**Manchester University Strategic Plan Report**

**Year 3 (201­6-2017) First 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*

* Engaged in discussion about pedagogy and instructional methods at the undergraduate Fall Faculty Workshop
* Convened CETL Steering Committee, which identified professional development topics for monthly workshops
* Created a director of student advising position to support student retention and success initiatives
* Initiated implementation of new student success software, Starfish, with plans to launch in spring 2017
* Conducted BCSSE survey with incoming students to provide individualized support needs to faculty advisors
* Developed entrustable professional activities (EPAs) and integrated them into the 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*

* Achieved or exceeded target enrollments in all graduate and professional programs, contributing to record total enrollment of 1,598 in fall 2016
* Reduced application barriers, launched earlier paper marketing campaign, and invested in digital marketing to enhance undergraduate recruiting, resulting in significant increase in early applications
* Converted computer science major to software engineering program
* Launched 3+2 master’s in athletic training program
* Awarded member status in the State Authorization Reciprocity Agreement (SARA) to offer online programs in participating states
* Developed proforma for online master’s in Pharmacogenomics Program

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

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

* Expanded target recruiting areas for undergraduate program to include 120-mile radius from main campus
* Leveraged alumni connections and industry-specific resources for graduate and professional program recruiting
* Emphasized graduate success stories in 2017 Viewbook
* Launched new programs, including PUSH and MU 300, to build student affinity for Manchester
* Achieved President’s Higher Education Community Service Honor Roll for 10th consecutive year; achieved “Distinction” status for the first time
* Implemented undergraduate faculty salary adjustments to achieve > 95 percent of benchmark averages by rank

**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*

* Raised more than $200,000 for new Intercultural Center (anticipated total cost of $1 million)
* Achieved and exceeded net revenue per student targets
* Retained 74 percent of donors in FY16, exceeding goal of 72 percent

**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*

* Awarded a nearly $300,000 over three years Department of Justice grant to enhance education and programming to prevent sexual assault, dating violence, domestic violence and stalking
* Launched One-Stop Student Service Center to better meet student needs and maximize departmental resources
* Instituted comprehensive performance evaluation process for pharmacy faculty, staff and administration
* Continued governance restructuring, amending Academic Governance Committee by-laws for faculty vote

**Year 3 First Quarter Challenges:**

* Newly initiated retention and student success initiatives have not yet impacted measures of undergraduate success. First- to second-year retention rates remained the same; five-year graduation rates declined.
* New undergraduate enrollments were below target.
* Leadership transitions, time constraints and limited financial resources restrict progress on some strategic initiatives.