

Southwest Minnesota State University
School of Education
Strategic Plan
AY2022 – AY2026

Southwest Minnesota State University Mission Statement

Southwest Minnesota State University prepares students to meet the complex challenges of this century as engaged citizens in their local and global communities. Our comprehensive degree programs, taught in the liberal arts tradition, are dedicated to connecting students' academic and practical professional development experiences in southwestern Minnesota to the wider world.

SMSU School of Education Mission Statement:

The mission of the Professional Education programs at SMSU is to create inclusive communities of practice where each learner is an active participant in the investigation of learning, teaching, and leadership processes. Teachers and learners will engage in educational theory, research, inquiry, critical reflection, and application in pursuit of excellence in a culturally responsive education.

SMSU Vision Statement: SMSU aspires to be recognized throughout Minnesota and beyond for being an inclusive and student-centered university.

SMSU School of Education Vision Statement:

Inclusive communities of practice investigating learning and teaching.

SMSU Value Statement: We value:

1. Discovery through innovative teaching, research, and other high-impact experiences.
2. Civic engagement and strategic partnerships.
3. Developing broadly educated and well-rounded leaders.

SMSU Strategic Plan

The Strategic Plan articulates six strategic priorities that will guide the University in pursuit of its Mission, Vision, and Values. As a first priority, and in all of its actions, SMSU will make central equity, diversity, and inclusion. The Strategic Plan is driven by this overarching commitment and by a consistent focus on student success and engagement. The priorities, goals and objectives that follow identify the ways we will put our vision and values into practice.

SMSU Strategic Priorities

1. **Affirm and support diversity, equity, and inclusion.** Increase campus diversity, ensure inclusive learning, social, working, and living environments, and eliminate equity gaps.
2. **Inspire academic success and discovery through innovative teaching, research, student support services, and other high-impact experiences.** Foster high-quality teaching and learning and a campus culture that encourages, celebrates, and promotes undergraduate and graduate student and faculty research and creative work.
3. **Foster civic engagement and strategic partnerships.** Develop deep, reciprocal, equitable, and sustained partnerships within our community and region that contribute to the public good, positively impact the environment, strengthen the local and regional economy, and enhance the education of our students.
4. **Support student engagement and leadership development.** Offer holistic support services and opportunities for student engagement that contribute to the development of well-rounded leaders.
5. **Ensure Effective Institutional Operations and Community Well-being.** Create a highly supportive environment focused on the physical, intellectual, and emotional well-being of the University community.
6. **Increase enrollment and improve retention.** Create and maintain academic and student affairs partnerships to increase and retain enrollment.

The School of Education has aligned its mission, vision, and strategic plan with the University's framework. The collective membership of the School of Education is responsible for carrying forward this strategic plan with the leadership of the chairperson, directors, and coordinators.

Strategic Priority #1: Affirm and support diversity, equity, and inclusion. Increase campus diversity; ensure inclusive learning, social, working, and living environments; and eliminate equity gaps.

Goal 1: Eliminate gaps in student success and access to educational opportunities.

Goal 2: Integrate recommendations for strengthening diversity, equity, and inclusion into the strategic plan to ensure they receive priority and ongoing attention.

Goal 3: Improve the campus climate related to diversity and inclusion.

| | SoE Objectives | SoE Strategies |
|-----|--|--|
| 1.1 | Infuse culturally responsive practices | 1.1A - Participate in cultural competency / relevant practices training with partner schools 1.1B – Participate in SMSU and/or SoE book studies |
| 1.2 | Increase diversity of students | 1.2A – Continue promotion and support of the Winston Gittens Diversity in Education scholarship in efforts to recruit diverse teacher candidates 1.2B – Expand English Language LAB offerings with support from SMSU Administration 1.2C – Seek grants to support diverse students |

Strategic Priority #2: Inspire academic success and discovery through innovative teaching, research, student support services, and other high-impact experiences. Foster high-quality teaching and learning and a campus culture that encourages, celebrates, and promotes undergraduate and graduate student and faculty research and creative work.

Goal 1: Foster inclusive, high-quality teaching and learning.

Goal 2: Grow and sustain quality on-campus and distance learning degrees/certificates and graduate education.

Goal 3: Increase student regional/national presentation and publication of research and creative works.

Goal 4: Encourage and support campus and inter-institutional scholarly and creative collaborations.

| | SoE Objectives | SoE Strategies |
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| 2.1 | Develop and support researched-based programs that enhance learning, teaching, and leadership | 1.1A - Infuse TeachingWorks PBTE – Practice-Based Teacher Education – and HLPs – High Leverage Practices – into the Teacher Education Program |
| 2.2 | Further develop master’s degree(s) /program(s) | 2.2A – Create a Master of Education emphasis in Charter Administration Leadership 2.2B – Offer post-baccalaureate ECSE licensure with master’s degree option 2.2C – Offer post-baccalaureate ELED licensure |
| 2.3 | Continue concurrent enrollment offerings | 2.3A – Continue offering ED 101 and ED 251 to high schools 2.3B – Develop and offer additional concurrent enrollment programming |
| 2.4 | Offer accredited programs | 2.4A – Maintain accreditation of programs with MN PELSB – Professional Educator Licensing and Standards Board – and BOSA – Board of School Administrators 2.4B – Explore national accreditation with AAQEP – Association for Advancing Quality in Educator Preparation |
| 2.5 | Support faculty and staff professional development and dissemination of research | 2.5A – Encourage faculty and staff to continue learning and growing in the profession through conferences, research, and studies 2.5B – Promote publications and presentations 2.5C – Encourage faculty and staff to belong to and participate in professional organizations |

Strategic Priority #3: Foster civic engagement and strategic partnerships. Develop deep, reciprocal, equitable, and sustained partnerships within our community and region that contribute to the public good, positively impact the environment, strengthen the local and regional economy, and enhance the education of our students.

- Goal 1: Establish long-term partnerships with area, regional, and other employers to provide applied learning opportunities for SMSU students.
- Goal 2: Identify and promote opportunities for students and the campus community to engage in social, entertainment, and service activities in the city of Marshall and surrounding area. Include opportunities for fully online and non-traditional students
- Goal 3: Cultivate and build mutually beneficial relationships between potential donors and the University that reflect shared values and align financial support with educational priorities.

| | SoE Objectives | SoE Strategies |
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| 3.1 | Enhance partnership with SWWC Service Cooperative | 3.1A - Continue to collaborate with SWWC Service Cooperative through program offerings, workshops, career fairs |
| 3.2 | Enhance partnership with Marshall Public Schools as well as area school partners | 3.2A – Continue to collaborate with MPS and establish quarterly meetings 3.2B – Host TEAC – Teacher Education Advisory Council annually or more 3.2C – Strengthen relationships and provide additional training and support for classroom mentors and university supervisors 3.2D – Maintain SWTPP – Southwest Teacher Preparation Partnership |
| 3.3 | Enhance partnerships across campus | 3.3A – Communicate with other departments associated with teacher licensure annually via the campus liaison meetings 3.3B – Encourage faculty and staff to participate in committee work at the university level |
| 3.4 | Enhance state, regional, and national partnerships | 3.4A – Encourage faculty and staff to engage in state, regional, and national partnerships |

Strategic Priority #4: Support student engagement and leadership development. Offer holistic support services and opportunities for student engagement that contribute to the development of well-rounded leaders.

- Goal 1: Provide an array of services to meet the diverse needs of students and strengthen the success of students of color, first generation students, and Pell-eligible students.
- Goal 2: Identify, support, and strengthen campus opportunities designed to foster student engagement with a focus given to students of color, first generation, and Pell-eligible students.
- Goal 3: Develop, support, and promote opportunities designed to develop student leadership.

| | SoE Objectives | SoE Strategies |
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| 4.1 | Explore and expand global opportunities for teacher candidates | 4.1A – Continue to offer student teaching opportunities abroad in partnership with El Colegio El Camino in Los Cabos San Lucas, Mexico 4.1B – Explore additional possibilities for student teaching abroad through partnerships such as with Ulster University in Northern Ireland, Sweden, and Thailand 4.1C – Provide global connections and travel opportunities for students |
| 4.2 | Support EMAE – Education Minnesota Aspiring Educators club | 4.2A – Communicate regularly with EMAE leadership 4.2B - Advise EMAE in programming opportunities |
| 4.3 | Provide advising and mentorship to students | 4.3A – Advise students formally and informally throughout the year 4.3B – Provide mentorship opportunities for students |

Strategic Priority #5: Ensure Effective Institutional Operations and Community Well-being. Create a highly supportive environment focused on the physical, intellectual, and emotional well-being of the University community.

- Goal 1: Provide a welcoming, safe, and inclusive environment for students, staff, and faculty.
- Goal 2: Provide an innovative and accessible technological environment that supports University community success.
- Goal 3: Emphasize the creation of an environment that supports inclusive lifelong learning processes across the University community.
- Goal 4: Promote student, faculty, and staff physical and psychological well-being and engagement.
- Goal 5: Develop, implement, and routinely review mechanisms and controls that support broad-based administrative and financial management planning.

| | SoE Objectives | SoE Strategies |
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| 5.1 | Focus on the School of Education Environment | 5.1A - Designate space for a model classroom, professional educator development, and graduate education |
| 5.2 | Seek financial support and resources | 5.2A – Seek grant funding to support initiatives 5.2B – Communicate SoE highlights and needs with SMSU Administration via positions requests, Mustang Ovations, and other opportunities/avenues |
| 5.3 | Promote student, faculty, and staff physical and psychological well-being and engagement | 5.3A – Seek additional faculty and staff support and resources 5.3B – Encourage faculty and staff engagement in campus and regional opportunities focusing on physical and psychological well-being |

Strategic Priority #6: Increase enrollment and improve retention. Create and maintain academic and student affairs partnerships to increase and retain enrollment.

- Goal 1: Develop and strengthen joint ventures with two-year colleges to provide students with desirable degree-completion opportunities.
- Goal 2: Appropriate resources for maintaining and strengthening both graduate and undergraduate academic partnerships to enhance enrollment.
- Goal 3: Assess effectiveness of academic partnerships to improve enrollment management initiatives (such as recruitment, retention, persistence rate, graduation rate) for both graduate and undergraduate programs.
- Goal 4: Support and enhance current and new initiatives designed to increase student access, success, and retention.

| | SoE Objectives | SoE Strategies |
|-----|---|---|
| 6.1 | Promote the School of Education at both the undergraduate and graduate levels | 6.1A – Offer prospective student visits/tours with follow up communication 6.1B – Participate in open houses, visit days, and other opportunities to represent SMSU SoE such as at conferences 6.1C – Increase marketing efforts 6.1D – Update and align webpages to highlight programs and seek assistance to support this ongoing work |
| 6.2 | Provide supported programming | 6.2A – Seek adequate resources to support the work of the SoE 6.2B – Reevaluate programming and how offerings may be altered to be more effective and efficient |
| 6.3 | Support SoE faculty and staff | 6.3A – Seek conversion of fixed-term faculty appointments to probationary tenure-track positions 6.3B – Consider succession planning for department leadership positions 6.3C – Continue to seek support for assessment, accreditation, licensure, clinical experiences, and chairperson responsibilities 6.3D – Maintain support for directors and coordinators 6.3E – Annually review the SoE strategic plan and set priorities 6.3F – Annually review the SoE policy handbook and update as needed 6.3G – Annually review the SoE mentorship guidance and update as needed |
| 6.4 | Enhance articulations and Transfer Pathways partnerships | 6.4A – Connect with 2-year partners annually to review programming and requirements including articulation agreements 6.4B – Meet with prospective candidates from 2-year partners and provide advising |