

**MSUM Strategic Planning Context**  
**October 17, 2009**  
**DRAFT**

Minnesota State University Moorhead (MSUM) is part of the Minnesota State Colleges and Universities (MnSCU) System, which is governed by a 15-member Board of Trustees appointed by the Governor and confirmed by the State Senate. Like each university in the System, and within the context of its mission, MSUM's strategic plan must align with the System strategic plan and its annual action plans (see <http://www.mnscu.edu/about/strategicplan.html> ).

Minnesota State University Moorhead is an exceptionally strong student-focused university with nationally and regionally recognized strength in teaching and in student achievement. Its size and student focus give it a small college feel along with the program breadth of a comprehensive university. Our graduates are well prepared to compete at top graduate and professional schools and in major national and international companies.

Our university has already addressed the challenges of the recession and done so responsibly and with integrity, protecting our people and programs. We have developed a sustainable fiscal model that links resource allocation to revenue generation and promotes both the quality and the efficiency of our programs and services. Through strategic investment, we are well positioned for growth and continued excellence.

Unfortunately, however, while the institution did not have a strong marketing function to tell its story, other institutions gained in recognition and in market share. At the same time the regional population of high school aged students decreased, and our neighbor across the river, North Dakota, initiated policies and practices to retain their students in state and encourage students from Minnesota to enroll in North Dakota universities. Thus, undergraduate enrollment and overall credit production at MSUM decreased over the last five years resulting in a structural deficit in Fiscal Year 2009.

The strengths of MSUM, coupled with a new emphasis and investment in marketing and recruitment present significant opportunities for the university. Although these opportunities come at a time of budget challenges, the fiscal future of the university depends on our ability to be strategic and proactive. To counter the consequences of the declining high school population in our region as well as changing policies across the river, we must increase our enrollment from the Twin Cities region, explore other potential recruitment locations, and work aggressively to maintain and gain local and regional market share.