**Manchester University Strategic Plan Report**

**Year 2 (201­5-2016) First & Second Quarter: Highlighted Achievements & Challenges**

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

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

* Explored models at other schools and developed initial proposal for Center for Effective Teaching and Learning, with the goal of enhancing professional development for all faculty and staff
* Established infrastructure for college leadership, hiring deans/associate deans and hiring administrative support
* Redesigned Retention Committee and developed timeline for retention research and plan
* Developed entrustable professional activities (latest assessment standard) for the pharmacy program
* Adopted spiral curricular model to integrate curricular & co-curricular activities for pharmacy program
* Created professional development plan, implemented mentoring program, revised faculty workload model and implemented performance evaluation process for pharmacy program

**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*

* Developed Master of Science in Pharmacogenomics; achieved accreditation approval & will launch in May 2016
* Developed a new minor in entrepreneurship
* Completed initial self-study report for pharmacy accreditation (full accreditation pending visit in spring 2016)
* Conducted exploratory work to consider new graduate programs in informatics and industrial/organizational psychology
* Developed and initiated new, three-year enrollment plan and one-year marketing plan
* Evaluated admissions criteria and expanded recruiting strategy for pharmacy program

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

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

* Established new vice president and assistant vice president positions with responsibilities for strategic initiatives, external relations, enrollment and marketing
* Revised Manchester message maps and completed staff and faculty training with Dartlet consultants
* Completed stage one of Manchester website redesign
* Developed a partnership between the College of Business & Economic Development Group of Wabash County

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

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

* Continued capital fundraising projects for the Chinworth Center and athletic stadium
* Lowered the discount rate for the entering undergraduate class

**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*

* Invested time to redefine operations within the new structure
* Currently reorganizing faculty governance
* Restructured the General Ledger system
* Developed a new approach to provide professional development funds for faculty
* Launched MU Today, a new website to enhance internal communication
* Currently transitioning intranet platform from Gateway to Synergy
* Submitted two federal grants to support research infrastructure and student scholarships

**Year 2 First & Second Quarter Challenges:**

* Restructuring slowed operations due to procedural uncertainty & presented challenges to employee morale
* Staff attrition slowed progress on new initiatives
* Lack of existing metrics for some initiatives presented challenges for setting goals and tracking progress