**Manchester University Strategic Plan Report**

**Year 2 (201­5-2016) Fourth Quarter: Highlighted Achievements and Challenges**

**SP1: Inspire effective learning that enables students to succeed beyond their own expectations.**

*Areas of emphasis: Effective teaching and learning, Manchester whole person education, faculty/staff professional development, experiential learning, interdisciplinary study, graduation and retention rates*

* Formed CETL Steering Committee and established modest operating budget to continue CETL development
* Received a $22,910 NetVUE grant to support Pathways summer service and undergraduate classroom service engagement projects
* Identified baseline that 75 percent undergraduate students participate in at least four [High Impact Practices](https://www.aacu.org/leap/hips) by graduation; set goal to increase participation to 85 percent by 2019
* Identified baseline that 69 percent of undergraduate students participate in an internship or similar experiential learning prior to graduation; set goal to increase participation to 75 percent by 2019
* Matured Pharmacy Program’s curricular philosophies and pedagogies to maximize curricular and co-curricular integration

**SP2: Be mission-centered and market smart to maximize our impact in the world.**

*Areas of emphasis: Enrollment growth, new undergraduate and graduate programs, continuing education*

* Achieved full accreditation from ACPE for the Pharmacy Program
* Launched inaugural pharmacogenomics class with 11 students (enrollment target was at least eight)
* Completed and submitted self-study for reaccreditation of Athletic Training Program
* Continued development of online master’s program in pharmacogenomics with target launch date of June 2017
* Developed an Early College program with Wabash City Schools; seven high school students will enroll in classes at the North Manchester campus in Fall 2016

**SP3: Generate sufficient recognition to widen support for Manchester’s mission.**

*Areas of emphasis: Recognition/perception in target areas, stakeholder engagement*

* Completed regional recognition study with consultants from Dartlet
* Based on identified recognition gaps in the region, piloted billboards and TV commercials in South Bend area
* Implemented marketing campaign targeting late senior applications by focusing on affordability and excellence
* Publicized [Gallup survey results](http://www.manchester.edu/about-manchester/university-priorities/institutional-effectiveness/alumni-satisfaction) demonstrating strong alumni satisfaction with education and lives

**SP4: Draw abundant financial resources to support Manchester’s mission and vision.**

*Areas of emphasis: Capital projects, The Manchester Fund, alumni affinity, net revenue per student*

* Launched capital fundraising campaign for a new Intercultural Center
* Achieved 93.6 percent of fundraising goal for The Manchester Fund, raising $1,006,853
* Achieved 94 percent participation of board, raising over $139,000

**SP5: Deploy resources to best meet student needs and maximize institutional effectiveness.**

*Areas of emphasis: Evidence-based decisions, ROI, optimal resource use, grants, communication, institutional structure*

* Implemented new undergraduate academic assessment process and timeline
* Finalized a comprehensive assessment plan for the Pharmacy Program
* Submitted two federal grants: one for STEM scholarships and programming, and one for faculty research
* Completed audit of grant compliance via external consultant and hosted grant workshops on both campuses
* Convened newly constituted diversity committee; first initiatives focused on defining diversity and inclusion, developing an inventory of institutional diversity initiatives, and creating a web page for diversity and inclusion

**Year 2 Fourth Quarter Challenges:**

* Incoming class projections and current student retention are below target; total enrollment growth not expected for Fall 2016
* Enrollment strategies necessitate “real time” financial aid packaging and development of articulation agreements
* Implementation of strategic initiatives requires additional resources