

**Strategic Plan Prioritization**

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Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Academic Plan**

**Goal 1: Recognize and value the contributions of all academic programs.**

**Objective 1.1: Establish and maintain processes and structures that link values and contributions to academic programs.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.1.1:</b> Generate clear and concise statements about what it means to ensure the integrity of the liberal arts and Minnesota transfer courses. These statements reflect the faculty’s in-depth consideration to areas/experiences that are fundamental to academic learning for all students.</p>	<p>Department Chairs/Faculty; Academic Deans</p>	<p>Schedule meetings, conversations in departments/programs, and Faculty Assembly for input. From this input, statements will be crafted.</p> <p><b>Performance Indicator Baseline:</b> A collection of statements related to what it means to ensure the integrity of the Liberal Arts and MnTC.</p>	<p>Share statements widely across the campus community (e.g., administration, bargaining units, student association, All-University meetings, webpage, etc.)</p>	<p>Review and revise statement if necessary.</p>	<p>Review the Liberal Education Program and align the Student Learning Outcomes with the Minnesota Transfer Curriculum.</p>	<p>Revise LEP 100 to incorporate IDST 110.</p> <p><b>Performance Indicator Benchmark:</b> A clear and concise statements</p>

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Academic Plan

Goal 1 - Objective 1.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.1.2:</b> Provide clear and concise statements about what is considered essential to ensuring the quality and integrity of the majors, minors, and the professional graduate degree programs. These statements reflect the consideration faculty gave to areas/experiences that are fundamental to academic learning and preparation related to the discipline. These statements will be shared and revised periodically so the university may gain wide acceptance among all constituent groups on campus</p>	<p>Department Chairs/Faculty; Academic Deans</p>	<p>Schedule meetings, conversations in departments/programs, and Faculty Assembly for input. From this input, statements will be crafted.</p> <p><b>Performance Indicator Baseline:</b> A collection of statements related to what it is considered essential to ensure the quality and integrity of the Majors, Minors, Professional and Graduate Degree Program</p>	<p>Share statements widely across the campus community (e.g., administration, bargaining units, student association, All-University meetings, webpage, etc.)</p>	<p>Review and revise statement if necessary</p>	<p>Review and revise statement if necessary</p>	<p>Review and revise statement if necessary</p> <p><b>Performance Indicator Benchmark:</b> A clear and concise statements</p>

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Goal 1 - Objective 1.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.1.3:</b> Identify programs integral to the mission of SMSU and support the delivery of coursework in majors, minors, liberal education, and graduate education.</p>	<p>Provost, Deans, Chairs/Faculty</p>	<p>Review Mission Statement. Examine the Program Reviewer’s Report (PRR) for the academic programs that were reviewed</p> <p><b>Performance Indicator Baseline:</b> Using 2014-2015 AY year program reviews, determine if programs are integral to the mission. Review the Program Analysis System (PAS) information to determine viability of programs</p>	<p>Music and Social Work embarked on national accreditation review.</p> <p>Biology conducted external review.</p> <p>All programs conducted annual reviews</p> <p>Embarked on the Academic Prioritization process</p>	<p>Complete the School of Education Board of Teaching Approval process</p> <p>Identify programs integral to the mission of SMSU and support the delivery of coursework in majors, minors, liberal education, and graduate education through external review, annual reviews, and the Academic Prioritization process.</p>	<p>Follow through on all Academic Prioritization recommendation from 2017 - 2018.</p> <p>Review Academic Prioritization process across all programs and departments.</p> <p>Identify academic programs for growth, reduction, and divestment.</p>	<p>Monitor all programs pertaining to efficiency, effectiveness, and essentiality.</p> <p><b>Performance Indicator Benchmark:</b> Review 100% of the programs and make determination about their intent to be integral and viable</p>

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**Academic Plan**

**Goal 2: Foster quality teaching and learning.**

**Objective 2.1: Promotes, develop, and support quality teaching.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.1:</b> Hire and retain, whenever possible, full-time, tenure-track, high quality faculty with credentials and degrees.</p>	<p>President, Provost, VP for Finance, Deans, Department Chairs/Faculty.</p>	<p>Faculty position requests and allocations decided early in the fall semester, no later than end of October</p> <p><b>Performance Indicator Baseline:</b> Determine if searches were successful or failed</p>	<p>Request faculty positions early in the fall semester.</p>	<p>Focus on retaining faculty through continuous onboarding processes and solidifying tenure and promotion expectations.</p> <p>Approve initial faculty positions by the end of October.</p>	<p>Continue discussions on Common Understandings regarding tenure and promotion expectations with SmSUFA leadership.</p> <p>Approve initial faculty positions by the end of October.</p>	<p>Implement Common Understandings into PDP/PDR process and tenure and promotion decisions</p> <p><b>Performance Indicator Benchmark:</b> Evaluate and determine if programs/departments have appropriate number of faculty based on FTE.</p>

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**Academic Plan**

**Goal 2 - Objective 2.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.2:</b> Raise support funds for graduate and undergraduate research as well as travel related to research.</p>	<p>Provost, VP for Finance, VP for Advancement</p>	<p>No action to be taken</p> <p><b>Performance Indicator</b>  <b>Baseline:</b>                      None</p>	<p>Begin conversations and explore sources of funds for undergraduate and graduate research</p>	<p>Continue to seek funds to support students’ research.</p>	<p>Continue to seek funds to support students’ research.</p>	<p>Raise research funds that would be used to support students’ research.</p>

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Academic Plan

Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.3:</b> Review support for the Academic Commons in the areas of writing, speech, mathematics, second language acquisition and other relevant areas.</p>	<p>Provost, Academic Deans, Faculty</p>	<p>No action to be taken</p> <p><b>Performance Indicator Baseline:</b> Adequate support that would ensure that ALL students have access to academic support services</p>	<p>Provide adequate funding and staffing for each area of academic support.</p>	<p>Review support for the Academic Commons in the areas of writing, speech, mathematics, second language acquisition and other relevant areas.</p> <p>Investigate English Language Learning opportunities for international and domestic undergraduates as well as the Taiwan graduate students</p>	<p>Begin the implementation of the English for Multilingual Speakers program which includes opportunities for international and domestic undergraduates as well as the Taiwan graduate students</p>	<p>Review the position descriptions of Student Success personnel and work on cross-training of individuals.</p> <p><b>Performance Indicator Benchmark:</b> Evaluate the usage statistics to determine viability and continuous support for each area.</p>

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Academic Plan

Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.4:</b> Create and maintain an on-going <i>Institute of Teaching and Learning</i> where faculty can discuss and share best practices on such things as on-line instruction, outcomes and assessment, pedagogy, and onboarding workshops that bring together novice faculty members with veteran faculty members.</p>	Academic Deans and Faculty	<p>Schedule Professional Development Days that include activities/sessions related specifically to pedagogical issues.</p> <p><b>Performance Indicator Baseline:</b> Fall and Spring Professional Development Days would incorporate topics on best practices</p>	Hire a person to focus on professional development of teaching and learning and technology integration.	<p>Create integrated professional development that focuses on Anti-Bullying, Anti-Racism, Safe Space, Cultural Competency. (See Diversity Plan 1.1.3 and ICE 1.1.2).</p> <p>A person was hired and works as a technology instructional specialist within the library and partnered with Institutional Technology.</p>	Focus on technology integration and professional development to enhance faculty technological instructional capabilities.	<p>Implement the Quality Improvement Process (QIP) to assist with online teaching and technology integration.</p> <p><b>Performance Indicator Benchmark:</b> Best practices and other innovative pedagogical approaches are shared among faculty.</p>

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Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.5:</b> Develop an ongoing reciprocal mentoring program within departments to support new faculty members</p>	<p>Deans, SmSUFA and Departments.</p>	<p>Chair/SmSUFA will recruit, request, assign a faculty mentor for each new hire preferably in the same academic discipline</p> <p>The mentorship process will include sessions on academic and career advising for new faculty.</p> <p><b>Performance Indicator</b>  <b>Baseline:</b>                      Deans evaluate the efficacy of the Mentor Program</p>	<p>Similar action as in previous AY</p>	<p>S Similar action as in previous AY</p>	<p>Similar action as in previous AY</p>	<p>Similar action as in previous Academic Year (AY).</p> <p><b>Performance Indicator</b>  <b>Benchmark:</b>                      Determine overall benefit of program to the university.</p>

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Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.6:</b> Develop a <i>Grants Office</i> to assist faculty in developing and securing grants</p>	<p>Academic Deans and Office of Advancement</p>	<p>No action at this time due to budget</p> <p><b>Performance Indicator Baseline:</b></p> <p>Establish grant procedures</p>	<p>A <i>Grants Office</i> was not established due to budget concerns.</p> <p>Create a work group to investigate the procedures for writing, receiving, and managing grants</p>	<p>Post and present the procedures that were created on last year</p>	<p>Follow grant checklist and flow chart as posted on the web.</p>	<p>Follow grant checklist and flow chart as posted on the web.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Implement established grant procedures consistently.</p>

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Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.7:</b> Develop advisory councils for majors and programs. Advisory councils will be structured to generate ideas and support, including financial support.</p>	<p>Chairs/Faculty, Deans, Provost and President</p>	<p>Create Advisory Councils for programs/majors with outside stakeholders</p> <p><b>Performance Indicator Baseline:</b> Review the number of meetings for each advisory council</p>	<p>Work on by-laws for all Advisory Councils</p>	<p>Engage appropriate administrators and faculty in participation in councils’ meetings and other efforts</p>	<p>Continue the engagement of appropriate administrators and faculty in participation in councils’ meetings and other efforts</p> <p>Create an external Graduate Program Advisory Council to support graduate student success.</p>	<p>Convene the external Graduate Program Advisory Council to support graduate student success.</p> <p><b>Performance Indicator Benchmark:</b> Examine the activities of the advisory councils and determine their relevance in enhancing career opportunities for our students.</p>

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Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.8:</b> Develop an <i>Academic Advising Plan</i> (academic, co-curricular, and support programs) aligned with goals and student learning outcomes related to certificates, majors, minors, and degrees.</p>	<p>Academic Deans, Registrar and Provost.</p>	<p>Begin and complete <i>Academic Advising Plan</i> that would capture a degree completion schedule of a particular major.</p> <p><b>Performance Indicator Baseline:</b> A complete document that could be shared internally and externally</p>	<p>Continue the completion of the <i>Academic Advising Plan</i> and begin implementation.</p>	<p>Continue the completion of the <i>Academic Advising Plan</i> and begin implementation.</p> <p>Develop and implement the use of the Mustang Advising Plans (MAPs) for each academic program.</p>	<p>Review the <i>Academic Advising Plan</i> that includes the implementation of the <i>Academic Advising Handbook</i> to aid in retention of current students.</p>	<p><b>2.1.8:</b> Monitor the strategic goals of the <i>Academic Advising Plan</i> that includes the implementation of the <i>Academic Advising Handbook</i> to aid in retention of current students.</p> <p><b>Performance Indicator Benchmark:</b> Determine if the Plan resulted in increase in graduation rate and persistence across all student groups.</p>

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Academic Plan

Goal 2 - Objective 2.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.1.9:</b> Ensure quality and integrity of teaching and learning in Concurrent Enrollment (College Now) by incorporating College Now in program goals, objectives, student learning outcomes, annual reports, and 5-year self-study.</p>	<p>Provost, Academic Deans, Faculty, and College Now Director</p>	<p>SMSU will continue to use the mentoring model to evaluate the instruction of College Now teachers.</p> <p><b>Performance Indicator Baseline:</b></p> <p>Audit of teachers are completed.</p> <p>Credentialing courses and other supports are offered to enable more teachers to be credentialed with 18 hours above their masters in their College Now discipline.</p>	<p>Participating Programs will specifically incorporate College Now in program goals, objectives, student learning outcomes, annual reports, and 5-year Self-Study</p>	<p>SMSU will continue to improve and enhance the mentoring workshops and trainings of high school teachers</p> <p>Create a Portfolio Review process for credit for prior learning in key discipline areas to support the credentialing of College Now instructors.</p>	<p>Utilize the grant received (\$25,000) to complete the graduate program CPL process. This process will assist in the credentialing of high school teachers so that they can continue to teach concurrent enrollment courses in the College Now program.</p>	<p>Continue the College Now Credit for Prior Learning (CPL) process.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>There is a set of courses and processes in place that assures the credentialing of College Now teachers.</p>

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**Academic Plan**

**Goal 2: Foster quality teaching and learning.**

**Objective 2.2: Inspire, cultivate, and celebrate a high level of learning.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.2.1:</b> Inspire and cultivate professional development opportunities for administrators, faculty, and staff that will engage participants in strategies that will enhance their teaching and learning knowledge, skills, and dispositions.</p>	<p>Faculty, Academic Deans, and Provost</p>	<p>Maintain status quo on Professional Development across all units</p> <p><b>Performance Indicator Baseline:</b> Perform annual or biannual Department/Program retreats that will be regularly scheduled in the academic calendar for the purpose of discussing goals, Student Learning Outcomes, new initiatives, etc.</p>	<p>Begin conversations on ways to intentionally encourage faculty, staff and administrators to engage in scholarships and learning that would be strategically aligned to the needs of the institution</p>	<p>Encourage faculty and staff to use their professional development money towards conferences and learning workshops that are not necessarily discipline-based. For example, using professional development money to attend conference based on online teaching and/or cultural competency.</p>	<p>Continuous professional development across all SMSU units.</p>	<p>Continuous professional development across all SMSU units</p> <p><b>Performance Indicator Benchmark:</b> The Documents generated will be stored in an institutional repository (such as the library’s digital archive)</p> <p>Annual Program/Department reports, 5-year Program Reviews, Faculty/Staff PDPs/PDRs, other assessment material will be documented and stored in an appropriate location</p>

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Academic Plan

Goal 2: Objective 2.2 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.2.2:</b> Establish and maintain an effective student orientation program that introduces and prepares students for the academic rigors of a baccalaureate degree. This program will include specific orientations related to academic success for international students and other target populations</p>	<p>Provost, Dean of Students, International Students Office, Executive Director for Enrollment Management and Student Success, Academic Deans, Faculty, and Staff</p>	<p>Develop an inclusive orientation programs for ALL students.</p> <p><b>Performance Indicator</b>  <b>Baseline:</b>                      Working with appropriate university community from Student Affairs and Admissions, faculty, and staff will develop orientation programs appropriate for different populations (nontraditional learners, diverse populations, international students, honors students, provisional admits, veterans, transfer students, GLBTQ, etc).</p>	<p>Implement, gather feedback, and revise as needed <i>Gold Rush</i> orientation program.</p>	<p>Review and revise orientation program based on previous years’ experience to be more inclusive.</p>	<p>Review and revise orientation program based on previous years’ experience</p>	<p>Review and revise orientation program based on previous years’ experience</p> <p><b>Performance Indicator</b>  <b>Benchmark:</b>                      A Scheduled and implemented annual orientation organized by ASF, SmsUFA, and Student Affairs in the fall semester.</p>

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Goal 2: Objective 2.2 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.2.3:</b> Review the <i>Global Studies/Study Abroad Program</i> to ensure students have the opportunity to Study Abroad and domestically as well as enhance Faculty Exchange opportunities.</p>	<p>Provost, Academic Deans, International Students Office</p>	<p>Identify all requirements for a Study Abroad program and generate supporting documents for ALL study abroad programs.</p> <p><b>Performance Indicator Baseline:</b> Generate supporting documents for Study Abroad and place them on the website for easy access.</p>	<p>President’s Cabinet and various bargaining units vet the documents prior to final approval and implementation</p> <p>Implement the new documents to support Global Studies/Study Abroad.</p>	<p>Investigate opportunities for students to Study Abroad and domestically.</p> <p>Enhance Faculty Exchange opportunities.</p> <p>Investigate how to increase English Language Learning (ELL) support for international and domestic students.</p>	<p>Investigate and increase awareness of opportunities for Study Abroad and domestically.</p>	<p>Revise documents if necessary.</p> <p><b>Performance Indicator Benchmark:</b> A complete Study Abroad packet housed in the Office of International Students Services.</p>

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**Academic Plan**

**Goal 2: Foster quality teaching and learning.**

**Objective 2.3: Ensure growth and excellence in Graduate Education programs through a commitment to academic excellence..**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.3.1:</b> Re-appropriate university resources to support Graduate Education programs.</p>	<p>Provost, Academic Deans, VP for Finance, VP for Advancement</p>	<p>Enhance the marketing and promotion of graduate education</p> <p><b>Performance Indicator Baseline:</b> Identification of marketing niches and resources.</p>	<p>SMSU will strive to provide sufficient academic support for our graduate students in communication, mathematics, and research methods.</p>	<p>SMSU will move towards providing our top graduate students the opportunity to work as research assistants in cutting-edge research or as teaching assistants for faculty in core undergraduate classes.</p>	<p>Move towards providing our top graduate students the opportunity to work as research assistants in cutting-edge research or as teaching assistants for faculty in core undergraduate classes.</p>	<p>Re-appropriate university resources to support Graduate programs.</p> <p><b>Performance Indicator Benchmark:</b> A robust graduate education at SMSU</p>

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Goal 2 – Objective 2.3 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 2.3.2:</b> Hire additional graduate staff to support Graduate Education programs.</p>	<p>Provost, Academic Deans, VP for Finance</p>	<p>No action taken</p> <p><b>Performance Indicator Baseline:</b> Appropriately credentialed graduate faculty</p>	<p>Review job descriptions and repurpose the work of the Director of the School of Graduate Studies</p>	<p>Move forward on the actions that were in place from last year.</p>	<p>Investigate opportunities to increase graduate enrollment that may lead to additional Graduate Program personnel support.</p>	<p><b>Performance Indicator Benchmark:</b> SMSU will have sufficient faculty with the proper credentials to maintain high standards in our graduate programs</p>

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**Academic Plan**

**Goal 3: Foster a campus-wide culture of assessment for student learning.**

**Objective 3.1: Formalize a campus-wide Assessment Plan.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.1:</b> Assure that faculty, students, and staff have articulated understanding of the Assessment Plan by integrating the Assessment Plan into the Academic Plan.</p>	<p>Provost, Deans, Committee on Institutional Assessment, Assessment Academy Team, Faculty</p>	<p>Craft the integrated elements into the Academic Plan</p> <p><b>Performance Indicator Baseline:</b> Generate and vet the Assessment Plan.</p>	<p>Generate the Assessment Plan, vet it with faculty, and continue implementation.</p> <p>Prepare for HLC Focused Visit</p>	<p>Prepare for the HLC Comprehensive Review and the Focused Visit</p> <p>Showcase a full Assessment Cycle.</p> <p>Showcase graduate program assessment, especially in the MBA program</p>	<p>Continue the assessment project through the Assessment Academy to address the assessment concerns listed in the Higher Learning Commission (HLC) report, especially the Graduate Programs.</p> <p>Continue assessing various aspects of the Liberal Education Program</p>	<p>Integrate the Assessment Plan fully into the Academic Plan.</p> <p><b>Performance Indicator Benchmark:</b> A Culture of Assessment is fully established and all faculty have an articulated understanding of the Assessment Plan.</p>

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Academic Plan

Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.2:</b> Initiate an assessment project through the Assessment Academy to address the assessment concerns listed in the Higher Learning Commission (HLC) report.</p>	<p>Provost, Deans, Committee on Institutional Assessment, Assessment Academy Team, Faculty, and Staff</p>	<p>Create a work plan that will outline assessment concerns stated by the HLC.</p> <p><b>Performance Indicator Baseline:</b> Concerns will be outlined and incorporated in the work of the CIA and the Assessment Academy Team.</p>	<p>Revisit the outline and begin to implement the actions to offset the concerns.</p>	<p>Show progress on the concerns and have sufficient evidence that indicate the concerns are met or being met.</p> <p>Showcase progress at the Focused and Comprehensive Visits.</p>	<p>Continue the assessment project through the Assessment Academy to address the assessment concerns listed in the Higher Learning Commission (HLC) report, especially the Graduate Programs and completing the Assessment Plan.</p>	<p>Continuous progress.</p> <p><b>Performance Indicator Benchmark:</b> All the concerns stated by the HLC have been remedied.</p>

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Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.3:</b> Establish communication pathways among the Committee on Institutional Assessment (CIA), Liberal Education Committee (LEC), academic departments, and student affairs.</p>	<p>Provost, Deans, Committee on Institutional Assessment, Liberal Education Committee, Faculty, and Staff</p>	<p>Establish joint members on the CIA and the LEP to act as liaisons.</p> <p><b>Performance Indicator Baseline:</b> Communication pathways are developed.</p>	<p>Review goals of both committees and determine shared interests.</p> <p>Make sure there are opportunities for both committees to share with the Faculty Assembly.</p>	<p>Review goals and determine mutual goals and reciprocity.</p> <p>Convene the leaders of the committees to discuss and codify common understandings</p> <p>Make sure both committees have opportunities to present at Assessment Days or Professional Development Days.</p>	<p>Make sure both committees have opportunities to present at Assessment Days or Professional Development Days.</p>	<p>Continuous progress</p> <p><b>Performance Indicator Benchmark:</b> Communication pathways are established and are part of the rituals and routines of both committees.</p>

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Academic Plan

Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.4:</b> Develop Program Assessment Plans that effectively measure programmatic goals and student learning outcomes in order to make assessment data easily accessible to colleges, departments, and the campus community.</p>	<p>Provost, Committee on Institutional Assessment, Assessment Academy Team, Deans, Chairs, and Faculty</p>	<p>Started this process by developing the Assessment Matrix so that each department can develop their Program Outcomes to align with LEP Student Learning Outcomes.</p> <p><b>Performance Indicator Baseline:</b> Establish the specific practices, processes, and procedures in order to create an Assessment Plan.</p>	<p>Review the assessment matrices from each department and then determine where the gaps are.</p> <p>Review the Ad-hoc Assessment (Aha) Team reports to determine if the gaps are captured across the general education program.</p>	<p>Complete the full Assessment Cycle and prepare for the HLC Comprehensive Review and Focused Visit.</p> <p>Work with programs and provide them feedback on their gap areas so that they can determine if the programs need to incorporate Student Learning Outcomes into their program so that students would get a full complement of the Liberal Education Program.</p>	<p>Revisit the first year LEP data survey and the senior year LEP data survey determine growth in the LEP student learning outcomes.</p>	<p>Continuous progress.</p> <p><b>Performance Indicator Benchmark:</b> A Culture of Assessment is fully established and all faculty have an articulated understanding of the Assessment Plan.</p>

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Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.5:</b> Submit a self-study that in part discusses the results generated and implemented changes when following the Program Assessment Plan.</p>	<p>Provost Committee on Institutional Assessment (CIA) Assessment Academy Team Deans</p>	<p><b>Performance Indicator Baseline:</b> Establish a set of guidelines for the self-study that aligns with the existing self-study process and captures the needs of HLC.</p>	<p>Create a set of guidelines for the self-study.  Make sure these guidelines account for the concerns outlined in the HLC report align with HLC’s assessment standard.</p>	<p>Follow through on the recommendations outlined in the self study.  Share the self-study Recommendations during the Focused Visit.</p>	<p>Follow through on the recommendations outlined in the self study.</p>	<p>Follow through on the recommendations outlined in the self study.  <b>Performance Indicator Benchmark:</b> Completed the self study and implemented the recommendations.</p>

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Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.6:</b> Write Program Reviews on a 5-year cycle that includes curriculum review, assessment results, student input, institutional programs annual data on degree completion, program demographics, retention statistics, and student’s reasons for leaving (if known), etc.</p>	<p>Provost, CIA, Assessment Academy Team, and Deans</p>	<p>Create a chart of upcoming program reviews.</p> <p><b>Performance Indicator Baseline:</b> Assess the current review cycle and establish a cycle in which all programs will go through the revised Program Review within the next 5 years.</p>	<p>Review the current Program Review cycle and determine a new cycle that will have all programs reviewed with the new format within the next 5 years.</p>	<p>Revised the Program Review guidelines to incorporate curriculum review, assessment results, student input, institutional programs annual data on degree completion, program demographics, retention statistics, and student’s reasons for leaving (if known), etc.</p>	<p>Review programs.</p>	<p>Review programs.</p> <p><b>Performance Indicator Benchmark:</b> The self-study process has been revised and all programs have been reviewed under the new guidelines.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Academic Plan

Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 3.1.7:</b> Establish capstone experiences that assess and demonstrate the quality of student learning specific to the discipline.</p>	<p>Provost, Deans, Chairs, Faculty, LEP Committee</p>	<p>No actions were taken.</p> <p><b>Performance Indicator Baseline:</b> Establish the capstone and guidelines for assessment of capstone.</p>	<p>Review current capstone procedures and determine the need for modification.</p> <p>Establish the capstone procedures and the assessment guidelines.</p>	<p>Review the Liberal Education Plan with an emphasis on capstone experiences, internships, civic engagement, clinical experiences, and practicums that assess and demonstrate the quality of student.</p>	<p>Implement the capstone procedures.</p>	<p>Implement the capstone procedures.</p> <p><b>Performance Indicator Benchmark:</b> All programs have implemented the revised capstone procedure and its corresponding assessment guidelines.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Academic Plan

Goal 3- 3.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 3.1.8:</b> Establish a process to review the entire Liberal Education Program (LEP).	Liberal Education Committee, Deans, Faculty	No actions were taken.  <b>Performance Indicator Baseline:</b> Conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) of current Liberal Education Program.	Conduct the SWOT Analysis to gather information about the viability of the LEP.  Use the SWOT to begin to review and revise the Liberal Education Program.	Review the Liberal Education Plan with an emphasis on capstone experiences, internships, civic engagement, clinical experiences, and practicums that assess and demonstrate the quality of student learning specific to the discipline.	Continuous progress.	Continuous progress.  <b>Performance Indicator Benchmark:</b> The Liberal Education Plan is reviewed and revised.

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Academic Plan

**Goal 4: Maintain, revise, and implement a plan to grow and sustain quality on-campus and distance learning degrees/certificates and Graduate Education that includes a process for proposing, considering, and deciding which academic initiatives will move forward.**

**Objective 4.1: Create a comprehensive approach to growing extended learning opportunities.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 4.1.1:</b> Coordinate distance learning opportunities through the Office of Extended Learning and Academic Outreach (ELAO).</p>	<p>Provost, Deans, CIO, Director of Extended Learning, Chairs, Faculty</p>	<p>No actions were taken.</p> <p><b>Performance Indicator Baseline:</b> Outline a series of steps and checkpoints that will enable the Office of ELAO to accomplish the tactics listed.</p>	<p><b>Tactic 4.1.1.1:</b> Work with faculty to consider the essential components of sustaining and growing the campus enrollments through a variety of delivery methods, pathways, and articulation agreements.</p>	<p><b>Tactic 4.1.1.2:</b> Respond quickly and flexibly to opportunities, career trends, societal needs, based on national and regional research.</p> <p>Solicit feedback from faculty about growing enrollment through various extended learning pathways.</p>	<p><b>Tactic 4.1.1.3:</b> Work within the regional community to assist in the development of quality course offerings to meet the educational needs of businesses and schools.</p> <p>Secure grants from the McKnight Foundation and the Southwest Initiative Foundation to implement Teacher Preparation Partnership with Minnesota West and Worthington.</p>	<p><b>Tactic 4.1.1.4:</b> Sponsor annual campus events for the university’s and community/technical colleges’ faculty and administration to meet and discuss educational needs and opportunities for students.</p> <p><b>Performance Indicator Benchmark:</b> All tactics are completed and a robust distance learning opportunities have been established.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Academic Plan

**Goal 5: Support academic programs and create a dedicated revenue stream to help promote new academic initiatives, improve existing programming, and/or to off-set upper-division, low-enrolled courses**

**Objective 5.1: Evaluate budgeting process to ensure excellence at the lower and upper division and graduate levels.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 5.1.1:</b> Ensure the integrity of the liberal arts and professional degree programs and have money to invest in new initiatives.</p>	<p>President Provost, Academic Deans, VP for Finance, VP for Advancement, Faculty</p>	<p><b>Performance Indicator Baseline:</b> Review the current investment in the Liberal Education Program to determine the baseline.</p>	<p>Review the budgeting process to determine the current investment in the Liberal Education Program.</p> <p>Use the same metric to determine this year’s baseline to identify the trend from the last 3-5 years.</p>	<p>Identify with the faculty what they deem as integrity-based investments</p> <p>Monitor how the investments in the LEP is aligned with the integrity-based initiatives outlined by the faculty.</p>	<p>Determine how these integrity-based investments have made a difference in the LEP.</p>	<p>Continuous progress.</p> <p><b>Performance Indicator Benchmark:</b> There has been a noted increase in the investment in the Liberal Education Program.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Academic Plan

Goal 5 – Objective 5.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 5.1.2:</b> Review allocation formulas determine if profits made from online courses, summer school, and College Now can be allocated, after expenses, to the academic program to help off-set upper-division, low-enrolled courses.</p>	<p>The Cabinet, specifically the Chief Financial Officer (CFO)</p>	<p><b>Performance Indicator Baseline:</b> Review existing allocation formulas.</p>	<p>Review the new System allocation formulas and provide feedback to the System.</p> <p>Determine how the new allocations will affect SMSU.</p> <p>Review how revenues are distributed.</p> <p>Review budget process to determine how best to re-invest in degree programs.</p>	<p>Determine the feasibility of an allocations that will allow for revenue-generating programs to receive proportional proceeds.</p>	<p>If feasible, implement the revised allocation model.</p> <p>Monitor the effects of this model on other non-revenue generating units throughout the university.</p>	<p>Monitor the effects of this allocation model on the programs receiving the proportional proceeds.</p> <p><b>Performance Indicator Benchmark:</b> Revenue-generating programs are provided incentives to enrich the programs. This reallocation has limited effects on other university units.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Academic Plan

Goal 5 – Objective 5.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 5.1.3:</b> Determine a clear and transparent process for what constitutes <i>academic distinctiveness</i> and <i>signature programs</i>; the implication of these designations should be made clear and transparent.</p>	<p>Provost, Academic Deans, Chairs, Faculty, LEP Committee, Curriculum Committee</p>	<p>No actions were taken.</p> <p><b>Performance Indicator Baseline:</b> Define <i>signature programs</i> and the criteria for <i>academic distinctiveness</i>.</p>	<p>Investigate our sister institutions to determine if they have existing definitions for <i>academic distinctiveness</i> and <i>signature programs</i>.</p> <p>Conduct focus groups to determine a campus-based definition.</p>	<p>Due to Academic Prioritization and program reviews, no actions were taken to focus on this strategic initiative.</p>	<p>Determine a clear and transparent process for what constitutes <i>academic distinctiveness</i> and <i>signature programs</i>; the implication of these designations should be made clear and transparent.</p> <p>Create criteria for academic distinctiveness.</p> <p>Create an application for programs that what to be recognize as a <i>signature program</i>.</p>	<p>Vet the feedback from the various research and define the terms of <i>academic distinctiveness</i> and <i>signature programs</i>.</p> <p><b>Performance Indicator Benchmark:</b> <i>Signature programs</i> have been identified that aligns with SMSU’s criteria for <i>academic distinctiveness</i>.</p>

## Diversity Plan

**Goal 1: Create a campus and community climate that embraces differences and inclusiveness. Define diversity within the context of underrepresented populations; protected classes; lesbian, gay, bisexual, transgender, questioning, ally (LGBTQA); disability; gender; religion; and veteran status**

**Objective 1.1: Recruit additional diverse faculty and staff.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
1.1.1: Increase diversity among faculty and staff.	<p>Campus Diversity Officer (CDO)</p> <p>Chief Human Resources Officer (CHRO)</p> <p>Bargaining Units</p> <p>Student Association</p> <p>Search Committee Members</p>	<p><b>Performance Indicator Baseline:</b></p> <p>47 Current faculty, staff and administrators are from diverse backgrounds.</p>	<p>Develop a hiring plan for diverse and underrepresented faculty, staff and administrators.</p> <p>Identify and recruit from sufficiently diverse applicant pools. (this tactic continues through all years)</p> <p>Provide orientation prior to each search focusing on diverse and underrepresented hiring goals. (This tactic continues through all years.)</p>	<p>Implement a hiring plan for diverse and underrepresented faculty, staff and administrators.</p> <p>Identify and recruit from sufficiently diverse applicant pools. (this tactic continues through all years)</p>	<p>Develop exchange programs for all but dissertation (ABD) and other faculty from Historically Black Colleges and Universities (HBCU), Latino and Tribal colleges and universities).</p> <p>Continue work on the exchange programs.</p>	<p>Increase diversity among faculty and staff: Assess the progress of the current plans, programs, orientations, and goals in order to determine the changes necessary for success.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Increase the number of faculty, staff and administrators that are from diverse backgrounds to 57.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Diversity Plan**

**Goal 1- Objective 1.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.1.2:</b> Create plans for recruiting and hiring diverse/ underrepresented faculty, staff and administration.</p>	<p>Chief Human Relations Officer (CHRO) Campus Diversity Officer (CDO) Bargaining Units Student Association</p>	<p>Inform and encourage administration and hiring supervisors to utilize the Talent Management resources available.</p> <p><b>Performance Indicator Baseline:</b></p> <p>No plan in place.</p>	<p>Create the Hiring Plan for recruiting and hiring diverse/ underrepresented faculty, staff and administration.</p> <p>Make initial contact with alumni of color to aid in the recruitment and retention of faculty and staff of color.</p>	<p>Continue to connect with alumni of color to aid in the recruitment and retention of faculty and staff of color.</p>	<p>Continue to connect with alumni of color to aid in the recruitment and retention of faculty and staff of color.</p>	<p>Assess the hiring plan for underrepresented groups</p> <p>Create salary competitiveness for underrepresented groups.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Plan completed, assessed and updated as necessary.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Goal 1- Objective 1.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.1.3:</b> Create a campus climate that understands that a more diverse faculty, staff, and administration on campus is key to our recruitment and retention efforts.</p>	<p>Chief Human Resource Officer</p> <p>Campus Diversity Officer</p> <p>Bargaining Units</p> <p>Student Association</p> <p>Institutional Research</p> <p>Administration</p>	<p>Establish the goals and objectives of the Campus Diversity Officer</p> <p><b>Performance Indicator Baseline:</b> Campus Diversity Officer (CDO) is established. The Diversity Plan and the Diversity Committee is led by the CDO.</p>	<p>Provide <i>Safe Space</i> training.</p> <p>Identify a campus climate survey.</p> <p>Administer the climate survey.</p> <p>Review the campus climate survey results.</p>	<p>Modify and re-administer the Climate/Culture Campus Self-Assessment. Continue to determine professional development and programming opportunities.</p> <p>Provide training and programming around the findings of the campus climate survey.</p>	<p>Pilot the Minnesota State Campus Climate Study and provide training and programming around the findings of the campus climate survey</p>	<p>Re-administer the campus climate survey.</p> <p>Celebrate changes that have occurred.</p> <p>Assess the campus climate survey and make changes as necessary.</p> <p><b>Performance Indicator Benchmark:</b> Diversity Plan is fully implemented</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Objective 1.2: Recruit a more diverse and inclusive student body.

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
1.2.1: Identify and recruit from sufficiently diverse applicant pools.	Executive Director for Enrollment Management and Student Success  Campus Diversity Officer  Office of Diversity and Inclusion	Increase the diversity of Admission Office staff so that applicants can recognize affinity. (Continues through all years as positions become available)  Develop and identify affinity groups. (Continues all years.)  <b>Performance Indicator Baseline:</b> 271 students of color enrolled at the university at the beginning of the 2015 – 2016 school year.	Develop a recruitment plan for students from diverse backgrounds.  Develop international and domestic students of color alumni connections.  Review and potentially increase scholarships for diverse students.  Increase presence of student diversity clubs and organizations at recruitment events, registration, and orientation days.	Implement a recruitment plan for students from diverse backgrounds.  Increase academic offerings that will appeal to diverse student populations.  Create employment opportunities for international students and diverse student populations.	Develop, offer and advertise International and Diversity Living and Learning Community options at recruitment events, registrations, and orientation days.	Continue to investigate International and Diversity Living and Learning Community.  <b>Performance Indicator Benchmark:</b> 357 students of color enrolled at the university at the beginning of 2019 – 2020 school year.

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Objective 1.3: Retain diverse staff and faculty.

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.3.1:</b> Create a campus climate conducive to retention of diverse/ underrepresented faculty, staff, and administrators.</p>	<p>Chief Human Relations Officer</p> <p>Bargaining Units Administration</p> <p>Campus Diversity Officer</p>	<p>No actions were taken.</p> <p><b>Performance Indicator Baseline:</b> Limited diversity hiring practices and policies are in place</p>	<p>Create an assessment/ evaluation tool to determine why diverse faculty and staff are staying or leaving the institution.</p> <p>Assess and evaluate why diverse faculty and staff are staying or leaving the institution.</p> <p>Begin a review process of current policies to ensure they are diverse and inclusive.</p>	<p>Identify the problems and develop programs, plans, policies to retain diverse and underrepresented faculty and staff.</p> <p>Begin the implementation of the programs, plans, policies (if possible).</p>	<p>Begin the implementation of the programs, plans and/or policies.</p>	<p>Continue the implementation of the Programs, plans and/or policies.</p> <p>Assess the programs, plans and policies and make changes as appropriate.</p> <p><b>Performance Indicator Benchmark:</b> Diversity hiring practices and policies are in place.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Objective 1.4: Retain diverse students

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.4.1:</b> Create a campus climate conducive to retention of diverse/ underrepresented students.</p>	<p>Campus Diversity Officer</p> <p>Student Affairs</p> <p>Bargaining Units</p> <p>President’s Office</p> <p>Associate Vice President of Student Affairs</p>	<p>Investigate existing practices and policies to determine gaps in processes and procedures.</p> <p><b>Performance Indicator Baseline:</b> Limited diversity recruitment and retention practices and policies are in place.</p>	<p>Begin a review process of current policies to ensure they are diverse and inclusive.</p> <p>Create an assessment/ evaluation tool to determine why diverse students are staying or leaving the institution.</p> <p>Assess and evaluate why diverse students are staying or leaving the institution.</p>	<p>Identify the problems and develop programs, plans, policies to retain diverse and underrepresented students.</p> <p>Begin the implementation of the programs, plans, policies (if possible).</p>	<p>Utilize the Minnesota State Pilot Campus Climate Study assessment/evaluation to determine why diverse students are staying or leaving the institution.</p>	<p>Evaluate the Campus Climate Survey results and provide training and programming around the results.</p> <p>Assess the programs, plans and policies and make changes as appropriate.</p> <p><b>Performance Indicator Benchmark:</b> Diversity recruitment and retention practices and policies are in place.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Diversity Plan**

**Objective 1.5:** Implement antiracism, safe space/ally and cultural competency training and programming

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.5.1:</b> Identify how the university will become a more diverse and inclusive campus.</p>	<p>Campus Diversity Officer Provost Associate Vice President for Student Affairs Bargaining Units Student Association</p>	<p>Complete Southwest Minnesota State University Diversity Plan.  Submit Plan to MnSCU by June 1<sup>st</sup>.  <b>Performance Indicator Baseline:</b> Establish a Diversity Plan</p>	<p>Develop and implement a campus climate survey on diversity and inclusion.</p>	<p>Revisit the Diversity Plan and update as necessary.</p>	<p>Continuous progress.</p>	<p>Update the Diversity Plan and submit the revised plan to MnSCU.  <b>Performance Indicator Benchmark:</b> Complete all elements of the Diversity Plan</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Goal 1 - Objective 1.5 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.5.2:</b> Conduct antiracism and cultural competency training to engage the campus community, Marshall Community, and the regional service area.</p>	<p>Campus Diversity Officer</p> <p>Academic Deans</p> <p>Provost</p> <p>Associate Vice President for Student Affairs</p> <p>Bargaining Units</p> <p>Student Association</p>	<p>Identify local partnerships with schools, businesses, government, non-profit, civic and faith groups to make the university and community more inclusive (time permitting).</p> <p><b>Performance Indicator Baseline:</b> Establish a list of local collaborative partners.</p>	<p>Schedule Anti-Bullying, Anti-Racism and Cultural Competency workshops and other diversity initiatives.</p> <p>Continue to identify local partnerships.</p> <p>Identify financial resources needed.</p> <p>Identify and evaluate consultants.</p>	<p>Conduct Anti-Bullying, Anti-Racism, and Cultural Competency workshops and other diversity initiatives during Professional Development Day.</p>	<p>Conduct Anti-Bullying, Anti-Racism, and Cultural Competency workshops and other diversity initiatives</p>	<p>Assess the work and make changes as appropriate.</p> <p><b>Performance Indicator Benchmark:</b> Anti-Bullying, Anti-Racism, and Cultural Competency professional development is conducted. Campus climate survey shows progress in key areas.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Goal 1 – Objective 1.5 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.5.3:</b> Provide diversity and inclusion awareness training for 100% of new faculty, staff, students, and administration.</p>	<p>Campus Diversity Officer (CDO)</p> <p>Chief Human Resource Officer (CHRO)</p> <p>Student Affairs</p> <p>Bargaining Units</p> <p>Student Association</p>	<p><b>Performance Indicator Baseline:</b> 0% of new faculty, staff and students have received this training.</p>	<p>Develop Diversity and Inclusion awareness training for new faculty, staff, students and administration.</p> <p>Provide <i>Safe Space</i> training.</p>	<p>Implement Diversity and Inclusion awareness training for new faculty, staff, students and administration.</p>	<p>Provide <i>Safe Space</i> training as well as provide diversity and inclusion awareness training for new faculty, staff, students, and administration.</p>	<p>Assess the diversity training and revise the training as appropriate.</p> <p><b>Performance Indicator Benchmark:</b> 100% of new faculty, staff and students have received this training.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Diversity Plan

Goal 1 – Objective 1.5 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.5.4:</b> Provide diversity and inclusion awareness training for 100% of current faculty, staff, students, and administration.</p>	<p>Campus Diversity Officer (CDO)</p> <p>Chief Human Resource Officer (CHRO)</p> <p>Student Affairs</p> <p>Bargaining Units</p> <p>Student Association</p>	<p><b>Performance Indicator</b>  <b>Baseline:</b>                      0% of current faculty, staff and students have received this training.</p>	<p>Develop Diversity and Inclusion awareness training for all faculty, staff, students and administration.</p>	<p>Implement Diversity and Inclusion awareness training for all faculty, staff, students and administration.</p>	<p>Continue the training process.</p>	<p>Assess the training and revise the training as appropriate.</p> <p><b>Performance Indicator</b>  <b>Benchmark:</b>                      100% of current faculty, staff and students have received this training.</p>

## Enrollment Management

### Goal 1: Increase comprehensive enrollment

#### Objective 1.1: Increase new students in enrollment

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 1.1.1:</b> Increase enrollment of first-time, full-time (FTFT) students.	Executive Director for Enrollment Management and Student Success	Hired VP EMSS.	SEM Committee evaluate and guide recruitment of FTFT.	SEM Committee meets	Actions guided and developed by the VP EMSS and the SEM Committee	<b>1.1.1:</b> Increase enrollment of new first-year students.  <b>Performance Indicator Benchmark:</b> Increase to 600 FTFT students by 2019-20
	Vice President for Finance & Administration	Reported enrollment numbers to Cabinet.	Assess profile of FTFT students.	Identify resources to enhance strategically identify recruitment efforts	Continuous progress	
	Strategic Enrollment Management (SEM) Committee	Evaluated academic scholarship program.	Assess, develop and prioritize recruitment strategies.	Strategically expand academic offerings to align with FTFT recruitment strategies		
	Admissions Office	SEM Committee met.		Continuous progress		
	Academic Affairs	<b>Performance Indicator Baseline:</b> Number of FTFT students enrolled Fall of 2016	Assess the expansion of academic programs.			
	Student Affairs					
	Athletics					
	Advancement Office					
	Communications & Marketing					

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Goal 1 – Objective 1.1 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 1.1.2:</b> Increase enrollment of transfer students.	Executive Director for Enrollment Management & Student Success	Hired Transfer Specialist.	SEM Committee evaluate and guide recruitment of transfers.	Evaluate staffing and function of Transfer Student Services.	Actions guided and developed by the VP EMSS and the SEM Committee	Restructure the Admissions Office through relocation and the hiring of new Executive Director of Admissions
	Strategic Enrollment Management (SEM) Committee	Reported enrollment numbers to Cabinet.	Assess profile of transfer students.	Align Transfers Student Services to serve better prospective, admitted, and enrolled students.	Continue progress	<b>Performance Indicator Benchmark:</b> Increase transfer students by 3% by 2019-20.
	Vice President for Finance & Administration	Evaluated academic scholarship program.	Assess, develop, and prioritize transfer recruitment strategies	Strategically expand academic offerings to align with transfer recruitment.		
	Admissions Office	Develop and grow strong/new partnerships with community colleges.	Assess and enhance Transfer Student Services and registration programming.			
	Transfer Specialist					
	Transfer Student Services					
	Office of Extended Learning					
	Campus Diversity Officer (CDO)					
	Athletics					
	Communications & Marketing					
		<b>Performance Indicator Baseline:</b> Number of transfer students enrolled fall of 2016.				

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Enrollment Management**

**Goal 1 – Objective 1.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 1.1.3:</b> Coordinate Transfer Student Services as Academic Programs expand (new partnerships, articulation agreements with metro area, Community Colleges, RN to BSN, etc.).	Executive Director for Enrollment Management and Student Success	Hired Transfer Specialist	SEM Committee evaluate and guide expansion and enhancement of Transfer Student Services	SEM Committee meets	Continuous progress	Continue progress       <b>Performance Indicator Benchmark:</b> Enrollment and retention numbers  NSSE Survey
	SEM Committee	SEM Committee met				
	Vice President for Finance & Administration	<b>Performance Indicator Baseline:</b> Current status of Transfer Student Services  NSSE Survey	Assess, develop and prioritize expansions of academic programs and partnerships (metro, Ag, etc.)  Evaluate staffing and operation of Transfer Student Services	Enhance campus and website visibility and functionality for Transfer Student Services  Continue progress		
	Office of Admission					
	Transfer Student Services					
	Campus Diversity Officer					
	Academic Affairs					
Student Affairs						

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Enrollment Management**

**Goal 1 – Objective 1.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 1.1.4:</b> Increase enrollment of graduate students.	Executive Director for Enrollment Management and Student Success	Expanded MBA graduate program relationship with Taiwan	SEM Committee evaluate Graduate student recruitment on- and off-campus	SEM Committee meets	Continuous progress	Continuous progress
	Dean of BEPS	Enrollment data reported to President’s Cabinet	Assess and grow the MBA graduate program relationship with Taiwan and other countries	Research and strategically expand graduate studies to meet the needs of local and regional businesses and organizations		
	SEM Committee	SEM Committee met		Continuous progress		
	Vice President for Finance & Administration	<b>Performance Indicator Baseline:</b> Number of graduate students enrolled fall of 2016				
	Office of Admission					
	Graduate Studies					
	Academic Affairs					
	Communications & Marketing					

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Enrollment Management**

**Goal 1 – Objective 1.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 1.1.5:</b> Increase enrollment of international students.	Executive Director for Enrollment Management and Student Success	SEM Committee met	SEM Committee evaluate international student recruitment and services	SEM Committee meets	Assess and improve strategies to grow international student recruitment and retention	Continuous progress
	SEM Committee	Enrollment data reported to President’s Cabinet		Implement strategies to enhance international student recruitment and retention		
	Vice President for Finance & Administration		Initiate host family/mentor program		Continuous progress	
	Admissions Office		Assess and staffing and operation of international student services	Evaluate and improve host family/mentor program		
	International Student Services	<b>Performance Indicator Baseline:</b> Number of international students enrolled fall of 2016				
	Campus Diversity Officer			Continuous progress		
	Communications & Marketing					<b>Performance Indicator Benchmark:</b> Increase to 2% international students by 2019-20

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Enrollment Management**

**Objective 1.2: Increase retention, persistence, and degree completion of students.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions	
<p><b>Strategy 1.2.1:</b> Articulate critical benchmarks for student success from point of admittance through graduation for target groups (<i>Student Success Plan</i>).</p>	Executive Director for Enrollment Management and Student Success	Began the development of a Student Success Plan	SEM Committee finalize Student Success Plan, Advising Plan (work with Academic Plan)	SEM Committee meets	Begin implementation of a student portal to improve student transition and retention.	Continue implementation of the <i>Student Success Plan</i> focusing on narrowing the opportunity gap.	
	SEM Committee	Retention and graduation rate #'s reported to President's Cabinet	Evaluate and enhance registration programming for all new students	Continue to assess and modify the Student Success and Advising Plans			
	Director of Advising Center	SEM Committee met	Evaluate co-curricular programs	Expand co-curricular programs			
	Admissions Office	<b>Performance Indicator Baseline:</b> 2015-16 retention, persistence and degree completion data	Evaluate the staffing structure and operation of the Office of Student Success	Enhance staffing and operation of Office of Student Success			
	Registrar's Office		Continuous progress	Continuous progress			
	Office of Student Success	NSSE Survey	Continuous progress	Continuous progress			Continuous progress
	Academic Affairs	Senior Survey					
	Student Affairs						
	Campus Diversity Officer						
	Athletics						
Communications & Marketing							

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Enrollment Management**

**Goal 1 - Objective 1.2 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.2.2:</b> Collaborate to fully integrate student affairs, academic affairs, alumni and the community in support of enrollment, retention, and degree completion.</p>	<p>Executive Director for Enrollment Management and Student Success</p> <p>SEM Committee</p> <p>Admissions Office</p> <p>Office of Student Success</p>	<p>SEM Committee met</p>	<p>SEM Committee evaluate EM structure and identify opportunities for efficiencies and enhancements (Generate a proposal to be presented to the President)</p>	<p>SEM Committee meets</p> <p>Begin to implement the enhancements and restructuring of EM services as proposed by the SEM Committee</p>	<p>Continuous progress</p>	<p>Continuous progress</p>
	<p>Academic Affairs</p> <p>Student Affairs</p> <p>Athletics</p> <p>Communications &amp; Marketing</p>	<p><b>Performance Indicator Baseline:</b> Current Status of integration</p> <p>2015-16 enrollment, retention and degree completion numbers</p>	<p>Integrate EM services with student and academic affairs, the community and alumni</p>	<p>Assess and improve programming and services in each identified areas to support persistence.</p> <p>Restructure the Academic Commons to accommodate this restructuring.</p>	<p><b>Performance Indicator Benchmark:</b> Meet goals set for enrollment, retention and degree completion</p>	

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Enrollment Management**

**Objective 1.3: Develop a comprehensive public relations and marketing plan to define and manage public perception and brand of the University and develop mutually beneficial relationships.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions	
<b>Strategy 1.3.1:</b> Work with the Communications and Marketing Office to develop and monitor public relations and a marketing plan.	Executive Director for Enrollment Management and Student Success	Meeting with bargaining unit leaders to share current public relations and marketing efforts	Create work group to focus on Admission, Marketing and Public Relations	Develop a comprehensive university-wide <i>Communication and Marketing Plan</i> .	Assess communications and marketing messaging and evaluate findings for fiscal year 2020 changes.	Implement communications and marketing messaging and evaluate findings for fiscal year 2020 changes.	
	SEM Committee						
	Admissions Office	Began transition to new website platform	Convert to new web content management software (CMS).	Assess and improve content management, functionality, navigation, recruitment, and retention strategies through University’s website.			
	Office of Student Success						
	Campus Diversity Officer	<b>Performance Indicator Baseline:</b> Current enrollment, retention and degree completion numbers	SEM Committee collaborate with Admission, Marketing and Public Relations to assess University brand and marketing strategies.				
	Communications & Marketing						
	VP Advancement						
	Chief Information Officer (CIO)						
Web Services							<b>Performance Indicator Benchmark:</b> Meet goals set for enrollment, retention and degree completion

## Institutional Capacity and Effectiveness

**Goal 1: Foster an institutional culture that supports students and employees.**

**Objective 1.1: Provide employee development to meet the University’s current and future needs**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.1.1:</b> Expand current employee orientation process to an on-boarding program to orient new employees to the University and region.</p>	<p>Human Resources (HR)</p> <p>Deans</p> <p>Department Chairpersons</p> <p>Supervisors</p> <p>Provost</p>	<p>Review current orientation sessions with new faculty.</p> <p>Change this process to a first year experience on-boarding process</p> <p><b>Performance Indicator Baseline:</b></p> <p>Codify existing orientation process.</p>	<p>Develop a mentorship program for new faculty and staff on campus with timelines for engagement and that can be assessed.</p> <p>Assign a faculty member as a mentor to a new faculty member. 3. The faculty mentor may include the mentorship in a Professional Development Plan. Assign new staff a mentor from within the experienced staff on campus.</p>	<p>On-boarding assessment continues. On-boarding includes cultural competency, ITS services, on-line parking permits, and awareness of Faculty Handbook.</p> <p><b>Performance Indicator Baseline:</b></p> <p>On-boarding begins August 2016. May 2017 new employees surveyed to assess strength and weaknesses of on-boarding.</p>	<p>Review the assessment results of on-boarding process to determine what needs to be done this year for on-boarding of new faculty and staff.</p> <p>Check with mentors to determine if they need some sort of professional development updates.</p>	<p>Systematize the current mentorship and onboarding programs for new faculty and staff.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Assessment will demonstrate on-boarding process growth and improvement since 2016.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Goal 1: Foster an institutional culture that supports students and employees.**

**Objective 1.1.2: Provide employee development to meet the University’s current and future needs.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.1.2:</b> Create an environment that supports training and professional development needs of non-faculty employees.</p>	<p>Human Resources (HR) Supervisors Peers</p>	<p>Review the professional development offerings for faculty and staff.</p> <p>Align faculty and staff development options with strategic initiatives.</p> <p><b>Performance Indicator Baseline:</b> Assess the variety of professional development options and inventory the activities that are in place.</p>	<p>Assign new staff a mentor from within the experienced staff on campus.</p> <p>Develop a mentorship program for new faculty and staff on campus with timelines for engagement and that can be assessed.</p> <p><b>Performance Indicator Baseline:</b> May 2017 new employees surveyed to assess strength and weaknesses of on-boarding</p>	<p>Continuous progress.</p> <p><b>Performance Indicator Baseline:</b> Redesign of Performance Management Program completed 12/2017. Assess mentoring program for effectiveness and improvements May 2018.</p>	<p>Create integrated professional development that focuses on equity, diversity, and inclusion for all employees</p>	<p>Implement integrated professional development that focuses on equity, diversity, and inclusion for all employees</p> <p><b>Performance Indicator Benchmark:</b> Assessment demonstrates effectiveness and improvements since 2016.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Objective 1.1.3:**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.1.3:</b> Ensure continuity of leadership across the institution.</p>	<p>Human Resources (HR) President Provost Chief Finance Officer (CFO)</p>	<p>Investigate Succession Planning procedures and practices.</p> <p><b>Performance Indicator Baseline:</b></p> <p>Form Succession Management Work Group to manage and orchestrate the process.</p>	<p>Develop a succession plan for key leadership positions.</p>	<p>Continue development of a succession plan for key leadership positions.</p> <p>Provide leadership development forums for faculty with high school degrees, bachelor’s degrees, and master’s degrees.</p> <p>Start campus discussion on Succession Plan practices.</p>	<p>Update all position descriptions.</p> <p>Create a log of responsibilities and practices for each critical positions for ease of transition and succession.</p> <p>Focus on performance management to assist those who are under performing</p>	<p>Continue process of developing a Succession Plan for key leadership positions with a focus on leadership development.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Succession Plan developed by SMSU and Minnesota State by June 2019.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Objective: 1.2 Strengthen overall engagement of employees..**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<b>Strategy 1.2.1:</b> Develop meaningful professional relationships on campus.	Human Resources Deans Department Chairpersons Supervisors Provost	Determine the campus professional development needs.          <b>Performance Indicator Baseline:</b> Faculty and staff are assigned mentors to assist them as they navigate the campus environment	Develop a mentorship program for new faculty and staff on campus with timelines for engagement and that can be assessed.  Assign a faculty member as a mentor to a new faculty member. The faculty mentor may include the mentorship in a Professional Development Plan.  Assign new staff a mentor from within the experienced staff on campus.	Assess the outcomes of the mentorship programs.  Deans will assess based on faculty development reports.  Supervisors will assess based on annual performance evaluations.	Determine how to enhance the mentorship program based on the assessment.	Investigate the sustainability of the mentorship program to determine if annual practices are in place to replicate the program with new faculty and staff each year.       <b>Performance Indicator Benchmark:</b> Continuous collection of assessments.

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Institutional Capacity and Effectiveness

Goal 1 - Objective: 1.2 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.2.2:</b> Enhance and promote information understanding in the campus community.</p>	<p>Deans Human Resources</p>	<p>Determine what are the mechanisms to distribute information updates, continuous progress training, and mandatory compliance workshops.</p> <p><b>Performance Indicator Baseline:</b> Collect information on the types of trainings and professional developments that are required of staff and faculty.</p>	<p>Develop workshops for new academic Department Chairpersons, new Staff Supervisors, new Directors and new academic Program Coordinators that utilize the expertise and guidance of experienced Chairpersons, Staff Supervisors, Directors, and Coordinators.</p> <p>Create an assessment tool to measure the strengths and weaknesses of the workshops.</p> <p>Encourage faculty and staff to be engaged with a University, City of Marshall or other local communities.</p>	<p>Survey participants for strength and weakness of workshops.</p> <p>Review the City of Marshall and community engagement opportunities compiled by Chamber of Commerce.</p>	<p>Provide additional workshops based on the results of the survey.</p>	<p>Determine if faculty and staff have engaged in appropriate activities in order to maintain continuous progress in their current employment role.</p> <p><b>Performance Indicator Benchmark:</b> Increased informational awareness and work-based currency of faculty and staff.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Goal 1- Objective: 1.2 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.2.3:</b> Promote employee work-life balance and wellness by developing an overall wellness program that includes nutrition and exercise and develop programs and workshops that enhance the work-life balance of the campus community.</p>	<p>Employees associated with Healthy56258</p> <p>Physical Plant</p> <p>SMSU Counseling Services</p> <p>Human Resources</p> <p>Office of Diversity and Inclusion</p> <p>Vice President for Finance and Administration</p>	<p>Establish a Health and Wellness Work Group and an external Advisory Council.</p> <p><b>Performance Indicator Baseline:</b> Investigate and codify existing campus-based health and wellness activities that are available for faculty and staff.</p>	<p>Work with Healthy56258 in Marshall to develop a plan that may include exploring insurance coverage for fitness, food choice options in food service areas.</p> <p>Coordinate suggested initiatives with the Healthy56258.</p> <p>Redesign and create mileage marks for the internal/hallway walking paths on campus.</p> <p>Create more awareness for mental health services and promote stress management.</p>	<p>Create a designated fitness area for students and another fitness area for administration, faculty and staff.</p> <p>Participate in and review the SMSU/Marshall/Region economic impact study conducted every five years by the Minnesota State System.</p> <p>Design and administer an economic impact study on the SMSU faculty, staff and students that offer volunteer hours, unpaid internships or other types of support to the Marshall community and the region.</p>	<p>Create more awareness of the services available through the Employee Awareness Program (EAP).</p> <p>Explore partnerships with off campus fitness facilities, such as the YMCA, that mutually benefit the students of SMSU and the perspective partners.</p> <p>Work with the Statewide Health Improvement Plan for networking and collaborations for resources.</p> <p>Utilize the SMSU’s pool in more ways.</p>	<p>Offer employee mental health screening.</p> <p>Provide more veteran’s awareness and support services in addition to <i>Beyond the Yellow Ribbon</i>.</p> <p><b>Performance Indicator Benchmark:</b> Evidence of actions starting 2016 through 2020.</p> <p>Hallways marked.</p> <p>A five year economic impact statement.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Objective: 1.3 Celebrate and champion the achievements of employees.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.3.1:</b> Create and sustain a culture of employee recognition.</p>	<p>Human Resources President Provost Deans Chairs Supervisors Office of Advancement Communications and Marketing</p>	<p>Collect annual awards and recognition events information to determine types of employee recognitions.</p> <p><b>Performance Indicator Baseline:</b> Review completed by December 2016.</p>	<p>Review the current annual recognition program for faculty and staff.</p>	<p>Continue the recognition event and improve on the process.</p>	<p>Create training for supervisors on how to encourage and recognize employee achievements.</p>	<p>Continue the supervisor training and improve on the process.</p> <p><b>Performance Indicator Benchmark:</b> Evidence of improvement since 2016.</p>

**Institutional Capacity and Effectiveness**

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Goal 1 - Objective: 1.3 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.3.2:</b> Develop and implement a communication plan that celebrates the accomplishments of faculty and staff to internal and external audiences.</p>	<p>Communications and Marketing</p> <p>Department Chairpersons</p> <p>Deans</p> <p>Faculty Association</p>	<p>Review communication plans from other Minnesota State universities.</p> <p><b>Performance Indicator Baseline:</b> Establish communication and marketing needs that will formulate the foundation of the plan.</p>	<p>Develop a stronger mechanism for reporting information to the Communications and Marketing Office and in cooperation with other communication and media venues. Faculty must self-report to the Communications and Marketing Office.</p> <p>Create a campus culture of “it’s not bragging” but justifiable news of achievements.</p>	<p>Send information to alumni magazines of faculty and staff.</p> <p>Send information on faculty and staff to selected newspapers.</p> <p>Highlight faculty tenure and promotions to the individual’s alumni organizations.</p> <p>Create communication and marketing plan.</p>	<p>Increased Reporting of worthy events that should be promoted.</p> <p>Dean of ALS will continue to promote <i>New Works</i>.</p> <p>Implement communication and marketing plan.</p> <p>Enhance and maintain department web pages to be current and interesting.</p>	<p>Highlight faculty tenure and promotions on campus.</p> <p>Utilize new media services for setting standards, vetting and branding of videos and the “face of the university.”</p> <p>Partner with Communication Studies/Digital Media to create “Southwest Stories.”</p> <p><b>Performance Indicator Benchmark:</b> Measurable evidence of increased reporting since 2016.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Objective: 1.4: Sustain and enhance research and scholarship work by faculty and staff..**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.4.1:</b> Brand and circulate the expertise of the faculty and staff throughout the region.</p>	<p>Communications and Marketing</p> <p>Deans</p> <p>All collective bargaining units</p>	<p>Inventory faculty and staff to determine their expertise.</p> <p><b>Performance Indicator Baseline:</b></p> <p>Complete inventory and make sure that all academic programs are captured and expertise noted.</p>	<p>Develop and coordinate with the Communications and Marketing Office a list of SMSU faculty and staff including their areas of expertise to be used by the media as contacts with expertise, when needed.</p> <p>Encourage faculty and staff to be engaged with a SMSU and City of Marshall.</p>	<p>Work with the Communication and Marketing Office to distribute this list and post it on the web.</p> <p>Highlight the City of Marshall engagement opportunities compiled by Chamber of Commerce, shared with President’s Cabinet.</p>	<p>Promote faculty and student achievements for accomplishments in their disciplines/majors and within the community.</p> <p>Review inventory and make sure that all academic programs are captured and expertise noted.</p>	<p>Develop and coordinate with the Communications and Marketing Office a list of SMSU faculty and staff including their areas of expertise to be used by the media as contacts with expertise, when needed.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Capture how the inventory has been used and the expertise utilized has impacted the community</p>

**Institutional Capacity and Effectiveness**

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Objective: 1.4: Strengthen overall engagement of students**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.4.1:</b> Develop a plan to foster positive student engagement in campus life through student organization participation, student activities, residential life and volunteer community service.</p>	Student Affairs	Continue to support the <i>Center for Civic Engagement</i> and course work that requires civic engagement.	Utilize the Collegiate Link of the SMSU Student Activities for the number of hours involved in civic engagement.	Provide more funding for Office of Civic Engagement.	Organized and compiled evidence of actions 2016 – 2018.	Continue to work with academic departments and programs to warehouse internship opportunities in the Career Services Office.
	Executive Director for Enrollment Management and Student Success			Coordinate with Assistant Director of Student Activities the collection of data for measurable reporting.	Expand publicity of community events sponsored or hosted by the students in Residential Life.	
	Athletics Director	Continue to support and sustain the strong intramurals program on campus.	Create a clearinghouse for students to be connected with alumni willing to serve as mentors to SMSU students.	Create a pathway for Career Services to follow-up after events such as the Ag Fair and Job Fair to ensure connections are made between students and organizations.	Design and administer an economic impact study on students that offer volunteer hours, unpaid internships or other types of support to the Marshall community and the region.	Publicize and celebrate the large number of students in campus clubs and organizations that attend conferences.
	Career Services	Promote and utilize the services of the Executive in Residence.  Continue to promote and highlight the Activities Fair.	Highlight the many activities and services coordinated by students on SMSU Media, digital media on campus or Studio One.	Highlight the Collegiate Link service to students during registrations.		<b>Performance Indicator Benchmark:</b> Evidence of increased activity since 2016.

**Institutional Capacity and Effectiveness**

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Goal 1 - Objective: 1.4 (cont.)

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.4.2:</b> Improve the McFarland Library’s facilitation of intellectual, interpersonal and interdisciplinary connections through examination of its physical and virtual spaces, technology and resources.</p>	<p>McFarland University Librarian</p> <p>McFarland Library faculty and staff</p> <p>Chief Information Officer</p>	<p>Create a two-year plan to evaluate and redesign public spaces to encourage students and others to utilize more sections of the library.</p> <p>Enhance the library’s partnership with the Undergraduate Research Conference (URC) to be more multi-faceted and purposeful.</p> <p><b>Performance Indicator Baseline:</b> Create an inventory of collaborative programming.</p>	<p>Evaluate the locations of the library’s collections.</p> <p>Evaluate physical resources of the library.</p> <p>Explore how the library might work with Career Services and Testing.</p> <p>Increase the number of presentations or presentation series co-hosted or co-sponsored by the Library.</p> <p>Partner more with the Marshall-Lyon County Library for hosting and co-hosting events and other programming.</p>	<p>Continuous review of space, locations and resources.</p> <p>Study whether library and Testing Services can work together for mutual benefit.</p> <p>Work closely with the Committee For Institutional Assessment to create a repository for assessment evidence.</p> <p>Continue and sustain the digital archiving project <i>Islandora</i>.</p>	<p>Implement a repository for assessment evidence to be aligned with the Higher Learning Commission’s Assurance Arguments.</p> <p>Continue campus media literacy theme programming such as <i>Blind Date with a Book, Banned Books</i> and <i>Favorite Books</i>.</p> <p>Continue project <i>Islandora</i>.</p>	<p>Evaluate the effectiveness of strategic initiatives to determine how they have advances the resources and services of the library.</p> <p><b>Performance Indicator Benchmark:</b> Evidence of increased activities and completions of projects between 2016 and 2020.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Objective: 1.5: Celebrate and champion the achievements of our students.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.5.1:</b> Develop activities and/or events that celebrate the accomplishments of students.</p>	<p>Student Affairs Provost Deans  Communication and Marketing</p>	<p>Review student recognition events that are held presently.</p> <p><b>Performance Indicator Baseline:</b> Determine if funding is available for receptions.</p> <p>Determine best time of an academic year to stage event.</p> <p>Continue Scholarship Luncheon.</p>	<p>Schedule a reception or an event for the Dean’s List recipients.</p> <p>Use the video screens on campus to highlight names of scholarships and recipients.</p> <p>Highlight the students featured in the Fine Arts Celebration.</p> <p>Highlight the students featured in Celebrate Science Wee.</p>	<p>Schedule a running banner on the SMSU website highlighting scholarships awarded and the number of scholarships awarded.</p> <p>Celebrate scholarship recipients at scheduled events.</p>	<p>Institute a President’s List for those students who received all As (4.0) within a semester.</p> <p>Departments will post scholarship highlights on their website.</p>	<p>Continue to celebrate and recognize students.</p> <p><b>Performance Indicator Benchmark:</b> Measurable evidence of increased activity since 2016.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Institutional Capacity and Effectiveness**

**Goal 1 - Objective: 1.5: (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>Strategy 1.5.2:</b> Promote and expand Undergraduate Research Conference (URC), expand opportunities for students to publish, promote and expand opportunities for students to present research at conferences or in the community.</p>	<p>Faculty Academic Departments McFarland Library Digital Media Communications and Marketing</p>	<p>Continue to expand the URC to include not only applied research but also creative arts research. Develop conferences and opportunities for students to present independent of the URC.</p> <p><b>Performance Indicator Baseline:</b> Establish the number of student clubs that attend conferences; collect data provided by Student Activities demonstrating number of students active in local, regional, state and national conferences.</p>	<p>Facilitate faculty driven/initiated capstone projects leading to student research published in journals. Utilize and encourage departments and programs to have available contacts/clearing house for journals aimed at student publications.</p>	<p>Improve the awards for the URC; create more categories to avoid comparing different disciplines that cannot be measured together. Schedule the awards ceremony on the same day of the conference. When possible name academic events on the annual academic calendar.</p>	<p>Investigate a Foundation campaign that develops funds dedicated to a cost center to be used for travel to the Capitol Rotunda, regional research conferences and national research conferences. Generate “Mustang Talks,” which are scholarly and creative that are posted on the SMSU website and streaming service.</p>	<p>Highlight student participation in the Fine Arts Celebration, Science Week events, and other academic/research events on campus.</p> <p><b>Performance Indicator Benchmark:</b> Increase the number of student clubs that attended conferences; enhance the number of students active in local, regional, state and national conferences.</p>

## Facilities Plan

**Goal: 1 Enhance campus life experiences by aligning facility resources with University and community needs**

**Objective: 1.1 The Comprehensive Facilities Plan (CFP) will be reviewed and/or updated as per the schedule developed by the Minnesota State System Finance and Facilities division.**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
1.1.1: Convene the Comprehensive Facilities Plan (CFP) Committee to begin planning work.	Vice President for Finance and Administration	<p>Convened and request for proposal developed, completed, and issued.</p> <p><b>Performance Indicator</b>  <b>Baseline:</b> The Request for Proposal (RFP) is issued to hire a consultant.</p>	RFP was issued and consultant was hired.	Completed	Completed	<p>Completed</p> <p><b>Performance Indicator</b>  <b>Benchmark:</b> Completion of RFP.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Facilities Plan**

**Goal 1 – Objective 1.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.1.2:</b> Receive proposals and select consultant to complete the Comprehensive Facilities Plan.</p>	<p>Vice President for Finance and Administration,  Director of Facilities and Physical Plant  All University Facilities Comprehensive Plan Committee</p>	<p>Review proposals and select consultant.</p> <p><b>Performance Indicator Baseline:</b> Consultant hired and work begins.</p>	<p>Completed</p>	<p>Completed</p>	<p>Completed</p>	<p>Completed</p> <p><b>Performance Indicator Benchmark:</b> Proposal reviews completed and consultant hired.</p>



Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Facilities Plan**

**Goal 1 – Objective 1.1 (cont.)**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
<p><b>1.1.4:</b> Present completed plan to the Campus, Administration and System Office Facilities staff.</p>	<p>Vice President for Finance and Administration</p> <p>Director of Facilities and Physical Plant</p> <p>All-University Comprehensive Facilities Plan Committee</p>	<p>100% Comprehensive Facilities Plan completed.</p> <p><b>Performance Indicator Baseline:</b> Share and review plan and provide feedback to consultant.</p>	<p>100% plan will be presented to University and to System Office Facilities staff</p> <p>Plan will be used to guide facilities decision making.</p>	<p>Plan used to guide facilities decision making.</p>	<p>Plan used to guide facilities decision making.</p>	<p>Plan used to guide facilities decision making.</p> <p>Prepare for five-year review request for proposal process.</p> <p><b>Performance Indicator Benchmark:</b> 100% report reviewed, completed, and presented.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

**Facilities Plan**

**Objective: 1.2 Steward physical resources to enhance academic, student life, and workplace experiences and spaces**

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
1.2.1: Modernize facilities.	Vice President for Finance and Administration  Director of Facilities and Physical Plant  All-University Comprehensive Facilities Plan Committee	Detailed review of Comprehensive Facilities Plan by All-University Comprehensive Facilities Plan Committee and Cabinet.  <b>Performance Indicator Baseline:</b> All-University Committee to submit their review to Cabinet.	Cabinet to Prioritize LHB Capital Bonding Projects and other funded projects  Cabinet to present priorities to bargaining units, student association, and other constituencies groups for feedback and consultation  Smaller internally funded modernization projects to be completed that would include painting, carpeting, technology upgrades such as fiber backbone, wireless upgrades, data center, smart board installations, etc.	Cabinet to review feedback and finalize priorities based on the academic, enrollment, diversity, and ICE strategic plans, and other strategic plans such as the Library Master Plan and the Technology Master Plan  Predesign process to be accomplished for FY20 bonding cycle.  Continuous progress of smaller internally funded modernization projects to be completed that would include painting,	Predesign and capital bonding request submitted for FY20 bonding requests  Continuous progress of smaller internally funded modernization projects to be completed that would include painting, carpeting, and technology upgrades such as fiber backbone, wireless upgrades, data center, smart board installations, etc.  HEAPR projects to be continually updated on HEAPR priority	Bonding legislative cycle  Continue with prioritization and pre-design work for other future projects  Continuous progress of smaller internally funded modernization projects to be completed that would include painting, carpeting, and technology upgrades such as fiber backbone, wireless upgrades, data center, smart board installations, etc.  HEAPR projects to be continually updated on

Southwest Minnesota State University Strategic Plan Prioritization Timeline

			<p>HEAPR projects to be continually updated on HEAPR priority list and sent to system office.</p> <p>Third party funding sources sought for matching of leveraged equipment projects.</p> <p>Funds to be budgeted for pre-design to be done in FY18</p>	<p>carpeting, and technology upgrades such as fiber backbone, wireless upgrades, data center, smart board installations, etc.</p> <p>HEAPR projects to be continually updated on HEAPR priority list and sent to system office.</p> <p>Third party funding sources sought for projects, specifically leveraged equipment funding if funds are available.</p>	<p>list and sent to system office.</p> <p>Third party funding sources sought for projects, specifically leveraged equipment if funds are available.</p> <p>Modernize Space – MAC Lab upgrade</p>	<p>HEAPR priority list and sent to system office.</p> <p>Third party funding sources sought for projects, specifically leveraged equipment if funds are available.</p> <p><b>Performance Indicator Benchmark:</b></p> <p>Capital bonding funds are available to improve the modernization of the campus.</p>
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Southwest Minnesota State University Strategic Plan Prioritization Timeline

Facilities Plan

Goal 1 - Objective: 1.2

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
1.2.2: Repurpose Space	<p>Cabinet</p> <p>Director of Facilities and Physical Plant</p> <p>For specific projects, the responsible person may be dependent on the project</p> <p>Academic Technology Infrastructure Workgroup</p>	<p>Convert classroom to Psychology Computer Lab Space in SS 114</p> <p>Start move of Technology Resource Center (TRC) to 2<sup>nd</sup> Floor of Bellows in library.</p> <p><b>Performance Indicator Baseline:</b> Review of projects to be completed.</p>	<p>Complete move of TRC to 2<sup>nd</sup> Floor of Bellows in Library</p> <p>Food service retail operation to move in student center and prior retail space to convert to residential dining along with some retail seating converted to residential dining.</p> <p>Convert TRC (lower level space of Bellows) to new use.</p>	<p>Implement approved recommendations from Academic Technology Infrastructure Workgroup.</p> <p>Implement other recommendations that emerge.</p>	<p>Implement other recommendations that emerge.</p>	<p>Repurpose Space – Move History Center to Library.</p> <p><b>Performance Indicator Benchmark:</b> Projects are completed on time and within budget.</p>

Southwest Minnesota State University Strategic Plan Prioritization Timeline

Facilities Plan

Goal 1 - Objective: 1.2

Strategies	Responsible	2015 – 16 Actions	2016 – 17 Actions	2017 – 18 Actions	2018 – 19 Actions	2019 – 20 Actions
1.2.3: Optimize Space	<p>Cabinet</p> <p>Director of Facilities and Physical Plant</p> <p>For specific projects, the responsible person may be dependent on the project.</p>	<p>As part of the Comprehensive Facilities Plan, Paulien Group is providing feedback on SMSU’s Space Utilization</p> <p><b>Performance Indicator Baseline:</b> Current space utilization percentage and current space usage agreements.</p>	<p>Cabinet and appropriate other individuals will review the complete space utilization study for possible recommendations then review the recommendations with bargaining units, student association and other applicable constituency groups.</p> <p>Explore use of additional joint use agreements, leases, or partnerships for space use.</p> <p>Continue current space use agreements with AURI, Foundation apartments, New Horizons, Golden, and HomeCare.</p>	<p>Continued review of space utilization reports.</p> <p>Spaces may be repurposed which will increase utilization of other academic spaces.</p> <p>Review and continue as appropriate current space use agreements.</p> <p>Explore use of additional joint use agreements, leases, or partnerships for space use.</p>	<p>Continued review of space utilization reports.</p> <p>Spaces may be repurposed which will increase utilization of other academic spaces.</p> <p>Review and continue as appropriate current space use agreements.</p> <p>Explore use of additional joint use agreements, leases, or partnerships for space use.</p>	<p>Continued review of space utilization reports.</p> <p>Spaces may be repurposed which will increase utilization of other academic spaces.</p> <p>Review and continue as appropriate current space use agreements.</p> <p>Explore use of additional joint use agreements, leases, or partnerships for space use.</p> <p><b>Performance Indicator Benchmark:</b> Space utilization is nearer to MN State benchmarks.</p>

## Southwest Minnesota State University Strategic Plan Prioritization Timeline