



STRATEGIC PLAN 2022-2027

Manchester University respects the infinite worth of every individual and graduates persons of ability and conviction who draw upon their education and faith to lead principled, productive, and compassionate lives that improve the human condition.

MANCHESTER UNIVERSITY STRATEGIC PLAN 2022-2027

Manchester University has a storied tradition of equipping graduates for personal success and service to the world through a distinctive, mission-driven education. Building on that solid foundation, this strategic plan ensures Manchester's continuing relevance, sustainability, and contribution to improving the human condition.

The world needs more Manchester graduates!

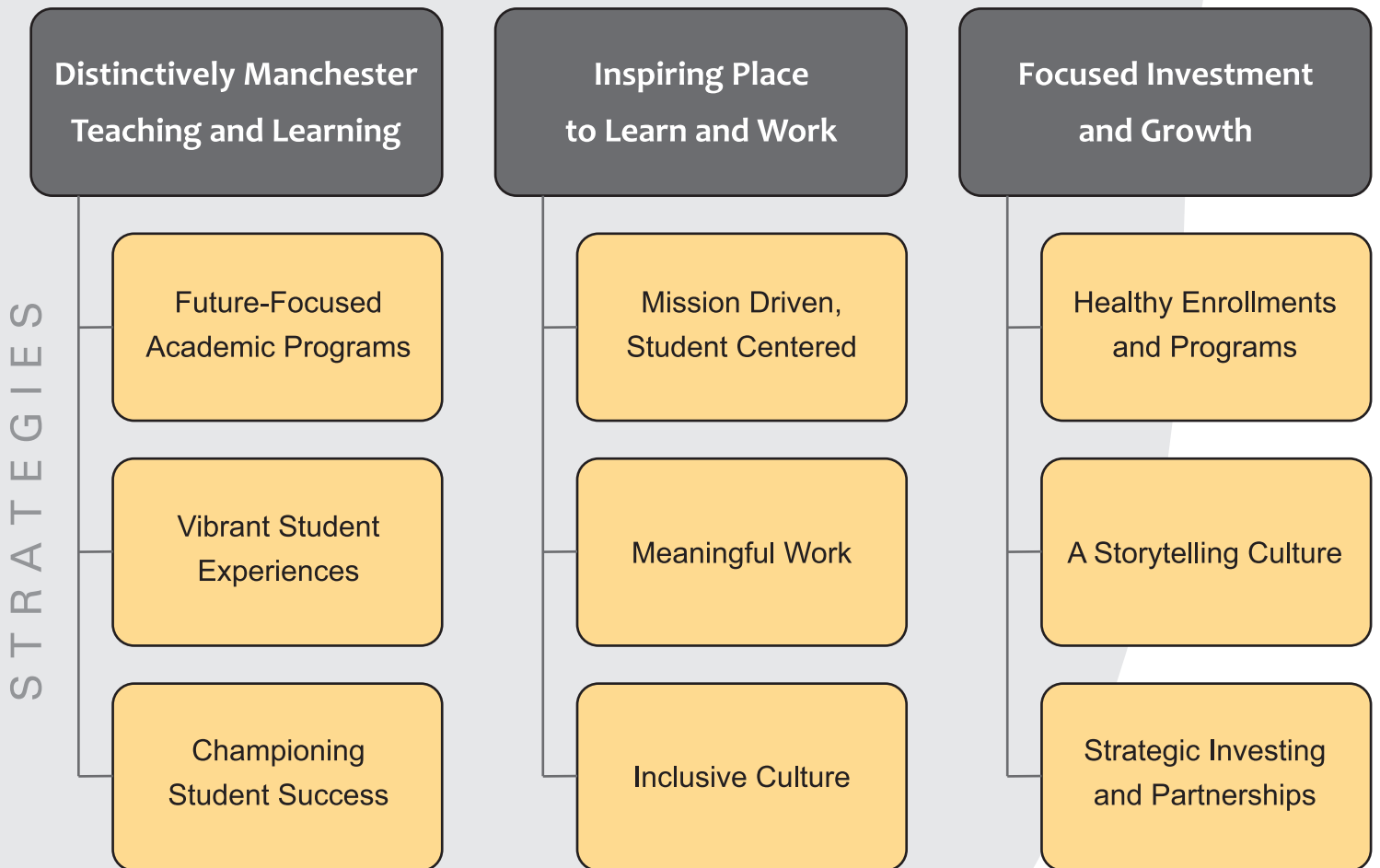
Our plan aims to fulfill our vision: Manchester University will be known for transformative learning, engaging student experiences, strength from diversity, deep mentoring relationships, future-focused programs, and our unwavering service to our students, neighbors and the world.

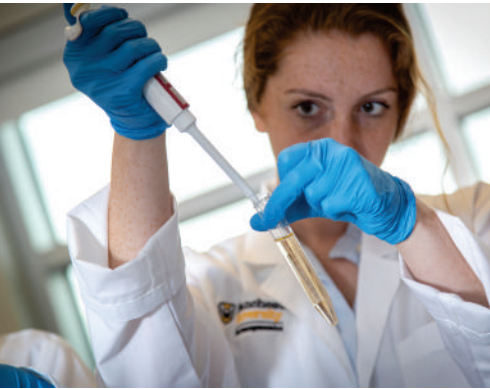
Our mission – our “why” – remains unchanged, while who, where, when, and how we educate will evolve as new opportunities arise. Student success and our long-term vitality are the imperatives that drive our planning.



We have organized our plan around three themes, nine strategies and multiple initiatives. The full plan includes measurable goals, action steps, timelines, and key performance indicators to track progress. Although this plan provides direction, we will continue to challenge assumptions, identify new initiatives, and respond quickly to emerging opportunities.

T H E M E S





THEME 1

Distinctively Manchester Teaching and Learning

Our approach to education sets us apart. We know each of our students well and develop deep mentoring relationships with them. They graduate empowered with specific skills and a breadth of knowledge they need for first jobs and career agility. They carry values that shape a lifetime of service. We equip them to be critical thinkers, excellent communicators, and effective problem solvers. They graduate prepared to contribute in a rapidly changing world.

STRATEGIES

▶ Future-Focused Academic Programs

We will continually adapt our academic programs to meet student and employer needs and expectations. We will design our programs and curricula to attract and graduate a new generation of students focused on both career success and service.

▶ Vibrant Student Experiences

Students choose Manchester because of what they can do in and out of the classroom. We will offer them opportunities to make friends, find mentors, and participate in engaging experiences on and off campus that lead to personal and professional growth.

▶ Championing Student Success

Students come first at Manchester. We will engage the diversity of our community in how we teach, how we structure our curriculum and student learning, and how we build relationships between students and mentors. We will prioritize effective teaching, strong internal partnerships, efficient processes, and equitable policies that support and challenge our students as they explore, grow, and find their path forward.



THEME 2

Inspiring Place to Learn and Work

People make Manchester. Our work with each other and our students is guided by our mission and values, a strong sense of community, and a deep belief that diversity makes us better.

STRATEGIES

▶ **Mission Driven, Student Centered**

Our students are at the heart of our mission. Our commitments to them sharpen our decision making and inform our investments in people and programs. We will serve students well from first inquiry through graduation and as they become active alumni.

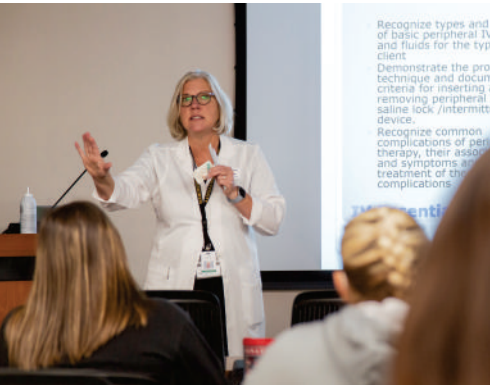
▶ **Meaningful Work**

Each one of us contributes in significant ways to our shared success. We will embrace a commitment to innovation, collaboration, trust, shared responsibility, and individual accountability.

▶ **Inclusive Culture**

Diversity fuels learning at Manchester. Our success is dependent on our ability to recruit and retain students and colleagues with a multitude of experiences and backgrounds. We will learn from each other, prepare graduates to serve in a diverse world, and nurture a culture that is inclusive and welcoming to all.





THEME 3

Focused Investment and Growth

Our future depends on astute stewardship of our resources. We will engage our alumni and invest in robust community and business partnerships. We will review the financial viability of academic programs each year, regularly review our operations with an eye toward cost effectiveness, and generate revenue each year for reinvestment.



STRATEGIES

▶ Healthy Enrollments and Programs

Our academic programs will meet the needs and interests of our students and prospective students. We will offer relevant, accessible and sustainable programs that prepare graduates for rewarding careers and meaningful contributions in their communities.

▶ A Storytelling Culture

We will tell compelling stories about the distinctiveness of a Manchester education and its value. We will celebrate colleague, student, and alumni accomplishments.

▶ Strategic Investing and Partnerships

We will invest wisely, always prioritizing our long-term sustainability. We will regularly review programs and operations and make financial and investment decisions based on rigorous data analysis. We will draw significant financial support for our work from alumni, donors and new friends and partners.





Distinctively Manchester Teaching and Learning

Future-Focused Academic Programs

- Build a Distinctively Manchester student experience reflecting our mission and valued by students.
- Empower all students with the broad skills and competencies of a liberal arts education.
- Equip students for first jobs and career agility to meet their personal and professional goals.
- Add new programs and pathways for learning, extending our reach to new students and into new markets.

Vibrant Student Experiences

- Prioritize experiential learning opportunities that connect students to careers and communities.
- Invest in engaging co-curricular opportunities that build relationships and genuine belonging.
- Encourage interdisciplinary, cross-disciplinary and cross-campus programs and teaching.

Championing Student Success

- Provide an inclusive learning environment that serves all students and produces equitable outcomes.
- Equip academic and success advisors to collaborate effectively in supporting students.
- Develop a workable financial plan for each student.
- Reward students for prior college-level work and bridge gaps for those who are underprepared.

Inspiring Place to Learn and Work

Mission Driven, Student Centered

- Put students first in all we do.
- Celebrate the ways our mission and values animate student experiences and our work together.
- Ensure that each student develops at least one strong mentoring relationship.

Meaningful Work

- Fix broken and inefficient processes so colleagues can focus on meaningful work.
- Promote a culture of innovation, collaboration, trust, shared responsibility, and individual accountability.
- Prioritize fair and competitive compensation and appropriate workloads.

Inclusive Culture

- Invest in an institutional DEI culture which reflects the highest aspirations of our mission and values.
- Promote a spirit of One Manchester, highlighting a shared commitment to our mission and values, student success and institutional vitality.
- Recruit and retain colleagues who reflect the diversity of our student body.

Focused Investment and Growth

Healthy Enrollments and Programs

- Fundamentally reimagine how we educate our undergraduate students, emphasizing faculty collaboration, new pedagogical strengths, and changing student expectations.
- Prioritize student attraction, retention and success when making academic and other investments.
- Invest in areas of existing strength and aggressively pursue new health science and other programs that extend our mission and grow enrollment revenue.

A Storytelling Culture

- Share compelling stories about our Distinctively Manchester student experience and outcomes that are especially relevant to prospective students and donors.
- Maximize regional awareness of our vision and successes.
- Celebrate colleague collaboration, service, and success.

Strategic Investing and Partnerships

- Use resources strategically to ensure Manchester's long-term financial viability.
- Align undergraduate programs and operations to sustainably serve 900 students in North Manchester.
- Successfully complete our Bold capital campaign.
- Increase alumni giving and engagement and inspire giving from new partners.
- Develop robust community and business partnerships.