Our Strategic Framework

Arrick Jackson, VP of Academic Affairs
Strategic Framework

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

Strategic Priority Setting Process

Jeff Schatz, Facilitator
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?
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
Following each Task Force meeting:

• President Anne has sent an email update to the campus community.

• Task Force members have been given key messages to share with the folks they represent.
Strategic Priority Development Model

• **Strategic Priority:** Identified Priority

• **Rationale for Priority:** Using data and trend information articulate the rationale

• **Measurable Goals:** Identify and define measurable goals to achieve desired outcomes for this priority area.
Strategic Priority Development Model

• Objectives/Strategies: Identify objectives/strategies to accomplish the defined goals for this priority area.

• Progress Monitoring/Key Performing Indicators: Identify key performance indicators that will be used to measure and monitor progress in achieving this strategic priority. The indicators could be timelines or data metrics.
Summary of Focus Group & Survey Responses

Will Hagen, Student
Erin Gillett, Faculty
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

Arrick Jackson, VP of Academic Affairs
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 people ages 25 through 44 within each racial/ethnic group in Minnesota should 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”

Jeff Schatz, Facilitator
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

Kirsten Jensen, Chief Marketing Officer
To: 37607
Message: MSUMMDragons887
To: 37607
Message: MSUMDragons887
Get to Know the Audience. Your role:

- Faculty A
- Staff B
- Student C
1. Select your top priority from this list.

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
2. Select your top priority from this list.

Community engagement  A

Academic distinctiveness  B

Global education/competency  C
3. Select your top priority from this list.

- Academic innovation and quality
- Optimal mix of academic programs
- Academic distinctiveness
4. Select your top priority from this list.

- Distinctive student experience
- Optimal mix of academic programs
- Global education/competency
5. Select your top priority from this list.

- Community engagement
- Diversity, equity and inclusion
- Academic innovation and quality
- Distinctive student experience
6. Select your top priority from this list.

- Community engagement
- Academic distinctiveness
- Diversity, equity and inclusion
- Global education/competency
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
TOWN HALL: Choose your #1 priority area

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
- Community engagement
- Academic distinctiveness
- Global education/ competency
**TOWN HALL: Choose your #2 priority area**

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
- Community engagement
- Academic distinctiveness
- Global education/ competency
TOWN HALL: Choose your #3 priority area

<table>
<thead>
<tr>
<th>Priority Area</th>
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<tbody>
<tr>
<td>Diversity, equity and inclusion</td>
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1. Select your top priority from this list.

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
2. Select your top priority from this list.

- Community engagement
- Academic distinctiveness
- Global education/competency
3. Select your top priority from this list.

- Academic innovation and quality
- Optimal mix of academic programs
- Academic distinctiveness
4. Select your top priority from this list.

Distinctive student experience

Optimal mix of academic programs

Global education/competency
5. Select your top priority from this list.

- Community engagement
- Diversity, equity and inclusion
- Academic innovation and quality
- Distinctive student experience
6. Select your top priority from this list.

- Community engagement
- Academic distinctiveness
- Diversity, equity and inclusion
- Global education/competency
TOWN HALL: Choose your #1 priority area

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
- Community engagement
- Academic distinctiveness
- Global education/competency
TOWN HALL: Choose your #2 priority area

- Diversity, equity and inclusion
- Optimal mix of academic programs
- Academic innovation and quality
- Distinctive student experience
- Community engagement
- Academic distinctiveness
- Global education/ competency
TOWN HALL: Choose your #3 priority area

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Next Steps
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Open Enrollment

• Closes tomorrow, Nov. 20
December 6

• 2:30-4 p.m.: Employee Appreciation Reception
• 7:30 p.m.: President’s Winter Celebration of the Arts
• 9:00 p.m.: Campus Mall Outdoor Lighting
Questions?