve student application, admission, transfer-credit evaluation, and course enrollment processes supporting off-campus students.
- **Objective 1.5.** Analyze and align space requirements to meet current and future Metro area programs.

Strategic Goal #2. To develop and implement a strategic plan to increase student enrollment, retention and completion in online programs.
- **Objective 2.1.** Develop a comprehensive strategic plan for online programs.
- **Objective 2.2.** Design and implement a comprehensive strategy based upon the strategic direction developed and opportunities identified for online programs.
- **Objective 2.3.** Enhance the student online learning experience by supporting improvements in online learning technology, instructional design, advising and tutoring.

Strategic Goal #3. To advance study abroad and away program opportunities with increased faculty collaboration and expertise.
- **Objective 3.1.** Increase funding opportunities such as grants, contracts, private giving, etc. to support students' study abroad and away experiences.
- **Objective 3.2.** Expand the number of faculty-led study abroad and away programs that are aligned with students' program requirements, career goals and interests.
- **Objective 3.3.** Identify opportunities to further support faculty international travel and professional development.

- **Objective 3.4.** Establish a faculty and staff mentor program to promote faculty and staff engagement in international experiences.

Strategic Goal #4. To increase the enrollment of international students.

- **Objective 4.1.** Establish additional transfer pathways, partnerships with foreign universities, and agreements with governmental, non-governmental and private sector entities.
- **Objective 4.2.** Establish an international alumni network of overseas recruiters and integrate current international students into annual recruitment plans.

Strategic Goal #5. To enhance the internationalization of the campus and local community.

- **Objective 5.1.** Support curricular innovation that focuses on increasing students' global competencies.
- **Objective 5.2.** Implement additional programs, events and activities that integrate domestic and international students to promote intercultural communication and understanding.
- **Objective 5.3.** Identify opportunities to recognize faculty engagement and leadership in advancing internationalization of the campus and community.

Leading Equity and Inclusive Excellence

Strategic Goal #1. To provide an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.

- **Objective 1.1.** Increase recruitment, retention and advancement of underrepresented faculty and staff at all levels of the University to enrich university life and provide role models.
- **Objective 1.2.** Increase student and employee sense of personal inclusion, safety and value.

Strategic Goal #2. To provide accessible and equitable access and opportunities for all students.

- **Objective 2.1.** Increase and improve access to Minnesota State Mankato for underrepresented students.
- **Objective 2.2.** Increase retention of Minnesota State Mankato students with varying levels of academic preparation and abilities.

Strategic Goal #3. To provide opportunities to improve intercultural competence for a complex, diverse and globalized society.

- **Objective 3.1.** Increase the intercultural competencies and capabilities of faculty and staff through intercultural engagement opportunities.

Leveraging the Power of Partnerships and Collaboration

Strategy Goal #1. To develop a governance, reporting and communication structure for university partnerships and collaborations.

- **Objective 1.1.** Establish processes to coordinate, inventory, monitor and report on strategic partnership engagement.

- **Objective 1.2.** Implement an internal advisory council with broad campus representation to advise on partnership and collaboration development, scope of partnership work, reporting and communication.
- **Objective 1.3.** Develop an external strategic partnerships executive body that represents the partnership mix of both existing and potential relationships.

Strategic Goal #2. To engage in partnership cultivation and solicitation.

- **Objective 2.1.** Establish annual events, meetings and celebrations to consistently communicate, celebrate, and recognize partnership and collaboration achievements and contributions to the University and region.
- **Objective 2.2.** Adopt a customer relations management system that is accessible and widely utilized for campus communication with strategic partners.

Strategy Goal #3. To establish the University as a "partner of choice."

- **Objective 3.1.** Engage in collaboratively defining from an internal and external perspective the University as a "Partner of Choice".
- **Objective 3.2.** Ensure that University partnerships connect to structure(s) already established in areas such as University Advancement and Intercollegiate Athletics.
- **Objective 3.3.** Determine partnership categories, levels and classifications such as academic, advancement, business, enrollment, international, service learning and community/nonprofit.

Strategic Goal #4. To leverage the presence and value of strategic partnerships.

- **Objective 4.1.** Establish and maintain a University webpage showcasing strategic business, education and regional partnerships.
- **Objective 4.2.** Produce publications in print and electronic form to promote collaborations and partnerships with potential partners, prospective donors, grant funders, legislators and other constituents.