



Minot State UNIVERSITY

STRATEGIC PLAN NEWSLETTER

The initiative to develop Minot State University's new strategic plan was announced to the faculty and staff in AY 2015-2016 convocation meeting. This announcement was followed by several working sessions with the President's Staff that led to creating a plan for developing a new strategy and organization of the team to work on it.

A New Strategic Plan: Strategy Development

After the focus group sessions, online survey, and open forums, the Strategic Planning Project Council developed functional area strategic goals and SWOT analysis. This newsletter contains the work done by the committee, which was also shared at the March and April open forum sessions. At the end of the newsletter are the top comments from a sample of online survey questions. If you anyone has comments or questions, please contact the committee chair, Jacek Mroziak, at strategicplan@minotstateu.edu.

Goals for Functional Areas

Common Themes to Explore:

- Put the academic experience at the center of MSU's priorities (public message; internal planning).
- Students: faculty attention & hands-on experience, research, engagement while here; educated for life; serve high-demand needs in the state – theme is that mission/vision needs to support this.

APRIL 2016

TENTATIVE CALENDAR

**STAGE 1: Sept. 7, 2015 to Feb. 14, 2016
(16 weeks)**

Research and brainstorming

- Brainstorming ✓
- Focus Groups ✓
- Online Survey ✓

**STAGE 2: Feb. 15 to Apr. 14, 2016
(9 weeks)**

Strategy development

- Strategic Goals ✓
- SWOT Analysis ✓
- Mission and Vision

**STAGE 3: Apr. 15 to May 13, 2016
(4 weeks)**

Implementation plan and communication

- Objectives
- Implementation Plan and Resource Allocation Framework
- Announcement to the Campus and to Public
- PR Activities and Marketing

- Faculty: shortages in strong departments; overloaded; too many adjuncts. Retention and support across career - all are of concern and threaten MSU's strengths.
- Instructional resources: teaching spaces, need equipment budget/planning, shared resources, technology for campus instruction.
- Across the board cuts weakening all programs (distinctive, strong, weaker programs) at same time – emerging theme: do fewer things well; emphasize academics.

Academic Programming

1. Place priority on the academic experience of its students.
2. Provide its students with high quality educations in high caliber programs where they engage in relevant, meaningful, hands-on learning experiences, provided by knowledgeable, skilled, and exceptionally qualified faculty.
3. Prepare graduates to take on roles and careers serving needs and meeting demands of the state and global community.
4. Ensure quality academic programs and student learning experiences by providing outstanding faculty, staff, and classroom resources.

Outreach and Academic Co-operation

1. Leverage resources and faculty expertise through collaborative efforts with NDUS and non-NDUS institutions.
2. Develop and offers programs supporting non-traditional learners.
3. Allocate resources using academic program data and environmental scans to identify and support growth in high-demand degree areas.
4. Value and build relationships with the Minot community and surrounding areas.

Technology

1. Support technology now and in the future (aligns with NDUS IT Strategic Plan 2015-17 Goal #1).
2. Design, implement, and support technology resources to ensure security of data and the physical plant.
3. Provide and support appropriate technology to academic areas for use in all classrooms, physical or virtual (aligns with NDUS IT Strategic Plan 2015-17 Goal #3).
4. Support all technology administrative needs for the campus environment and the NDUS (aligns with NDUS IT Strategic Plan 2015-17 Goal #2).
5. Meet the technology needs of students (physical and virtual) through wireless connectivity and supports all devices used by students in all locations on campus.

Marketing

1. Have a clear and unique identity aligned with its mission.
2. Have the brand support its institutional identity.
3. Promote campus life, academic programs, and student, faculty, and staff achievements.
4. Promote its signature academic programs globally.

Grants and Contracts

1. Support a sponsored program infrastructure and services.
2. Leverage its knowledge, experience, and reputation in securing external funding to assist local, state, and regional entities in accomplishing their missions.
3. Create incentives for greater involvement of faculty and staff in external funding.

Human Capital

1. Set high performance standards and expectations for the work of faculty and staff and their contributions to student success.
2. Value and support high quality faculty and staff who are devoted to student engagement, quality learning, and meaningful service.
3. Develop competitive compensation goals and packages for all employees.
4. Offer professional development support for faculty and staff (professional opportunities in a quality environment) to ensure their commitment to the mission and vision.
5. Recruit and retain highly qualified, effective faculty and scholars, who are devoted to the institutional mission and philosophy that integrates theory, knowledge, and practice.
6. Recruit and retain highly qualified staff, who demonstrate excellence in their respective roles and support the institutional goals for engaged learning and community service.
7. Provide service to and support of students and their learning, and will carry out its responsibilities collegially, with deep sense of a community.

Student Life, Athletics, Fine Arts

1. Meet student needs in areas of health, nutrition, physical environment, and safety.
2. Provide the necessary resources to enrich the student experience and bolster campus life.
3. Promote campus opportunities and encourage students to maintain balance in academics, work, and social life.
4. Exhibit “big school quality” and “small school care” for students all the way through to graduation and beyond.

Campus Infrastructure, Facilities

1. Review, update, and prioritize the campus master plan on a regular basis.
2. Develop plans for phased renovations of the residence halls.
3. Develop plans for phased renovations of state funded buildings.
4. Establish regular and planned maintenance of all campus facilities.

Community Involvement, Service

1. Build vibrant university/community relationships through meaningful community service and volunteer projects; through academic, athletic and performing arts events; and through student internships and mentoring opportunities.
2. Leverage the expertise of individuals, groups and organizations within the community to enhance student learning and to strengthen university operations.
3. Increase awareness through heightened advertising, marketing and promotion in local and surrounding communities.

Budgets, Funding, Fundraising, and Resources

1. Implement an inclusive budgeting model that ensures transparency.
2. Align budget with the strategic plan—the budget and the plan will complement and support each other in the short and long term.
3. Model the budget based on the relationship between course supply and student demand, as well as cost efficient practices across the institution.
4. Empower and hold accountable the deans and directors to grow enrollment and other sources of revenue by providing an incentive-based budget.
5. Continue to grow MSU's endowment base to provide scholarship and program support.

SWOT Analysis

Strengths

- Students' opportunities unique to MSU (undergraduate research, internships, small class sizes, well-known majors, performance opportunities, etc.)
- Affordability
- Campus Infrastructure (grounds, technology, Wellness Center, etc.)
- National reputation for online programs
- Quality teaching, scholarship, and creativity
- Strategic size and location
- Community and university collaboration (Summer Theatre, NDCPD, Minot Symphony Orchestra, SEA, etc.)

Weaknesses

- Overall organizational structure
- Resources spread too thin (shortage of faculty and staff, shortage of funds, etc.)
- Lack of long term planning
- Lack of succession planning
- Aging facilities
- Lack of support for grants
- Decreased utilization of campus facilities during weekend and summer
- Public image (doesn't set MSU apart)

Opportunities

- Nontraditional learners
- Anticipating needs of changing marketplace
- Changing student life
- Collaboration with the community, other universities and tribal institutions in N.D., nationally and internationally
- Alumni engagement

Threats

- Competition for students
- State economic situation
- Changes in tuition and funding model (e.g. Grow North Dakota)
- Campus morale
- Outside perception
- Global economic situation

Online Survey — Top Comments

What three words best describe MSU?

1. Affordable
2. Friendly – Welcoming – Sense of Belonging – Family
3. Academics – Professional – Value

What ideas do you have for making MSU a more recognized institution statewide, regionally, nationally, and internationally?

1. Better advertising, marketing, and develop identity
2. Continue doing what you are doing and remain competitive
3. Improve programming and include summer international/study abroad

How can MSU encourage future students to select MSU as their first choice for their higher education?

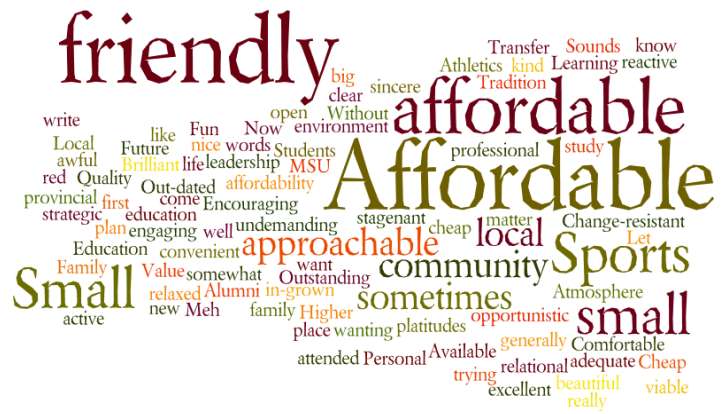
1. Promote affordability
2. Advertising, marketing, and use current students/alumni
3. Improve and promote programming, quality, rigor, and keep relevant

What are the most positive aspects of MSU?

1. Family feel (faculty/staff support) and small class sizes
2. Quality of programs, faculty and staff
3. Affordability

On what aspects does MSU need to improve?

1. Improve course and program offerings, modalities, and meet needs of students
2. Improve marketing, advertising, and promoting campus
3. Improve residence halls and campus facilities



What is MSU's role in the community, state and region?

1. Contribute and service to community, provide employment, and prepare future leaders
2. Quality education
3. Identify and create future improvements needed

Please add any comments you would like the Strategic Planning Committee to consider.

1. Continue to question assumptions and keep up the good work
2. Improve marketing and promotion, rebrand, and promote the good things here
3. Update infrastructure, facilities, and expand campus

**Comments with "Don't Know" or "No Comment" are not listed.*