

Strategic Plan Component	Primary Cabinet Responsibility	Additional Responsibility	Baseline Status	2021-22 Goals/Actions	2021-22 Outcomes
Strategic Priority #1: Affirm and support diversity, equity, and inclusion. Increase campus diversity; ensure inclusive learning, social, working, and living environments; and eliminate equity gaps.					
Goal 1: Eliminate gaps in student success and access to educational opportunities.	Provost, Deans			Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 1.1: Implement Equity by Design initiative for course-level changes.	Provost, Deans	Chairs, Faculty	Committee planning and recommendations done during AY 20-21; initial equity data shared.		
Strategy 1.1.1: Approach Equity by Design with a growth mindset.	Provost, Deans				
Tactic 1.1.1.1: Communicate to all campus constituencies that course-level equity work is a proactive and constructive process intended to ensure all students are learning and successful.	Provost, Deans	SmSUFA President, Chairs	Initial communication sent to department chairs.	Include this message in all communications related to equity gaps.	
Tactic 1.1.1.2: Provide resources to inform and support growth and understanding. Resources may include structured professional development and training, both on and off campus.	Provost, Deans	Chairs	ACUE faculty training offered beginning SU21.	Identify, fund, and promote at least 1 additional training.	
Strategy 1.1.2: Gather DFW data for key courses disaggregated by race/ethnicity. Look first at gateway courses and then at courses essential for progression within a given program. Review DFW data to identify existence of course-level "equity gaps."	Provost, Deans	Director of IR	First set of 20 gateway course data identified SP21.	Compile and share equity gap data for program-level gateway courses.	
Strategy 1.1.3: Share data regarding equity gaps with program faculty (and others, as deemed appropriate) and facilitate discussion (including, but not limited to, the program level) about how best to close such gaps. Identify and share successful course-level strategies already being implemented and/or shown by research to be best practices for closing equity gaps. These may include strategies applicable to any course and those that are discipline-specific. Identify additional, non-classroom strategies that have the potential to close equity gaps.	Provost, Deans	Chairs	Equity gap data shared with Departments; Chairs reported on conversations with faculty.	Chairs share data with department and programs for discussion. Also convene larger-group faculty discussion of best practices.	
Strategy 1.1.4: Assist faculty in gathering course-level data to determine where equity gaps appear.	Provost, Deans	Director of IR	Follow-up requests for additional data received.	Respond to follow-up requests for additional data.	
Tactic 1.1.4.1: Create a dynamic data reporting tool to give faculty access to equity gap data at the subject, course, and section levels.	Provost, CIO	Director of IR	Initial work started to replicate Power BI reporting tool used by Century College.	Complete this tool during Fall 21 and orient chairs in its use.	
Tactic 1.1.4.2: Assist faculty in implementing Classroom Assessment Techniques to identify where equity gaps occur within a given course.	Provost, Deans	Director of Assessment; Chairs	Occurs individually; no organized effort to do this.	Fall 21: Initiate discussion with CIA to determine a process for doing this, for AY 22-23 implementation.	
Strategy 1.1.5: Be mindful of institutional capacity, including Institutional Research and faculty, to generate additional data and implement changes. Focus energy on responding to data provided, limiting additional requests whenever possible.	Provost, Deans	Chairs, Faculty	Emphasis of departmental communication; impetus for 1.1.4.1.	See SPI: 1.1.4.1.	
Tactic 1.1.5.1: Create a process to evaluate, prioritize, and submit data requests.	Provost, Deans	Director of IR	Not started.	See SPI: 1.1.4.1. This tool will limit the need for data requests.	
Strategy 1.1.6: Annually assess progress toward closing equity gaps and adjust response as needed.	Provost, Deans	Director of Assessment; Chairs; Director of IR	Not started: will do end of AY 21-22.	Design equity scorecard for internal reporting. Complete first annual report by June 1, 2022.	
Strategy 1.1.7: Pursue fundraising to help close any identified equity gaps.	Provost, Foundation Director		Equity gaps still a new concept--will follow.	FA21: Begin discussion to identify funding opportunities.	
Tactic 1.1.7.1: When possible, enhance funding for priority programs that have demonstrated growth in the number of participants or students.	Provost, CFO		Overall revenue levels not yet sufficient to support doing this.	Reassess capacity to do this when preparing FY23 budget.	
Objective 1.2: Support and strengthen current and new initiatives to enhance student success.	Provost, Deans	Director of Student Success		Have conversation with Director to additional needs; expand plan to include these, as appropriate.	
Strategy 1.2.1: Support Access Opportunity Success program to serve traditionally underserved students.	Provost, Deans	Director of Diversity and Inclusion	Recently expanded recruiting via new partnerships in Twin Cities.	Have conversation with AOS to identify needs and tactics.	
Strategy 1.2.2: Expand pilot Supplemental Instruction initiative with goal of serving twenty course sections each semester.	Provost, Deans	Director of Student Success	3 pilot sections SP21	Support 10 sections/semester.	
Strategy 1.2.3: Support growth of Mustang Pathway program to serve on-ground and online students seeking full admission to SMSU.	Provost	Associate Director of Student Success	18 enrolled SU20	Set goal for Summer 22 enrollment.	
Tactic 1.2.3.1: Fundraise to increase Mustang Pathway participation and to provide other diversity, equity, and inclusion scholarships.	Provost, Foundation Director	Associate Director of Student Success	Included in Comprehensive Campaign; successful results AY 20-21.	Meet campaign goal for this area.	
Strategy 1.2.4: Support current course redesign (IDST, LEP 101, Co-requisite Math)	Provost, Deans	Chairs	Math revision in place but waiting for full implementation. LEP 101 and IDST revised past year.	Implement co-requisite model in fall and spring courses. Continue to implement revised LEP/IDST and respond to assessment data.	

Strategy 1.2.5: Revise exit interview process, Student Perceptions Survey questions, and Senior Survey questions to improve quality of data obtained for student success, especially for Equity 2030 sub-groups.	Provost	Director of Student Success	Questions were revised within past year or so.	Assess current questions and revise as appropriate.	
Tactic 1.2.5.1: Develop a process to ensure these data are being reviewed.	Provost	Director of Student Success	Regularly reviewed by Director of Student Success.	Share results with Retention Data team.	
Tactic 1.2.5.2: Investigate other ways to improve information collection from students leaving and graduating such as social media tracking and other	Provost	Director of Student Success	Ongoing efforts being made.	Identify a plan for doing this (Retention Data team).	
Strategy 1.2.6: Strengthen support for Center for International Education	Provost, Deans	Director of International Student Services and Global Education	Current practice seeks to provide needed support for this area.	Have conversation with Center to identify needs and tactics.	
Strategy 1.2.7: Ensure high quality English for Multilingual Speakers courses.	Provost, Deans	Chair	Courses revised within past few years; department has taken charge of curriculum.	Review expectations for Taiwan MBA partnership; have discussion with Luke and key campus personnel. Identify and implement revisions as needed.	
Goal 2: Integrate recommendations for strengthening diversity, equity, and inclusion into the strategic plan to ensure they receive priority and ongoing attention.	Provost	Cabinet		Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 2.1: Review recommendations generated by the Equity 2030 group and the Diversity Committee for inclusion in the Strategic Plan.	Provost	Cabinet	Initial E2030 recommendations included in S.P.	Track recommendations and report progress at close of AY 21-22.	
Objective 2.2: Investigate and implement, as appropriate, City of Marshall Diversity, Equity, and Inclusion initiatives.	Provost	Cabinet	Recommendations not yet generated.	Identify and respond to initiatives as appropriate.	
Strategy 2.2.1: Engage in discussions with Marshall Diversity, Equity, and Inclusion Commission.	Provost	Director of Diversity and Inclusion	President and Provost attend meetings; Director of Diversity and Inclusion co-chair.	Attend meetings throughout AY 21-22.	
Goal 3: Improve the campus climate related to diversity and inclusion.	Provost, Deans, AVP Student Affairs	Cabinet, SmSUFA President, Faculty, Staff Directors	E2030 recommendations made and included in Str. Plan.	Implement as below. If additional objectives, list here: Engage discussion regarding expanding DEI initiatives to include gender (in addition to E2030 focus on race and income).	Quantify progress toward objectives.
Objective 3.1: Develop faculty and staff leadership in the areas of diversity, equity, and inclusion.	Provost, Deans, AVP Student Affairs	SmSUFA President, Faculty, Staff Directors	Occurs individually; no organized effort to do this.	Provide at least one campus-wide DEI training and convene discussion about insights gained and how to implement for SMSU.	
Objective 3.2: Engage in discussions for implementing budgeting using an equity lens.	CFO	Cabinet	Initial discussions begun within Cabinet.	Review each E2030 recommendation and determine budget strategy to support.	
Objective 3.3: Hire a full-time Campus Diversity Officer.	Provost	SmSUFA President (co-chair); search cmte.	Spring 2021 search; candidate decline offer.	Post revised position description FA21 for SP22 hire.	
Strategy 3.3.1: Revise and repost position description.	Provost, Director of Human Resources	SmSUFA President (co-chair); search cmte.	Committee input gathered; revision not yet complete.	Complete revision prior to September 1 posting.	
Strategy 3.3.2: Review proposed Campus Diversity Office budget to ensure that this position can sufficiently support Equity 2030 goals.	CFO		Funding level increased for FT CDO position (unfilled).	Link to SP1: 3.2 and adjust if needed.	
Objective 3.4: Increase access to SMSU by identifying new opportunities to engage diverse prospective students and their families and welcome them as guests.	Executive Director of Enrollment Management	Admissions; Director of Diversity and Inclusion		Have conversation with staff to identify strategies.	
Objective 3.5: Ensure SMSU's commitment to diversity is highlighted in University functions.	AVP Student Affairs	Admissions; Director of Diversity and Inclusion	Current practice seeks to achieve this goal; additional areas of focus may be needed.	Have conversation with staff to identify additional strategies.	
Strategy 3.5.1: Campus tours should include campus points of interest representing diversity (e.g. Office of Diversity and Inclusion, Museum of Indigenous Americans, LGBTQ+ Center, and Women's Center).	Executive Director of Enrollment Management	Admissions; Director of Diversity and Inclusion		Review current tour itineraries and determine how to address this need.	
Objective 3.6: Campus functions should have diverse representation whenever possible (e.g. University committee appointments).	Provost, AVP Student Affairs		Current practice seeks to achieve this goal for committee representation; additional areas of focus may be needed.	Have conversation to identify additional strategies.	
Strategy 3.6.1: All search committees and other University-wide committees will be reviewed by Director of Human Resources and Campus Diversity Officer to verify that proper consideration was made to ensure diverse representation.	Director of Human Resources; Campus Diversity Officer	Bargaining Unit Leaders	Director of Human Resources approves search committee membership.	Review current practice and adjust if needed.	
Tactic 3.6.1.1: Orient and inform bargaining unit leaders to be mindful of the need for diverse representation when recommending appointment of members for service.	Director of Human Resources; Campus Diversity Officer	Bargaining Unit Leaders	Not current practice.	Communicate goal to bargaining unit leaders and identify shared approach for doing this.	
Objective 3.7: Ensure the campus is welcoming to, and inclusive of, international and domestic students.	AVP Student Affairs	Director of International Student Services and Global Education	Current practice makes this a priority; additional areas of focus may be needed.	Have conversation with Director to identify strategies.	
Strategic Priority #2: Inspire academic success and discovery through innovative teaching, research, student support services, and other high-impact experiences. Foster high-quality teaching and learning and a campus culture that encourages, celebrates, and promotes undergraduate and graduate student and faculty research and creative work.					
Goal 1: Foster inclusive, high-quality teaching and learning.	Provost, Deans			Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 1.1: Recognize and value the contributions of all academic programs.	Provost, Deans				

Strategy 1.1.1: Serving the professional needs of the region;	Provost, Deans	Director of Career Services; Director of Online Learning and Transfer Pathways; Chairs; Director of Graduate Studies	Current set of academic programs.	Establish Advisory Councils for each academic program. Enhance partnerships with two-year schools in the region and beyond
Strategy 1.1.2: Embracing the liberal arts tradition of SMSU;	Provost, Deans	Liberal Studies Committee	Current set of course offerings.	Review the term "liberal arts" and the identity of SMSU. In what ways does/should SMSU "embrace" the liberal arts tradition?
Strategy 1.1.3: Providing opportunities for experiential learning;	Provost, Deans	Director of Career Services; Chairs	Current experiential learning opportunities.	Increase, maybe require, experiential learning in all programs. Catalog instances of experiential learning with a goal of 100% of programs including it. Encourage disciplines to partner with the Center of Innovation and Entrepreneurship.
Strategy 1.1.4: Recognizing the effect of any program creation or restructuring on the academic mission of the University.	Provost, Deans	Chairs	Program approval process requires identifying learning objectives.	Ensure any proposal for program or elimination has been vetted as to impact to the region. Evaluate all programs based on: essentiality, efficiency, and effectiveness
Objective 1.2: Ensure that culturally responsive pedagogy is broadly supported and effectively implemented.	Provost, Deans	Campus Diversity Officer; Chairs	Currently part of PDR and PDP discussions. Training identified and funded.	Implement as articulated in relevant sections of S.Plan.
Strategy 1.2.1: Provide professional development opportunities in this area.	Provost, Deans		See SP1: 1.1.1.2 -- ACUE faculty training offered beginning SU21. See also SP1: 1.1.3 -- convene discussion.	Identify, fund, and promote at least 1 additional training.
Strategy 1.2.2: Integrate into program curriculum and program review.	Provost, Deans	Chairs; Assessment Coordinator	SP21 program-level discussions initiated.	Programs develop a plan for initial intergration at course level.
Strategy 1.2.3: Integrate into evidence of teaching effectiveness.	Provost, Deans	Chairs	Currently part of PDR and PDP discussions.	Engage chairs in conversation about how to develop faculty with this focus.
Objective 1.3: Enhance assessment to impact campus and programmatic decision-making in support of teaching and learning.	Provost, Deans	Assessment Coordinator; Chairs		
Strategy 1.3.1: Create broad participation across academic programs	Provost, Deans	Assessment Coordinator; Chairs	Current assessment practices have this goal.	Engage CIA in conversation regarding sufficiency and quality of current participation; recommend changes, if needed.
Strategy 1.3.2: Make institutional commitment to fund assessment staffing.	Provost, Deans	CFO	Reassigned time provided to Assessment Coordinator and HLC/Strategic Planning positions.	Engage CIA in conversation regarding sufficiency of current support to accomplish articulated goals; recommend changes, if needed.
Strategy 1.3.3: Incorporate program responses to assessment results in annual reports and program self-studies.	Provost, Deans	Assessment Coordinator; Chairs		Evaluate current reporting; recommend changes, if needed.
Objective 1.4: Provide professional development opportunities that support inclusive, high-quality teaching and learning.	Provost, Deans			
Strategy 1.4.1: Investigate the creation of an Institute for Teaching and Learning.	Provost, Deans	Chairs; Faculty; COLT	COLT provides leadership for online.	Assess capacity to expand role of COLT to address all modalities; recommend best means of addressing this need.
Strategy 1.4.2: Intentionally use Professional Development Day to support inclusive, high-quality teaching and learning.	Provost, Deans	Faculty; Professional Development Day Committee	SP21 Professional Development day had this focus.	Include this emphasis in FA21 and SP22.
Strategy 1.4.3: Incorporate ongoing professional development throughout the academic year.	Provost, Deans	Chairs; Faculty; COLT	Include in discussions under SP2: 1.4.1.	Develop an intentional, comprehensive approach to professional development.
Strategy 1.4.4: Ensure that the topic of critical thinking across the curriculum is regularly offered in professional development opportunities.	Provost, Deans	Chairs; Faculty; Professional Development Day Committee	Included if offered by individual faculty.	Identify plan for ensuring at least one session offered each Professional Development Day.
Objective 1.5: Expand support for study abroad and increase the use of other high-impact practices on campus.	Provost, Deans	SAGE Committee; Director of International Student Services and Global Education; Chairs	Current support and offerings.	Assess current use of high-impact practices and recommend additional objectives, if needed.
Objective 1.6: Foster inclusive, high-quality online teaching and learning.	Provost, Deans	Director of Online Learning and Transfer Pathways; Chairs; Faculty		
Strategy 1.6.1: Implement all components of the system-level Quality Improvement Process (QIP) for online learning.	CIO; Provost, Deans	Director of Online Learning and Transfer Pathways		
Tactic 1.6.1: Complete QIP documentation and planning.	CIO; Provost, Deans	Director of Online Learning and Transfer Pathways	QIP planning being done; draft plan nearly complete.	Complete process; articulate recommendations to campus.
Tactic 1.6.2: Implement Campus Improvement Plan for online support.	CIO; Provost, Deans	Director of Online Learning and Transfer Pathways	Draft plan being developed.	Complete process; articulate recommendations to campus.
Strategy 1.6.2: Support the Center of Online Learning and Teaching.	Provost, Deans	Director of Online Learning and Transfer Pathways	Current support.	Develop a formal plan for COLT activities and support.

Tactic 1.6.2.1: Implement QIP recommendations for faculty development and support.	Provost, Deans	Director of Online Learning and Transfer Pathways	Recommendations not yet presented.	Prioritize recommendations and implement as capacity allows.	
Goal 2: Grow and sustain quality on-campus and distance learning degrees/certificates and graduate education.	Provost, Deans	Director of Graduate Studies; Director of Online Learning and Transfer Pathways		Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 2.1: Ensure quality and integrity of teaching and learning in concurrent enrollment programs by incorporating College Now in program goals, objectives, student learning outcomes, annual reports, and 5-year self-study.	Provost, Deans	Director of Concurrent Enrollment; Assessment Coordinator; Chairs		Discuss with CIA how best to include College Now in assessment reporting. Discuss recommendations with Department Chairs.	
Objective 2.2: Develop a process for proposing, considering, and deciding which academic initiatives will move forward.	Provost, Deans	CFO; Chairs; SmSUFA President	New programs submit proposals to curriculum committee and are reviewed by Cabinet for financial viability.	Engage administration and faculty representatives in a collaborative process to develop and share annually a set of metrics to evaluate the viability of existing and proposed programs.	
Objective 2.3: Ensure the same rigor and integrity of programs offered both on-campus and at a satellite location through assessment and program reviews.	Provost, Deans	Assessment Coordinator; Chairs		Discuss with Chairs how best to ensure comparative quality for all modalities.	
Strategy 2.3.1: Graduate programs/learning communities.	Provost, Deans	Director of Graduate Studies; Assessment Coordinator; Chairs		Engage graduate program leaders in discussion to achieve objective 2.3.	
Strategy 2.3.2: Concurrent Enrollment.	Provost, Deans	Director of Concurrent enrollment; Assessment Coordinator; Chairs		Engage appropriate chairs in discussion to achieve objective 2.3.	
Strategy 2.3.3: Programs offered at community colleges.	Provost, Deans	Director of Online Learning and Transfer Pathways; Assessment Coordinator; Chairs		Engage appropriate chairs in discussion to achieve objective 2.3.	
Objective 2.4: Increase access to academic support services for online, distance education, and concurrent enrollment students.	Provost, Deans	Director of Online Learning and Transfer Pathways; Director of Concurrent Enrollment		Survey current online learners to determine what missing elements	
Strategy 2.4.1: Increase variety of times campus support offices are open.	Provost, Deans	Director of Online Learning and Transfer Pathways; Director of Concurrent Enrollment; director of Student Success		Identify need and prepare multi-year budget request tied to projected need/goals.	
Goal 3: Increase student regional/national presentation and publication of research and creative works.	Provost, Deans	Chairs; Faculty		Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 3.1: Increase funding for student participation at conferences and events.	Provost, Deans	CFO; Coordinator of Undergraduate Research		Identify need and prepare multi-year budget request tied to projected need/goals.	
Objective 3.2: Recalibrate the SMSU Mentorship Program to include more student researchers.	Provost, Deans			Identify need and prepare multi-year budget request tied to projected need/goals.	
Objective 3.3: Create incentives and structures to encourage regional and national presentation and publication of faculty scholarship.	Provost, Deans				
Strategy 3.3.1: Investigate faculty supports for the work of supervising student research at both the undergraduate and graduate levels.	Provost, Deans			Identify need and prepare multi-year budget request tied to projected need/goals.	
Strategy 3.3.2: Increase professional development opportunities for research and creative work.	Provost, Deans			Identify and promote opportunities	
Strategy 3.3.3: Create research computing stations distributed across campus that include specialized software deemed necessary to support research.	CIO	Provost, Deans		Identify need and prepare multi-year budget request tied to projected need/goals.	
Tactic 3.3.3.1 Evaluate feasibility and utility of including the full-capacity SPSS, Endnote, and a publication quality graphing software such as Sigma	CIO	Provost, Deans	Not currently available.	Survey faculty to determine need and cost.	
Objective 3.4: Support the various forms research and creative work may take.	Provost, Deans	Chairs		Survey faculty to determine additional need and cost.	
Objective 3.5: Ensure faculty and student research and creative works are broadly publicized.	Provost, Deans; VP Marketing				
Strategy 3.5.1: Create a Mustang Ovation Committee to promote and celebrate faculty and student research and creative works across the year in addition to the Mustang Ovation Celebration.	Provost, Deans		Currently do not have a committee.	Create committee.	
Strategy 3.5.2: Expand Communications and Marketing office capacity to increase publicity.	VP Marketing	CFO	Current capacity.	Identify need--what is being missed, so forth. Prepare budget request to support unmet need.	
Goal 4: Encourage and support campus and inter-institutional scholarly and creative collaborations.	Provost, Deans	Chairs		Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 4.1: Complete an inventory of current collaborations between SMSU and other institutions.	Provost, Deans	Chairs	No inventory at present.	Create inventory.	
Strategy 4.1.1: Inventory grants.	Provost, Deans	Chairs	Business Services maintains a list of grants.	Include recent grants in inventory.	
Strategy 4.1.2: Inventory research collaborations.	Provost, Deans	Chairs	No separate listing at present.	Include collaborative research in inventory.	
Objective 4.2: Seek appropriate collaborations that contribute to student research opportunities.	Provost, Deans	Chairs	Done on case-by-case basis.	Discuss possible opportunities with Department Chairs and share with faculty.	

Objective 4.3: Increase support for internal and external grant opportunities.	Provost, Deans	CFO	Grant funds managed by staff member in Business Services; assistance provided to answer financial questions related to grant applications.	Identify types of support needed and develop a plan to address needs.	
Strategic Priority #3: Foster civic engagement and strategic partnerships. Develop deep, reciprocal, equitable, and sustained partnerships within our community and region that contribute to the public good, positively impact the environment, strengthen the local and regional economy, and enhance the education of our students.					
Goal 1: Establish long-term partnerships with area, regional, and other employers to provide applied learning opportunities for SMSU students.	Provost, Deans	Director of Career Services		Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 1.1: Ensure equitable access to applied learning opportunities.	Provost, Deans	Director of Career Services			
Strategy 1.1.1: Identify and establish funding to bridge resource gaps for students otherwise unable to pursue a given applied learning opportunity.	Provost, Deans	Director of Career Services; Executive Director of Advancement and Foundation	No current funding for this purpose.	At next level—specify how action should be taken—Foundation, Grants, and Budgeting. Identify and summarize needs/gaps and develop a prioritized plan to address needs.	
Strategy 1.1.2: Foster and support applied learning opportunities within online programs.	Provost, Deans	Director of Career Services; Director of Online Learning and Transfer Pathways; Chairs/Directors of online programs.		Investigate if Displaced Workers Programs funding can be used. Engage academic programs with online degrees to discuss this strategy and create future action items.	
Strategy 1.1.3: Identify and establish applied learning opportunities from institutions that have a diverse leadership and workforce.	Provost, Deans	Director of Career Services		Identify potential institutions and make initial contacts. Follow up with those that appear promising.	
Objective 1.2: With each campus-community partnership created, maximize opportunities in a variety of areas, including internships, service learning, volunteer service, community-based research, and cooperative learning.	Provost, Deans	Director of Career Services	Done on case-by-case basis.	Evaluate current partnerships, recommend additional opportunities with each, and identify new partnerships.	
Objective 1.3: Build long-term relationships with external partners.	Provost, Deans	Director of Career Services			
Strategy 1.3.1: Establish a cohesive approach to external partnerships.	Provost, Deans	Director of Career Services	Done on case-by-case basis rather than comprehensively.	Identify all current partnerships and collect relevant data about each into a single report. Identify best practices to employ university/external partnerships.	
Tactic 1.3.1.1: Communicate internally to ensure all relevant campus offices are aware of existing external partners.	Provost, Deans	Director of Career Services; VP Marketing	There is not a current explicit and detailed procedure.	Share report internally. Create a procedure to follow.	
Tactic 1.3.1.2: Publicize partnership activities and results via journal/newsletter communications.	Provost, Deans	Director of Career Services; VP Marketing	Done through regular marketing at present.	Evaluate options for additional communications.	
Strategy 1.3.2: Thank external partners on a regular basis.	Provost, Deans	Director of Career Services; Executive Director of Advancement and Foundation	Done on case-by-case basis rather than comprehensively.	Track communications to ensure they are done on a regular basis. Increase social media recognition of partners and partnership activities.	
Strategy 1.3.3: Host annual civic engagement event, similar to Undergraduate Research Conference, to feature student work, engage with partners, promote opportunities, recognize outstanding contributions, and call attention to issues of community engagement.	Provost, Deans	Director of Career Services	Not done at present.	Hold SP22 event.	
Objective 1.4: Foster campus conversation and understanding regarding the social impact of community engagement.	Provost, Deans	Director of Career Services; Faculty	Not a campus focus at present.	Do in lead-up to SP22 event (see above).	
Strategy 1.4.1: Develop a shared language to describe community engagement and its relationship to issues of social justice.	Provost, Deans	Director of Career Services; Campus Diversity Officer	Not a campus focus at present.	Do in lead-up to SP22 event (see above).	
Strategy 1.4.2: Understand and articulate the alignment between campus-based community engagement strategies and their impact on social change.	Provost, Deans	Director of Career Services; Campus Diversity Officer	Not a campus focus at present.	Do in lead-up to SP22 event (see above).	
Tactic 1.4.2.1: Inform this work with understanding of the Campus Compact Social Change Wheel 2.0 Toolkit.	Provost, Deans	Director of Career Services; Campus Diversity Officer	Not done at present.	Do in lead-up to SP22 event (see above).	
Goal 2: Identify and promote opportunities for students and the campus community to engage in social, entertainment, and service activities in the city of Marshall and surrounding area. Include opportunities for fully online and non-traditional students	Provost, Deans	Director of Career Services; VP Marketing		Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 2.1: Host community events on campus to build connections with area Chamber of Commerce.	Provost, Deans	Director of Career Services; VP Marketing	Meeting with Chamber held July 2021.	Hold two meetings annually, one on/one off campus.	
Objective 2.2: Enhance communication to ensure awareness of events and engagement opportunities.	Provost, Deans	Director of Career Services; VP Marketing	Student engagement planning meetings held SP/SU21. New calendar under construction.	Select/finalize calendar product. Develop a submission process for calendar items.	
Objective 2.3: Increase student awareness of, and familiarity with, area businesses and services.	Provost, Deans	Director of Career Services; VP Marketing	Currently have a part-time job fair on campus.	Plan and host a community activities fair.	
Objective 2.4: Foster conversation between SMSU and Marshall Area partners regarding opportunities to engage with issues of diversity, equity, and inclusion.	Campus Diversity Officer	Director of Career Services	President and Provost attend meetings; Director of Diversity and Inclusion co-chair.	Attend meetings throughout AY 21-22.	

Goal 3: Cultivate and build mutually beneficial relationships between potential donors and the University that reflect shared values and align financial support with educational priorities.		Director of Career Services; Executive Director of Advancement and Foundation			Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 3.1: Develop and enhance partnerships to advance priorities of the comprehensive campaign—"Run Together, Imagine the Impact."	Provost, Deans	Executive Director of Advancement and Foundation	Priorities have been established by the Foundation.		Build list of prospective donors. Determine community progress towards goals. Host an SMSU Town Hall on the campaign.	
Objective 3.2: Invite SMSU supporters to annual partnership showcase events and communicate with them about ongoing results of student-partner collaborations.	Provost, Deans	Director of Career Services; Executive Director of Advancement and Foundation	This is not currently done on a consistent basis.		Create methods to consistently communicate these events.	
Objective 3.3: Seek input from SMSU supporters regarding new partnership opportunities for all students as well as unique opportunities for online and non-traditional students.	Provost, Deans	Director of Career Services; Executive Director of Advancement and Foundation	Not yet begun to develop new partnerships.		Have ongoing meetings to discuss these opportunities with supporters of the university.	
Objective 3.4: Foster conversation with SMSU Foundation regarding opportunities to engage with issues of diversity, equity, and inclusion.	Provost, Deans	Director of Career Services; Executive Director of Advancement and Foundation	Co-Executive Directors met with Equity 2030 Financial Resources sub-group. Supplemental Instruction has been funded.		Create a priority list of anything that needs funding consideration. Mine Early Alert data to determine types of barriers to student success that need interventions that would require funding or enhanced funding.	
Objective 3.5: Investigate partnership with YMCA to seek wellness grants and student internships.	Provost, Deans	Director of Career Services; Executive Director of Advancement and Foundation	Not yet begun.		Have a meeting with stakeholders. Consider SHIP and other opportunities.	
Strategic Priority #4: Support student engagement and leadership development. Offer holistic support services and opportunities for student engagement that contribute to the development of well-rounded leaders.						
Goal 1: Provide an array of services to meet the diverse needs of students and strengthen the success of students of color, first generation students, and Pell-eligible students.	AVP Student Affairs				Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 1.1: Address health and wellness needs by providing effective services in each area identified.	AVP Student Affairs				Have conversation with key staff to identify needs and tactics.	
Strategy 1.1.1: Health Services	AVP Student Affairs	Director of Health Services	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.1.2: LGBTQ+ Center	Deans; AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.1.3: Women's Center	Deans; AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.1.4: New Horizons Crisis Center	AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.1.5: SMSU Childcare Center	AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Tactic 1.1.5.1: Consideration of students' childcare needs	AVP Student Affairs	Area Director			Engage discussion to determine how best to assess and address needs.	
Strategy 1.1.6: Disability Services	AVP Student Affairs	Director of Disability Services	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.1.7: Counseling and Testing Services	AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Tactic 1.1.7.1: Fresh Check Day	AVP Student Affairs	Area Director			Engage discussion to determine to determine need/implementation.	
Strategy 1.1.8: Office of Diversity and Inclusion	AVP Student Affairs	Director of Diversity and Inclusion	Current programming.		Have conversation with key staff to identify needs and tactics.	
Objective 1.2: Address financial and institutional support needs by providing effective services in each area identified.	AVP Student Affairs		Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.2.1: Veteran's Resources	AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.2.2: Registration & Records	AVP Student Affairs	Registrar	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.2.3: Financial Aid	AVP Student Affairs	Director of Financial Aid	Current programming.		Have conversation with key staff to identify needs and tactics.	
Tactic 1.2.3.1: Ensure students of color, first generation students, and Pell-eligible students have equal access to work study and regular payroll	AVP Student Affairs	Director of Financial Aid			Assess current access and recommend revisions, if needed.	
Strategy 1.2.4: IT/Technology Resource Center	CIO	AVP Student Affairs	Current programming.		Have conversation with key staff to identify needs and tactics.	
Tactic 1.2.4.1: Increase access to technology (e.g. laptops) for students of color, first generation, and Pell-eligible students.	CIO	AVP Student Affairs			Assess current access and recommend revisions, if needed.	
Strategy 1.2.5: MAT Bus	AVP Student Affairs		Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.2.6: Dining Services	AVP Student Affairs	Area Director	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.2.7: Professional Dress Clothing Closet	AVP Student Affairs	Director of Career Services	Current programming.		Have conversation with key staff to identify needs and tactics.	
Strategy 1.2.8: Career Services	AVP Student Affairs	Director of Career Services	Current programming.		Have conversation with key staff to identify needs and tactics.	
Goal 2: Identify, support, and strengthen campus opportunities designed to foster student engagement with a focus given to students of color, first generation, and Pell-eligible students.	AVP Student Affairs				Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 2.1: Residence Hall Programming	AVP Student Affairs	Assistant Director of Residence Life	Current programming.		Have conversation with key staff to identify needs and tactics.	

Objective 2.2: Center for Civic and Community Engagement	AVP Student Affairs	Director of Career Services	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 2.2.1: Mustang Market	AVP Student Affairs	Director of Career Services	Current focus is on this population.	Assess current support and recommend changes, if needed.	
Objective 2.3: Intramurals	AVP Student Affairs; Athletic Director		Current programming.	Have conversation with key staff to identify needs and tactics.	
Objective 2.4: Center for International Education	AVP Student Affairs	Director of International Student Services and Global Education	Current programming.	Have conversation with key staff to identify needs and tactics.	
Objective 2.5: Student Activities	AVP Student Affairs	Assistant Director of Student Activities	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 2.5.1: Program activities in a manner that increases weekend events.	AVP Student Affairs	Assistant Director of Student Activities	Current programming.	Assess current offerings and recommend ways to address this goal.	
Strategy 2.5.2: Increase opportunities for activities to include greater numbers of online and non-traditional students.	AVP Student Affairs	Assistant Director of Student Activities; Director of Online Learning and Transfer Pathways		Assess current offerings and recommend ways to address this goal and a target number to achieve.	
Objective 2.6: Office of Diversity Inclusion	AVP Student Affairs	Director of Diversity and Inclusion	Current programming.	Have conversation with key staff to identify needs and tactics.	
Objective 2.7: Publicize student engagement opportunities and activities by maintaining an updated, comprehensive, and accessible activities calendar	AVP Student Affairs; Executive Director of Enrollment Management	Assistant Director of Student Activities	Online calendar used; student engagement group convened SP/SU21 to discuss improvements.	Prioritize and implement recommendations for increasing visibility and awareness of campus events.	
Objective 2.8: Investigate use of SMSU Mentorship Program or other mechanisms to implement peer mentor positions in the First Year Seminar: Discover, Engage, Lead course sections.	Provost, Deans	Chair of Liberal Studies Committee	Initial discussion with committee SP21.	Have conversation with key staff to identify needs and tactics.	
Objective 2.9: Increase scope of Mustang Mentorship Program to include online and extended learning students and widen the geographical locations of alumni involved.	AVP Student Affairs	Alumni Position	On-campus students chosen.	Have conversation with key staff to identify needs and tactics.	
Goal 3: Develop, support, and promote opportunities designed to develop student leadership.	AVP Student Affairs			Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 3.1: Student Clubs Organizations	AVP Student Affairs	Assistant Director of Student Activities	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 3.1.1: Decisions regarding space allocation for clubs and organizations should be made equitably with an eye towards inclusion and access.	AVP Student Affairs	Campus Space Committee		Engage committee in discussion of this priority and make changes, if deemed appropriate.	
Strategy 3.1.2: Consistent with Quality Improvement Process recommendations, consider opportunities for online students to participate in clubs and organizations.	AVP Student Affairs	Assistant Director of Student Activities, Director of Online Learning and Transfer Pathways	QIP recommendations not yet completed and shared.	Identify current level of participation; set goal for increase and evaluate June 1.	
Objective 3.2: Student Government	AVP Student Affairs	Assistant Director of Student Activities	Current programming.	Have conversation with key staff to identify needs and tactics.	
Objective 3.3: Residence Life	AVP Student Affairs	Assistant Director of Residence Life	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 3.3.1: Resident Assistant	AVP Student Affairs	Assistant Director of Residence Life	Current programming.	Assess and evaluate need for change.	
Strategy 3.3.2: Living Learning Program Assistants	AVP Student Affairs	Assistant Director of Residence Life	Current programming.	Assess and evaluate need for change.	
Objective 3.4: Intercollegiate Athletics	Athletic Director	AVP Student Affairs	Current programming.	Have conversation with key staff to identify needs and tactics.	
Objective 3.5: Admissions	AVP Student Affairs	Director of Admissions	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 3.5.1: Student Ambassadors	AVP Student Affairs	Director of Admissions	Current programming.	Assess and evaluate need for change.	
Strategy 3.5.2: Orientation Leaders	AVP Student Affairs	Director of Admissions	Current programming.	Assess and evaluate need for change.	
Objective 3.6: Public Safety	AVP Student Affairs	Director of Public Safety	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 3.6.1: Student Safety Officers	AVP Student Affairs	Director of Public Safety	Current programming.	Assess and evaluate need for change.	
Objective 3.7: Student Mentoring	AVP Student Affairs				
Strategy 3.7.1: Global Ambassadors	AVP Student Affairs	Director of International Student Services and Global Education	Current programming.	Assess and evaluate need for change.	
Strategy 3.7.2: Summer Bridge Mentors	AVP Student Affairs	Director of Diversity and Inclusion	Current programming.	Assess and evaluate need for change.	
Strategy 3.7.3: Mustang Pathway Mentors	AVP Student Affairs	Associate Director of Diversity and Inclusion	Current programming.	Assess and evaluate need for change.	
Strategy 3.7.4: Student tutors across campus including Library Research Assistants, Writing Center, Math Learning Center, Speech Center, and discipline-specific	AVP Student Affairs	Director of Deean Griebel Student Success Center	Current programming.	Assess and evaluate need for change.	
Strategy 3.7.5: Student success grant mentors	AVP Student Affairs	Director of Deean Griebel Student Success Center	Not part of the Grant model; no discussion to this point.	Assess and evaluate need for change.	
Strategy 3.7.6: LEP 101	Provost, Deans	Chair of Liberal Studies Committee	We do not do this at present.	Assess and evaluate need for change.	
Objective 3.8: Office of Diversity Inclusion	AVP Student Affairs	Director of Diversity and Inclusion	Current programming.	Assess and evaluate need for change.	
Strategic Priority #5: Ensure Effective Institutional Operations and Community Well-being. Create a highly-supportive environment focused on the physical, intellectual, and emotional well-being of the University community.					
Goal 1: Provide a welcoming, safe, and inclusive environment for students, staff and faculty.	Campus Diversity Officer	CFO, Provost, AVP Student Affairs		Implement as below. If additional objectives, list here:	Quantify progress toward objectives.

Objective 1.1: Engage in planning and action to ensure the safety and security of the SMSU campus.	CFO, AVP Student Affairs	Director of Public Safety	This is done on an ongoing basis.	Address SmFUFA items shared in SP21 and IFO Faculty of Color items shared SU21. Provide campus-wide awareness and training on existing policies, services and tools.	
Objective 1.2: Provide ongoing Diversity, Equity, and Inclusion training.	Campus Diversity Officer; Director of Human Resources	Provost, AVP Student Affairs	IDI training done for staff/admin. Funding provided for ACUE faculty training and Gardner Social Justice seminars.	Provide campus-wide training for DEI and Title IX.	
Objective 1.3: Provide ongoing training to eliminate sexual assault, bullying, and other behaviors that undermine a respectful workplace.	Campus Diversity Officer; Director of Human Resources	Director of Public Safety		Identify plan for campus-wide training.	
Objective 1.4: Review employee exit interview process and develop exit interview questions for faculty and staff who identify as a Person of Color or self-identify as a member of a marginalized group, to strengthen our ability to support and maintain a welcoming, safe, and inclusive environment for all employees.	Campus Diversity Officer; Director of Human Resources		DEI questions are included in recently-revised exit survey; response rate is low.	Utilize Qualtrics to increase response rate.	
Objective 1.5: Develop and implement a plan to attract employees of color and from underrepresented groups, including fixed-term and emergency hires.	Campus Diversity Officer; Director of Human Resources	Provost, Deans	Affirmative Action Plan exists in draft form.	Review and approve a plan.	
Objective 1.6: If appropriate and tied to a specific initiative, investigate re-design of some campus spaces.	CFO	Provost, AVP Student Affairs	Discussions in progress regarding Social Science building.		
Goal 2: Provide an innovative and accessible technological environment that supports University community success.	CIO			Implement as below. If additional objectives, list here: Create a process for submitting ideas and making requests for space utilization.	Quantify progress toward objectives.
Objective 2.1: Provide resources and training to support active learning support (e.g. classrooms and professional development).	CIO, Provost, Deans		Plan in place; classroom enhancements made, including furniture, technology	Work with Academic Technology Committee to review current plan and recommend revisions, as needed.	
Objective 2.2: Improve technology to support hybrid learning environments (hy-flex, asynchronous).	CIO	Provost, Deans	Plan in place; technology enhancements made.	complete scheduled improvements.	
Objective 2.3: Enhance programming available through the Center of Online Teaching and Learning and review staffing needs.	CIO	Provost, Deans, COLT Coordinator	Current programming. Physical space development initiated.	Identify and implement new initiatives. Complete initial physical space development	
Objective 2.4: Increase and enhance physical and virtual collaboration spaces.	CIO	Provost, Deans	Initial discussions with Academic Technology Committee	Determine needs and plan accordingly.	
Objective 2.5: Increase accessibility of curriculum for all learners (captioning, screen readers, ADA, location/site, communication channels, course design and delivery).	CIO	Director of Disability Services	Captioning capabilities with several tools (e.g., Zoom, Kaltura) continuously expanding. ReadSpeaker software recently implemented. EqualWeb accessibility tool recently implemented for SMSU website. Accessibility compliance reviews included as part of RFP processes for technology. Continuously work with Disability Services staff on technology investments.	Continue efforts on emphasizing accessibility needs for course design and delivery.	
Objective 2.6: If appropriate and tied to a specific initiative, investigate a move to become a "laptop campus."	CIO	Provost, Deans	Program-specific conversation; Educause survey.	Continue to evaluate feasibility for specific programs. Leverage new systemwide device leasing contract if a good fit.	
Objective 2.7: Evaluate the feasibility and utility of investing in software to enhance resume and interview skills.	AVP Student Affairs	Director of Career Services	Consult Director: Several new services implemented to enhance resume and interview skills.	Determine needs and plan accordingly.	
Strategy 2.7.1: Investigate the use of Quinncia and implement if deemed suitable.	AVP Student Affairs	Director of Career Services	Consult Director: New contract for wider scale deployment signed SU21.	Implement.	
Goal 3: Emphasize the creation of an environment that supports inclusive lifelong learning processes across the University community.	Provost, Deans			Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 3.1: Provide professional development for faculty staff.	Provost, Deans		IDI training done for staff/admin. Funding provided for ACUE faculty training and Gardner Social Justice seminars.	Determine needs and plan accordingly.	
Objective 3.2: Promote through student events and programs (Undergraduate Research Conference, career planning).	AVP Student Affairs	Assistant Director of Student Activities		Determine needs and plan accordingly.	
Objective 3.3: Research incentives such as certificate programs, badges, or other.	Provost, Deans	Chairs; Director of Online Learning and Transfer Pathways	current programming.	Have discussion with Chairs to determine needs.	

Objective 3.4: Develop robust onboarding policies and practices.	Director of Human Resources		Plans nearly complete.	Implement plans.	
Strategy 3.4.1: Identify employee resource groups to assist new hires.	Director of Human Resources			Identify groups.	
Objective 3.5: Identify and develop learning pathways (Career, Academic, Mustang and GOLD College).	Provost, Deans	Director of Online Learning and Transfer Pathways		Determine needs and plan accordingly.	
Goal 4: Promote student, faculty, and staff physical and psychological well-being and engagement.	Director of Human Resources, AVP Student Affairs	Director of Health Services		Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 4.1: Strengthen and support health and wellness programming and facilities enhancement.	AVP Student Affairs	Director of Health Services	Facility improvements included in bonding request; SMSU on the list for consideration.	Determine programming needs and plan accordingly.	
Strategy 4.1.1: Reconstitute the SMSU Wellness Workgroup and elevate it to a University Committee.	AVP Student Affairs	Director of Health Services	Workgroup currently dormant.	Reconstitute Workgroup and discuss next steps.	
Strategy 4.1.2: Increase frequency of wellness information dissemination including EAP, wellness programming, and events.	AVP Student Affairs; Director of Human Resources	Director of Health Services		Enlist Wellness Workgroup to accomplish this goal.	
Objective 4.2: Promote participation in Employee Assistance Programs.	Director of Human Resources		State communicates a lot of information; it may not be noted as much as it could be.	Determine needs and plan accordingly.	
Objective 4.3: Conduct University climate and wellness surveys, to include focus groups.	Campus Diversity Officer; Director of Human Resources			Determine needs and plan accordingly.	
Objective 4.4: Increase access to counseling support services for online, distance education, and concurrent enrollment students.	AVP Student Affairs	Director of Counseling Services		Such measures would be ideal to address, in part, in the University's QIP Improvement Plan for 2021-22 which should be completed soon per QIP process timelines.	
Strategy 4.4.1: Investigate App-based supplements to support student psychological well-being (e.g. Talkspace, headspace, Calm, Moodmission, Youper, and Well-track).	AVP Student Affairs	Director of Counseling Services	Consult Counseling Staff: They are currently using a service called Titanium.	Determine needs and plan accordingly.	
Goal 5: Develop, implement and routinely review mechanisms and controls that support broad-based administrative and financial management planning.	CFO			Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 5.1: Make best use of physical and financial resources that support the University's mission.	All	Director of Facilities	This is done on an ongoing basis.	Reconstitute Campus Facilities Committee; assess campus facility needs and allocate resources in support of strategic priorities.	
Objective 5.2: Provide for sustainability.	CFO		This is done on an ongoing basis.	Identify need for new actions.	
Objective 5.3: Allocate resources to support equity and inclusion.	Campus Diversity Officer; CFO		Done on case-by-case basis.	Allocate resources in support of strategic priorities.	
Objective 5.4: Ensure proper committee infrastructure representative of the University community.	Campus Diversity Officer; Director of Human Resources		Two new University Committees created (SAGE and Advising).	Engage bargaining units as in SP1: 3.6	
Objective 5.5: Conduct regular review of campus policies to ensure equitability of a given policy.	Campus Diversity Officer		Diversity Committee has begun this process.	Complete policy review and make revisions as needed.	
Objective 5.6: Provide training and other development opportunities to enhance the skills and abilities of faculty and staff in leadership positions.	Director of Human Resources		Provided via System Office.	Identify needs for additional training and plan accordingly.	
Strategic Priority #6: Increase enrollment and improve retention. Create and maintain academic and student affairs partnerships to increase and retain enrollment.					
Goal 1: Develop and strengthen joint ventures with two-year colleges to provide students with desirable degree-completion opportunities.	Provost, Deans	Director of Online Learning and Transfer Pathways		Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 1.1: Prioritize institutions within the Minnesota State system.	Provost, Deans	Director of Online Learning and Transfer Pathways; Program faculty.	Meetings with 6 colleges to explore new partnerships; taking next step with St. Cloud Tech and Lake Superior.	Complete work needed to launch two new program partnerships.	
Objective 1.2: Reach out to institutions within regional states.	Provost, Deans	Director of Online Learning and Transfer Pathways; Program faculty.		Discuss potential internally and prioritize outreach.	
Objective 1.3: Reach out to international institutions.	Provost, Deans	Director of Online Learning and Transfer Pathways; Program faculty.	In process of articulating transfer of HND in Business in cooperation with John Evans.	Complete HND articulation and formalize agreement with appropriate institutions.	
Goal 2: Appropriate resources for maintaining and strengthening both graduate and undergraduate academic partnerships to enhance enrollment.	Provost, Deans	Director of Advancement and Foundation		Implement as below. If additional objectives, list here:	Quantify progress toward objectives.
Objective 2.1: Establish an advising group for Online Learning and Transfer Pathways programs to enhance access for diverse groups.	Provost, Deans	Director of Online Learning and Transfer Pathways	None at present.	Establish internal advising group as indicated.	
Objective 2.2: Consider establishing an Extended Learning advisory group to support current and new program offerings.	Provost, Deans	Director of Online Learning and Transfer Pathways Graduate Studies	None at present.	Discuss need and feasibility. Establish if warranted. Include extended learners through technology	

Goal 3: Assess effectiveness of academic partnerships to improve enrollment management initiatives (such as recruitment, retention, persistence rate, graduation rate) for both graduate and undergraduate programs.	Provost, Deans	Director of Online Learning and Transfer Pathways; Director of Student Success Center		Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 3.1: Clarify roles of those involved in initiatives (eg: Deeann Griebel Student Success Center vs advisors vs Access Opportunity Success/Online Learning).	Provost, Deans, AVP Student Affairs	Director of Online Learning and Transfer Pathways; Director of Student Success Center; Director of diversity, Equity and Inclusion, Director of Institutional Research	Position job descriptions identify duties.	Have initial meeting(s) to discuss collaboration and efficiencies.	
Goal 4: Support and enhance current and new initiatives designed to increase student access, success, and retention.	Provost, Deans, Director of Enrollment Management			Implement as below. If additional objectives , list here:	Quantify progress toward objectives.
Objective 4.1: Support and enhance established programs.					
Strategy 4.1.1: Peer tutoring provided by Deeann Griebel Student Success Center, Writing Center, Math Learning Center, and Speech Center.	Provost, Deans	Director of Student Success Center	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 4.1.2: Deeann Griebel Student Success Center interventions for students who struggle (Early Alert, last date of attendance grades, satisfactory academic progress, and provisional admits).	Provost, Deans	Director of Student Success Center	Current programming.	Have conversation with key staff to identify needs and tactics.	
Strategy 4.1.3: Implement and support SUCCESS grant initiative to provide coaching and peer mentoring for underserved students.	Provost	Director of Student Success Center	Grant implementation begins FA21; Coordinator and Coach hired.	Pilot interventions to determine best recruiting and support practices and to coordinate with existing student support.	
Strategy 4.1.4: Utilize enhanced funding for Student Success Center to help meet Equity 2030 goals.	Provost	Director of Student Success Center	Current programming.	Have conversation with key staff to identify needs and make recommendations.	
Strategy 4.1.5: Implement Quality Improvement Process recommendations for enhancing support services for online students.	Provost	Director of Online Learning and Transfer Pathways; Director of Deeann Griebel Student Success Center	QIP recommendations being completed.	Implement recommendations for online students as funding allows.	
Objective 4.2: Identify a retention data team to guide collection and tracking of equity-gap data.	Provost, Director of Enrollment Management	Director of Student Success Center; Deans	Does not exist currently.	Gather key people to articulate purpose; invite members and hold initial meeting(s).	
Objective 4.3: Increase access to SMSU through strategic partnerships with underrepresented and underserved populations (e.g. Adult Basic Education).	Provost, Deans			Have conversation with key staff to identify needs and make recommendations.	
Objective 4.4: Investigate if new and current graduate programs could have dedicated seats for SMSU undergraduate students to serve as feeder programs (e.g. Athletic Training, Strength Conditioning, Clinical Exercise Physiology, Accelerated Nursing B.S.N., other Education and Business programs).	Provost, Deans	Director of Graduate Studies	Not a goal at present.	Have conversation with programs to evaluate needs and make recommendations.	
Objective 4.5: Investigate the feasibility of a dual enrollment partnership with Minnesota West to allow registered SMSU students to complete the R.N. program while maintaining SMSU status.	Provost, Director of Enrollment Management	Deans; Chair of Nursing	Not done at present.	Have initial conversation with Department to identify questions and to develop a plan, if feasible. Investigate including an international component	