Strategic Framework

> Purpose
> Core Values
> Strategic Anchors
Transform the world by Transforming Lives
Grit, Humility, and Heart
Strategic Anchors

> Focus relentlessly on student achievement and students’ return on their investment

> Create a campus that is diverse, inclusive, globally aware and just

> Be indispensable to the economic, social and cultural advancement of Moorhead and the surrounding communities
Strategic Framework

- Purpose
- Core Values
- Strategic Anchors
Strategic Framework

> Purpose
> Core Values
> Strategic Anchors
> Strategic Priorities
Strategic Priorities
2020-2025
Strategic Priority Setting Process
Timeline

- September: Focus Groups
- September 23-October 4: Electronic Survey
- October-December: Task Force Meetings
- December: Draft Strategic Priorities
- January: Final Feedback & 2020-2025 Priorities Adopted
Survey & Focus Groups

Nearly 500 MSUM faculty, staff, students, alumni, and business/community leaders participated in the focus groups and/or online survey.
Focus Group & Surveys

1. What are MSUM’s greatest strengths?
2. What are MSUM’s greatest weaknesses?
3. What are the greatest strategic opportunities for MSUM?
4. What are the greatest threats to MSUM?
Focus Group & Surveys

5. What is the most important decision MSUM must make in the next 1-2 years?

6. What two things **must** change in order to provide our students with the best education possible?

7. What two things should **not** change because they are essential to providing our students with the best education possible?
Focus Group & Surveys

8. What are the 2-3 most important things MSUM must do to create an inclusive campus community where all students achieve equitable outcomes?

9. What are the 2-3 most important things MSUM must do to ensure we are meeting the needs of Moorhead and the surrounding region?
Using the SWOT Analysis

• How can we leverage our **strengths** to even greater advantage?
• How can we remedy or minimize our **weaknesses**?
• How can we take advantage of the most important **opportunities** in our external environment?
• How can we protect ourselves from the greatest **threats** in our external environment?
Task Force

- Brenda Amenson-Hill
- Tony Bormann, MSUAASF
- Kirsti Fleming, MMA
- Erin Gillett, IFO
- Kimberly Gillette, MSUAASF
- Brittney Goodman, IFO
- Will Hagen, Student Senate
- Gary Haugo
- Geraldine Hendrix-Sloan, IFO
- Jean Hollaar

- Arrick Jackson
- Kirsten Jensen
- Wooyang Kim, IFO
- Doug Peters
- Jered Pigeon
- Peg Potter, IFO
- Vicki Riedinger, MAPE
- Sherry Short, IFO
- Karla Wenger, AFSCME
- Annette Morrow, IFO
Hopes

• We will be true to the input received
• The priorities will be both ambitious and attainable
• The priorities will make us more unique or distinctive
• We will be willing to reinvent ourselves, while still being true to our core values and strengths and our heritage
Hopes

• The priorities will have “buy-in” from the campus community; they will unify us
• They will be balanced (bold but practical; ambitious but achievable; clear but flexible)
• They will allow us to thrive (not just survive)
• They will be focused on what’s best for students
Communication

Following each Task Force meeting:

• Email update to the campus community.

• Task Force members were provided key messages to share with the folks they represent.
Summary of Focus Group & Survey Responses
Greatest Strengths

• Student centered/focused
• Small size/accessible feel/small classes
• Caring, helpful, welcoming environment
• Culture/core values/sense of community/sense of team
Greatest Strengths

• Faculty focus on teaching/mentoring
• Quality academic programs (Education, Business, Biosciences, Arts)
• Beautiful campus/grounds/facilities
• Location (Fargo-Moorhead metro area)
Greatest Weaknesses

• Budget challenges/limited resources
• No clear identity/focus/low brand awareness
• Food/residence halls
• Too many academic programs/failure to prioritize
Greatest Weaknesses

• Employee turnover
• Course scheduling
• Facilities upkeep/maintenance
• Communication/transparency
• Slow to meet market demand/too focused on traditional students/delivery modes
Greatest Opportunities

- Expand online and hybrid programs/flexible delivery options/flexible scheduling
- Focus on workforce needs/career preparation/partner with employers
- Expand graduate programs/18 online
- Recruit new populations/increase diversity
Greatest Opportunities

• Increase community outreach and engagement/partnerships
• Partner/build relationships with P-12
• Partner with 2-year colleges/increase transfer enrollment
Greatest Threats

• Competition for students/competitive environment
• Cost of attendance/student debt
• Negative public perceptions of higher education/value
• Lack of state funding/”broken” business model
Greatest Threats

• Slow to change/lack of agility
• Competition from online programs/lack of online offerings at MSUM
• Emphasis on vocational training/technical education
• Students earning college credits in high school
• Declining number of high school graduates
Trends & Equity 2030
Trends

• Increased demand for online/flexible delivery models
• Declining number of high school graduates
• Increasing racial and ethnic diversity
• Increased emphasis on affordability/value/ROI
• Changing nature of work/careers
• Increased need for lifelong learning
Minnesota’s Educational Attainment Goal

- Established in 2015
- **Goal**: 70% of Minnesotans who are between 25 and 44 years of age within each racial/ethnic group will have a post-secondary certificate or higher by 2025
- Currently: 61%
Current Disparities

- American Indian: 24.2%
- Asian: 63.9%
- Black: 35.3%
- Multiracial: 57.1%
- White: 66.8%
- Latinx: 27.5%
Equity 2030

• **Goal**: By 2030, Minnesota State will achieve equity in student outcomes for all student groups (students of color, low income students, first-generation students)
Strategic Priority
“Buckets”
Strategic Priority “Buckets”

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
- Community engagement
- Academic distinctiveness
- Global education/competency
Strategic Priority “Buckets”

• Diversity, equity and inclusion – Build capacity to achieve equitable outcomes for all students.
• Optimal mix of academic programs – Offer the right mix of programs to achieve enrollment goals and financial sustainability.
• Academic innovation and quality – Create clear pathways for implementing innovative ideas and continuous quality improvement.
• Distinctive student experience – Define, market, and deliver a student experience that distinguishes MSUM.
Strategic Priority “Buckets”

• Community engagement – Build community partnerships that strengthen and sustain our academic programs.
• Academic distinctiveness – Identify, market, and leverage academic programs that are unique to MSUM.
• Global education/competency – Make global awareness and cultural competency a cornerstone of the MSUM student experience.
Polling
Strategic Priority “Buckets”

- Diversity, equity and inclusion
- Optimal mix of academic programs
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Strategic Priority “Buckets”

- Distinctive student experience
- Academic distinctiveness
- Optimal mix of academic programs
- Diversity, equity and inclusion
- Community engagement
  - Academic innovation and quality
  - Global education/competency
Strategic Priorities 2020-2025
Distinctive Student Experience

• What are the key differentiators of the student experience at MSUM?
  – What is special or unique about the MSUM experience?
  – How do we want students to feel about their experience at MSUM?
  – How is MSUM responding to the changing needs and expectations of students?
  – How do we communicate the value of an MSUM education?
Strategic Priorities

• Academic Distinctiveness
• Equity and Inclusion
• Community Engagement
Academic Distinctiveness

We will define the distinctive attributes of our academic experience, building on the strengths that differentiate MSUM regardless of a student’s academic major. We will also ensure that we offer the optimal mix of programs and delivery modes to achieve our enrollment goals and financial sustainability.
Equity and Inclusion

We will continue to build our organizational capacity to achieve equitable educational outcomes for all students, recognizing that achieving equity will require changing our systems, policies, practices, assumptions, and campus climate.
Community Engagement

We will build community partnerships that strengthen and sustain our academic programs, enhance students’ educational experiences, and meet important community needs.
Strategic Priorities

• Academic Distinctiveness
• Equity and Inclusion
• Community Engagement
Next Steps
Timeline

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✓ October-December: Task Force Meetings
✓ December: Draft Strategic Priorities

• January: Final Feedback & 2020-2025 Priorities Adopted
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Strategic Priority Development Model

- Strategic Priority: Identify and describe each priority
- Rationale for Priority: Using data and trend information articulate the rationale
  - Measurable Goals: Identify and define measurable goals to achieve desired outcomes for each priority area
Strategic Priority Development Model

- **Objectives**: Identify objectives and strategies to accomplish the defined goals for each priority

- **Key Performing Indicators**: Identify key performance indicators to measure and monitor progress in achieving each strategic priority
Timeline

• February: Writing groups draft goals and objectives
• March-April: Consultation, feedback
• March-May: Budget planning for FY21 and FY22
Strategic Priorities

• Academic Distinctiveness
• Equity and Inclusion
• Community Engagement
Questions?
Thank you!