

# Strategic Plan – 2017

- Committee
- Process
- Results



## THE NEW CENTURY STRATEGIC INITIATIVES

BUILDING BRIDGES TO A VIBRANT FUTURE FOR MSU

**Welcome to Midwestern State University's New Century Strategic Initiative, the bridge from historic excellence to future opportunity.**

Bridges are engineering marvels that lift us above turbulent waters or difficult terrain. They link one place to another, one person to their neighbor. They are things of beauty in the physical world and strong vehicles for relationships in emotional terms. Bridges can be designed, built, but also repaired. In music a bridge can move us from one melody to another, from one key to the next. A bridge's span can suspend us, give us the pause necessary for transition. It is completely right to choose a bridge as the symbol for Midwestern State's planning for its second century. We have described ourselves as a family, a team, a community that depends upon connections. Let's lean into those things that connect us to each other, to our rich and storied past, to our liberal arts mission, even as we together build bridges into a future filled with promise.

# Strategic Planning Committee

- Committee Members:

Leslie Berryhill, David Carlston, Charles Frazier, Karen Dabney, Cammie Dean, Reagan Foster, Terry Griffin, Emmanuel Hoffmann, James Johnston, Jeff Killion, Adam Lei, Lindsey Shelley, W. Scott Meddaugh, Jeffrey Oxford, Kurt Portmann, Catherine Prose, Emily Reeves, Emily Rutherford, Steve Shipp, Jeff Stambaugh, Beverly Stiles, Debbie Vaughn, Jolene Welch, Kathleen Williamson, Bradley Wilson, Newman Wong

# Committee Process

- Starting Point – The New Century Strategic Initiatives: Building Bridges to a Vibrant Future for MSU
- Committee Established
- Four Subcommittees developed Tactics and Tasks for each Strategic Initiative\*
  - 1 – Promoting a Strong University Community
  - 2 – Aggressively Pursuing New Student Populations
  - 3 – Creating a Destination Residential University
  - 4 – Stimulating a Culture of Engagement
- Subcommittees met weekly to develop measurable and doable tactics and tasks that support the Strategic Initiatives

\*Each Initiative Has Five “Sub-Initiatives”

# Committee Process

- Subcommittees met weekly to develop measurable and doable tactics and tasks that support the Strategic Initiatives
  1. Develop and explore tactics and tasks
  2. Reach out to all stakeholders for information and where available, supporting data
    - Administration
    - Faculty
    - Staff
    - Students
    - Alumni
    - Community
  3. Finalize tactics and tasks within each subcommittee
  4. Full committee discussion and where necessary, revision of tactics and tasks
  5. Finalize strategic plan draft following presentation to Dr. Shipley

# Committee Process

- Tactics and tasks range from the small, quick, and relatively low cost to the large, longer timeframe, and higher cost
  - “Low End” Examples
    - Promote the liberal arts mission and practical applications of a liberal arts education to MSU and the community at large to ensure that stakeholders understand the liberal arts concept and demonstrate commitment to it
    - Create, by 2020, a 2-week bridge program in the summer time frame to orient first generation college students to the joys, rigors, and responsibilities of college life.
    - Develop and implement a signature first-year experience that emphasizes the liberal arts mission and MSU’s undergraduate research initiative.
    - Work with Wichita Falls Chamber of Commerce and Industry to increase MSU student personal and professional involvement in the community through increased participation in for-credit internships by 5% by 2019.

# Committee Process

- Tactics and tasks range from the small, quick, and relatively low cost to the large, longer timeframe, and higher cost
  - “High End” examples
    - By 2018, build the infrastructure (manpower, delivery platforms and differentiated field experiences) in collaboration with community partners to build and sustain academic programs in multiple locations.
    - Expand the Academic Success Center into a student advising and mentoring center providing centralized campus tutoring, increased supplemental instruction and advising, and a one-stop approach to student services.
    - Increase 6-year graduation rates by 2% by 2018, 4% by 2020 and 6% by 2022.
    - Secure funding and begin construction of a 1,000 seat fine arts theater and a 7,000 seat athletic stadium by 2022.

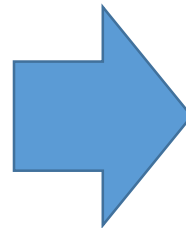
# Summary – Strategic Initiatives to a Strategic Plan



## THE NEW CENTURY STRATEGIC INITIATIVES BUILDING BRIDGES TO A VIBRANT FUTURE FOR MSU

Welcome to Midwestern State University's New Century Strategic Initiative, the bridge from historic excellence to future opportunity.

Bridges are engineering marvels that lift us above turbulent waters or difficult terrain. They link one place to another, one person to their neighbor. They are things of beauty in the physical world and strong vehicles for relationships in emotional terms. Bridges can be designed, built, but also repaired. In music a bridge can move us from one melody to another, from one key to the next. A bridge's span can suspend us, give us the pause necessary for transition. It is completely right to choose a bridge as the symbol for Midwestern State's planning for its second century. We have described ourselves as a family, a team, a community that depends upon connections. Let's lean into those things that connect us to each other, to our rich and storied past, to our liberal arts mission, even as we together build bridges into a future filled with promise.



<b>Strategy 1 D.</b>	
Establish clearly the mission of the university and develop a comprehensive marketing and branding program that effectively translates that to the expanded region.	
<b>Tactic 1.</b> Nourish a university culture that enables every employee to be an ambassador of the university. <i>Potential measure(s): Number or percentage increase documents/resources available and program/presentation content at new employee orientation</i>	
<b>Task 1.</b>	Provide readily available materials for off campus travel, meetings, promotion, recruitment, talking points, etc.
<b>Task 2.</b>	Use new employee orientation to establish an understanding of our intentional and shared department
<b>Strategy 2 A.</b>	
Build upon our well-established reputation for students seeking a fulltime, residential, liberal arts experience.	
<b>Tactic 1.</b> Increase the university marketing budget from \$286,000 to \$350,000 for FY18 and increase by 10% annually for next 5 years.	
<b>Considerations:</b> While there are many ways to enhance a university's reputation, the DFW market study indicated few were aware of MSU in one of our most important geographical markets. The most direct and timely method to increase awareness is to increase our marketing efforts. While it is hard to obtain budgetary information from	
<b>Task 1.</b>	meeting
<b>Task 2.</b>	
<b>Strategy 3 D.</b>	
Deliver education in modes that meet students' needs and expectations while maintaining affordability. Embrace current technological trends in administration, classrooms, and laboratories, and develop a funding plan to meet these needs.	
<b>Tactic 1.</b>	Provide a minimum of one section of each core course online once per year by 2021.
<b>Considerations:</b>	Currently we have 90 core classes, 30 of which are offered online (33%). Prioritize core class online development based on enrollment needs and
<b>Tactic 2.</b>	Upgrade prospective student workstations by 2018.
<b>Task 1.</b>	this cut
<b>Task 2.</b>	branding
<b>Strategy 4 A.</b>	
Support the Wichita Falls community by providing an educated workforce, stimulating economic development, and serving as a leader in shaping the city's future.	
<b>Tactic 1.</b> Increase 6-year graduation rates by 2% by 2018, 4% by 2020 and 6% by 2022. (2009-10 baseline of entering freshmen of 44%)	
<b>Task 1.</b>	Identify a person/office responsible for studying and making recommendations.
<b>Considerations:</b> Based on the 6-year cohort graduation rate report, MSU has fluctuated by 1% on average in recent years; the national 6-year average is 60% according to the National Center for Education Statistics.	
<b>Tactic 2.</b> Work with Wichita Falls Chamber of Commerce and Industry to increase MSU student personal and professional involvement in the community through increased participation in for-credit internships by 5% by 2019. (2016 baseline of 170.)	
<b>Task 1.</b>	Establish a liaison on campus to set up internship program (career management) to work with businesses wanting the opportunity to work with interns.
<b>Task 2.</b>	Create a database of available internships by college, for example: website design, business card design, etc. (the Chamber of Commerce has indicated a willingness to assist with such).