

## Southwest Minnesota State University (SMSU) Strategic Plan

### 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.
    - **Strategy 1.1.1:** 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 (see appendix).
    - **Strategy 1.1.2:** 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.
    - **Strategy 1.1.3:** Identify programs integral to the mission of SMSU and support the delivery of coursework in majors, minors, liberal education, and graduate education.
  
- **Goal 2: Foster quality teaching and learning.**
  - **Objective 2.1:** Promotes, develop, and support quality teaching.
    - **Strategy 2.1.1:** Hire and retain, whenever possible, full-time, tenure-track, high quality faculty with appropriate credentials and degrees.
    - **Strategy 2.1.2:** Raise support funds for graduate and undergraduate research as well as travel related to research.
    - **Strategy 2.1.3:** Review support for the Academic Commons in the areas of writing, speech, mathematics, second language acquisition and other relevant areas.
    - **Strategy 2.1.4:** Create and maintain an on-going *Institute of Teaching and Learning* 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.
    - **Strategy 2.1.5:** Develop an ongoing reciprocal mentoring program within departments to support new faculty members.
    - **Strategy 2.1.6:** Develop a *Grants Office* to assist faculty in developing and securing grants.
    - **Strategy 2.1.7:** Develop Advisory Councils for majors and programs. Structure Advisory Councils to generate ideas and support, including financial support.
    - **Strategy 2.1.8:** Develop an Academic Advising Plan (academic, co-curricular, and support programs) aligned with goals and student learning outcomes related to certificates, majors, minors, and degrees.
    - **Strategy 2.1.9:** 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.

- **Objective 2.2:** Inspire, cultivate, and celebrate a high level of learning.
  - **Strategy 2.2.1:** 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.
  - **Strategy 2.2.2:** 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.
  - **Strategy 2.2.3:** Re-establish the *Global Studies/Study Abroad Program* to ensure students have the opportunity to study abroad and domestically as well as enhance faculty exchange opportunities.
- **Objective 2.3:** Ensure growth and excellence in Graduate Education programs through a commitment to academic excellence.
  - **Strategy 2.3.1:** Re-appropriate university resources to support Graduate Education programs.
  - **Strategy 2.3.2:** Hire additional graduate staff to support Graduate Education programs.
- **Goal 3: Foster a campus-wide culture of assessment for student learning.**
  - **Objective 3.1:** Formalize a campus-wide Assessment Plan.
    - **Strategy 3.1.1:** Assure that faculty, students, and staff have articulated understanding of the Assessment Plan by integrating the Assessment Plan into the Academic Plan.
    - **Strategy 3.1.2:** Initiate an assessment project through the Assessment Academy to address the assessment concerns listed in the Higher Learning Commission (HLC) report.
    - **Strategy 3.1.3:** Establish communication pathways among the Committee on Institutional Assessment (CIA), Liberal Education Committee (LEC), academic departments, and student affairs.
    - **Strategy 3.1.4:** 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.
    - **Strategy 3.1.5:** Submit a self-study that in part discusses the results generated and implemented changes when following the Program Assessment Plan.
    - **Strategy 3.1.6:** 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.
    - **Strategy 3.1.7:** Establish capstone experiences that assess and demonstrate the quality of student learning specific to the discipline.
    - **Strategy 3.1.8:** Establish a process to review the entire Liberal Education Program.

- **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.
    - **Strategy 4.1.1:** Coordinate distance learning opportunities through the Office of Extended Learning and Academic Outreach (ELAO). The Office of Extended Learning and Academic Outreach (ELAO) will:
      - **Tactic 4.1.1.1:** 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.
      - **Tactic 4.1.1.2:** Respond quickly and flexibly to opportunities, career trends, societal needs, based on national and regional research.
      - **Tactic 4.1.1.3:** Work within the regional community to assist in the development of quality course offerings to meet the educational needs of businesses and schools.
      - **Tactic 4.1.1.4:** Sponsor annual campus conferences for the university's and community/technical colleges' faculty and administration to meet and discuss educational needs and opportunities for students.
- **Goal 5: Support academic programs and create a dedicated revenue stream to help promote new academic initiatives, improve existing programming, and/or to offset upper-division, low-enrolled courses.**
  - **Objective 5.1:** Evaluate budgeting process to ensure excellence at the lower and upper division and graduate levels.
    - **Strategy 5.1.1:** Ensure the integrity of the liberal arts and professional degree programs and have money to invest in new initiatives.
    - **Strategy 5.1.2:** 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.
    - **Strategy 5.1.3:** Determine a clear and transparent process for what constitutes *academic distinctiveness* and *signature programs*; the implication of these designations should be made clear and transparent.

## 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.
    - **Strategy 1.1.1:** Increase diversity among faculty and staff.
      - **Tactic 1.1.1.2:** Identify and recruit from sufficiently diverse applicant pools.
      - **Tactic 1.1.1.3:** Develop exchange programs for all but dissertation (ABD) and other faculty from Historically Black Colleges and Universities (HBCU), Latino and Tribal colleges and universities).

- **Tactic 1.1.1.4:** Require Human Resources (HR) to provide an orientation session prior to start of a search to focus on diverse and underrepresented hiring goals.
- **Strategy 1.1.2:** Create plans for recruiting and hiring diverse/underrepresented faculty, staff and administration.
  - **Tactic 1.1.2.1:** Target diverse opportunity hires.
  - **Tactic 1.1.2.2:** Create salary competitiveness for underrepresented groups.
  - **Tactic 1.1.2.3:** Inform and encourage administration and hiring supervisors to utilize the Talent Management resources available within the System Office.
  - **Tactic 1.1.2.4:** Connect with alumni of color to aid in the recruitment and retention of faculty and staff of color.
- **Strategy 1.1.3:** Create a campus climate that understands that a more diverse faculty, staff, and administration on campus is key to our recruitment and retention efforts.
  - **Performance Indicators:** Starting with a baseline of 49 employees, SMSU will increase the employment of staff and faculty of color, veterans, and individuals with disabilities by 13 additional employees over the next six years for a benchmark of 62, or 25%, whichever is greater.
- **Objective 1.2:** Recruit a more diverse and inclusive student body.
  - **Strategy 1.2.1:** Identify and recruit from sufficiently diverse applicant pools.
    - **Tactic 1.2.1.1:** Increase diversity of staff in the Admissions Office so that applicants can recognize affinity.
    - **Tactic 1.2.1.2:** Identify target markets.
    - **Tactic 1.2.1.3:** Increase scholarships for diverse students.
    - **Tactic 1.2.1.4:** Increase presence of student diversity clubs and organizations at recruitment events, registrations, and orientation days.
    - **Tactic 1.2.1.5:** Offer and advertise International and Diversity Living and Learning Community options at recruitment events, registrations, and orientation days.
    - **Tactic 1.2.1.6:** Develop international and domestic students of color alumni connections.
    - **Tactic 1.2.1.7:** Increase academic offering that will appeal to a diverse student populations.
    - **Tactic 1.2.1.8:** Increase support for co-curricular clubs and activities that appeal to diverse student populations.
    - **Tactic 1.2.1.9:** Create employment opportunities for international students and diverse students.
      - **Performance Indicators:** Starting with a baseline of 271 students of color, SMSU will increase the enrollment of degree-seeking undergraduate students of color to a benchmark of 400 over the next six years, or 25%, whichever is greater.

- **Objective 1.3:** Retain diverse staff and faculty.
  - **Strategy 1.3.1:** Create a campus climate conducive to retention of diverse/underrepresented faculty, staff, and administrators.
    - **Tactic 1.3.1.1:** Provide support groups for new faculty/staff of color.
    - **Tactic 1.3.1.2:** Work with Human Resources, bargaining units, and administration to establish processes to create an inclusive campus environment.
    - **Tactic 1.3.1.3:** Ensure an equitable and supportive teaching, learning, and working environment for all identifiable groups.
    - **Tactic 1.3.1.4:** Reach out to the community and campus leadership to support empowerment for women of people of color.
    - **Tactic 1.3.1.5:** Appoint ombudsperson to offset campus climate concerns prior to possible grievance or litigation.
    - **Tactic 1.3.1.6:** Identify and limit the effects of barriers to retention related to religion and socio-economics.
      - **Performance Indicators:** Increase retention rates for diverse faculty, staff, and administrators to equal or exceed that of the overall employee population retention rate, with special attention to gender, race, veteran status, and disability.
- **Objective 1.4:** Retain diverse students.
  - **Strategy 1.4.1** Create a campus climate conducive to retention of diverse/underrepresented students.
    - **Tactic 1.4.1.1:** Focus retention efforts on target markets of African American, Asian American, American Indian, and Latino students.
    - **Tactic 1.4.1.2:** Increase scholarships for diverse students.
    - **Tactic 1.4.1.3:** Increase diversity among faculty and staff.
    - **Tactic 1.4.1.4:** Offer and advertise International and Diversity Living and Learning Community at recruitment events, registration, and orientation days,
    - **Tactic 1.4.1.5:** Increase academic offerings that will appeal to diverse student populations.
    - **Tactic 1.4.1.6:** Increase support for co-curricular clubs and activities that appeal to diverse student populations and increase presence of diversity clubs at recruitment events, registration, and orientation days.
    - **Tactic 1.4.1.7:** Provide career development, career exploration, and employment opportunities for international students and students of color.
    - **Tactic 1.4.1.8:** Seek host families or mentors for international students and students of color.
    - **Tactic 1.4.1.9:** Identify and limit the effects of barriers to retention related to religion and socio-economics.
    - **Tactic 1.4.1.10:** Align efforts with the *Student Success Plan* to eliminate the achievement/opportunity gap between white students and students of color.

- **Objective 1.5:** Implement antiracism and cultural competency training and programming.
  - **Strategy 1.5.1:** Identify how the university will become a more diverse and inclusive campus.
    - **Tactic 1.5.1.1:** Utilize the Chief Diversity Officer (CDO) and the Diversity Committee to spearhead and develop expectations and outcomes.
    - **Tactic 1.5.1.2:** Conduct periodic university meetings.
  - **Strategy 1.5.2:** Conduct antiracism and cultural competency training to engage the campus community, Marshall Community, and the regional service area.
    - **Tactic 1.5.2.1:** Identify financial resources.
    - **Tactic 1.5.2.2:** Identify and evaluate consultants.
    - **Tactic 1.5.2.3:** Create collaborative partnerships with local schools, businesses, government, nonprofit agencies, local, civic, and faith groups to make the campus more inclusive.
  - **Strategy 1.5.3:** Provide diversity and inclusion awareness training for 100% of new faculty, staff, students, and administration.
    - **Tactic 1.5.3.1:** Require student orientation and training.
    - **Tactic 1.5.3.2:** Implement employee training orientation.
  - **Strategy 1.5.4:** Provide diversity and inclusion awareness training for 100% of current faculty, staff, students, and administration.
    - **Tactic 1.5.4.1:** Require student seminars.
    - **Tactic 1.5.4.2:** Implement employee seminars.

## Enrollment Management Plan

- **Goal 1: Increase comprehensive enrollment.**
  - **Objective 1.1:** Increase new students in enrollment.
    - **Strategy 1.1.1:** Increase enrollment of first time, full-time (FTFT) students.
    - **Strategy 1.1.2:** Increase enrollment of transfer students.
    - **Strategy 1.1.3:** Coordinate Transfer Student Services as Academic Programs expand (new partnerships, articulation agreements with metro area, Community Colleges, RN to BSN, etc.).
    - **Strategy 1.1.4:** Increase and/or maintain enrollment of graduate students.
    - **Strategy 1.1.5:** Increase enrollment of international students.
  - **Objective 1.2:** Increase retention, persistence, and degree completion of students.
    - **Strategy 1.2.1:** Articulate critical benchmarks for student success from point of admittance through graduation for target groups (*Student Success Plan*).
    - **Strategy 1.2.2:** Collaborate to fully integrate student affairs, academic affairs, alumni and the community in support of enrollment, retention, and degree completion.
  - **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.
    - **Strategy 1.3.1:** Work with the Communications and Marketing Office to develop and monitor public relations and a marketing plan.

## 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.
    - **Strategy 1.1.1:** Expand current employee orientation process to an on-boarding program to orient new employees to the University and region.
    - **Strategy 1.1.2:** Create an environment that supports training and professional development needs of non-faculty employees.
    - **Strategy 1.1.3:** Ensure continuity of leadership across the institution.
  - **Objective 1.2:** Strengthen overall engagement of employees.
    - **Strategy 1.2.1:** Develop meaningful professional relationships on campus.
      - **Tactic 1.2.1.1:** Develop a mentorship program for new faculty and staff on campus with timelines for engagement and that can be assessed.
      - **Tactic 1.2.1.2:** Assign a faculty member as a mentor to a new faculty member. The faculty mentor may include the mentorship in a Professional Development Plan.
      - **Tactic 1.2.1.3:** Assign new staff a mentor from within the experienced staff on campus.
      - **Tactic 1.2.1.4:** Encourage new faculty and staff to be engaged with SMSU, City of Marshall or other local communities.
      - **Tactic 1.2.1.5:** Become a member of a Town and Gown organization such as the International Town Association (ITGA).
        - **Performance Indicator 1.2.1.1:** Mentorship activities reported in the faculty Professional Development Report (PDR) starting spring 2016.
        - **Performance Indicator 1.2.1.2:** Will be assessed starting in May 2016 by the Deans by speaking with new faculty to evaluate if the mentoring program was successful and for suggested improvement or revisions in future faculty mentorships.
        - **Performance Indicator 1.2.1.3:** A staff mentorship program will be developed by the Administration with help from HR by December 2016. The program will be assessed by survey of new staff for successes or needs for improvement.
        - **Performance Indicator 1.2.1.4:** Engagement on campus will be indicated in faculty Professional Development Plans (PDP) and Reports (PDR.). City of Marshall and local community engagement opportunities will be compiled via the Marshall Chamber of Commerce and the Marshall City Administrator.
        - **Performance Indicator 1.2.1.5:** The SMSU Provost will explore the possibility of SMSU becoming a member of a Town and Gown Association by December 2016.
    - **Strategy 1.2.2:** Enhance and promote information understanding in the campus community.
      - **Tactic 1.2.2.1:** 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.

- **Tactic 1.2.2.2:** Create an assessment tool to measure the strengths and weaknesses of the workshops.
- **Tactic 1.2.2.3:** Encourage faculty and staff to be engaged with a University, City of Marshall or other local communities.
  - **Performance Indicator 1.2.2.1:** The President will appoint a Work Group in fall 2016 to develop a workshop to assist new Chairpersons, new Supervisors, new Directors and new Program Directors. This Work Group will include experienced Chairs, Supervisors and Directors. A workshop will be ready to be offered in August 2017. A workshop to be offered at the beginning of every academic year and as needed.
  - **Performance Indicator 1.2.2.2:** The Work Group will design and complete an assessment instrument to be implemented at the time of the first workshop in August 2017.
  - **Performance Indicator 1.2.2.3:** City of Marshall engagement opportunities will be compiled via the Marshall Chamber of Commerce and the Marshall City Administrator.
  
- **Strategy 1.2.3:** 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.
  - **Tactic 1.2.3.1:** Work with Healthy56258 in Marshall to develop a plan that may include exploring insurance coverage for fitness, food choice options in food service areas.
  - **Tactic 1.2.3.2:** Coordinate suggested initiatives with the Healthy56258.
  - **Tactic 1.2.3.3:** Redesign and create mileage marks for the internal/hallway walking paths on campus.
  - **Tactic 1.2.3.4:** Create more awareness for mental health services and promote stress management.
  - **Tactic 1.2.3.5:** Create more awareness of the services available through the Employee Awareness Program (EAP).
  - **Tactic 1.2.3.6:** Create a designated fitness area for students and another fitness area for administration, faculty and staff.
  - **Tactic 1.2.3.7:** Explore partnerships with off campus fitness facilities, such as the YMCA, that mutually benefit the students of SMSU and the perspective partners.
  - **Tactic 1.2.3.8:** Consider a lease agreement between the SMSU Fitness Center and perspective off campus partners.
  - **Tactic 1.2.3.9:** Utilize the SMSU's pool in more ways.
  - **Tactic 1.2.3.10:** Work with the Statewide Health Improvement Plan for networking and collaborations for resources.
  - **Tactic 1.2.3.11:** Schedule Anti-Bullying Workshops.
  - **Tactic 1.2.3.12:** Schedule Anti-Racism Workshops.
  - **Tactic 1.2.3.13:** Create partnerships across the campus to encourage initiatives that will ensure diversity, inclusiveness and cultural competencies in course syllabi, the utilization of guest speakers invited



to campus and into classrooms and other presentations in academic affairs and student affairs.

- **Tactic 1.2.3.14:** Offer support services and awareness training for lesbian, gay, bisexual, transgender, questioning, ally (LGBTQA) communities.
- **Tactic 1.2.3.15:** Offer employee mental health screening.
- **Tactic 1.2.3.16:** Provide more veteran's awareness and support services in addition to Beyond the Yellow Ribbon.
- **Tactic 1.2.3.17:** Participate in and review the SMSU/Marshall/Region economic impact study conducted every five years by the MnSCU system.
- **Tactic 1.2.3.18:** 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 región.
  - **Performance Indicator 1.2.3.1:** Healthy 56258 office will be located on campus by July 2016.
  - **Performance Indicator 1.2.3.2:** HR will contact the Healthy56258 office that will be located on campus by July 2016.
  - **Performance Indicator 1.2.3.3:** The SMSU Wellness Workgroup will complete the mileage maps for walking on campus by July 2016. The Wellness Workgroup will work with SMSU facilities personnel.
  - **Performance Indicator 1.2.3.4:** The SMSU Counseling Center will work to promote stress and mental health awareness programs for employees as well as students. An assessment of the awareness of the programs will be completed to understand what changes may need to be made to the programs offered.
  - **Performance Indicator 1.2.3.5:** Additional EAP pamphlets will be available in additional places on campus, additional notices to supervisors and employees will be made so that everyone is aware of AEP, to be completed by August 2016 through the HR Office.
  - **Performance Indicator 1.2.3.6:** Grants and other outside fiscal sources will be used to explore additional fitness center space.
  - **Performance Indicator 1.2.3.7:** Partnerships will be explored through the Wellness Workgroup in conjunction with the Administration.
  - **Performance Indicator 1.2.3.8:** The Wellness Workgroup and Administration will investigate the feasibility of such partnerships and leases.
  - **Performance Indicator 1.2.3.9:** Promote the use of the pool through the Wellness Workgroup and other campus promotional opportunities.
  - **Performance Indicator 1.2.3.10:** Wellness Workgroup will investigate and coordinate to seek resources.
  - **Performance Indicator 1.2.3.11:** Workshops will be coordinated and scheduled by SmSUFA, Administration, and the Student Association, as fiscal resources are available.

- Assessment of the workshop will be completed through surveying those in attendance.
- **Performance Indicator 1.2.3.12:** Workshops will be coordinated and scheduled by SmSUFA, the Office of Diversity and Inclusion, the Administration and Student Association as fiscal resources are available. Assessment survey will be completed by those in attendance.
  - **Performance Indicator 1.2.3.13:** The Chief Diversity Officer will work with various departments to offer diversity and inclusive programming. Assessment will be conducted at each event.
  - **Performance Indicator 1.2.3.14:** Safe Space training and other training will be explored during spring semester 2016.
  - **Performance Indicator 1.2.3.15:** Human Resources will work with EAP to determine if there are mental health screenings available to employees.
  - **Performance Indicator 1.2.3.16:** The President will appoint a Veteran's Work Group to work with the on-campus Veteran's support person as well as the Veteran's Club to determine what other support services are needed. This Work Group will begin in August 2016.
  - **Performance Indicator 1.2.3.17:** The Provost and Chief Financial Officer will ensure the five-year study is conducted as directed by MnSCU. Results of interest to City of Marshall or the region will be shared as appropriate.
  - **Performance Indicator 1.2.3.18:** The President will appoint a Work Group to gather the information on volunteer, student teacher and internship hours by employees and student to the Marshall region. This Work Group will begin work fall 2017 with the information to be collected by the end of spring semester 2018.
- **Objective 1.3:** Celebrate and champion the achievements of employees.
    - **Strategy 1.3.1:** Create and sustain a culture of employee recognition.
      - **Tactic 1.3.1.1:** Review the current annual recognition program for faculty and staff.
      - **Tactic 1.3.1.2:** Create training for supervisors on how to encourage and recognize employee achievements.
        - **Performance Indicator 1.3.1.1:** Human Resources will complete this review no later than December 31, 2016.
        - **Performance Indicator 1.3.1.2:** A training program to be created by Human Resources by December 31, 2017.
    - **Strategy 1.3.2:** Develop and implement a communication plan that celebrates the accomplishments of faculty and staff to internal and external audiences.
      - **Tactic 1.3.2.1:** 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. Create a campus culture of "it's not bragging" but justifiable news of achievements.

- **Tactic 1.3.2.2:** Send information to alumni magazines of faculty and staff.
- **Tactic 1.3.2.3:** Send information on faculty and staff to selected newspapers.
- **Tactic 1.3.2.4:** The Deans will ask regularly at Chairpersons' meeting for recent highlights and achievements of faculty.
- **Tactic 1.3.2.5:** Highlight faculty tenure and promotions to the individual's alumni organizations.
- **Tactic 1.3.2.6:** Highlight faculty tenure and promotions on campus.
- **Tactic 1.3.2.7:** Utilize new media services for setting standards, vetting and branding of videos and the "face of the university."
- **Tactic 1.3.2.8:** Partner with Communication Studies/Digital Media to create "Southwest Stories."
- **Tactic 1.3.2.9:** Enhance and maintain Department web pages to be current and interesting.
- **Tactic 1.3.2.10:** Continue to promote and expand the scheduling of Faculty New Works.
  - **Performance Indicator 1.3.2.1:** The Communications and Marketing Office will develop an easy to use reporting system no later than December 31, 2016 to be used immediately by faculty and staff.
  - **Performance Indicator 1.3.2.2:** The Communications and Marketing Office will work with the Alumni Office to send information reported by faculty and staff. To start no later than December 31, 2016.
  - **Performance Indicator 1.3.2.3:** Deans and Chairpersons will build into agendas faculty and staff working with Communications and Marketing to report information.
  - **Performance Indicator 1.3.2.4:** Monthly reporting to the Communications and Marketing Office.
  - **Performance Indicator 1.3.2.5:** This process will be initiated by the Deans and Communication and Marketing no later than December 31, 2016.
  - **Performance Indicator 1.3.2.6:** The Deans, Human Resources and the Faculty Association will coordinate an annual event to celebrate tenure and promotions.
  - **Performance Indicator 1.3.2.7:** This process will be initiated by the Deans' Office and Communications and Marketing Office.
  - **Performance Indicator 1.3.2.8:** "Southwest Stories" will be created by Communication Studies and the Communication and Marketing Office; process and schedule developed by December 31, 2017.
  - **Performance Indicator 1.3.2.9:** New initiative created by Web Services by September 1, 2016.
  - **Performance Indicator 1.3.2.10:** The Dean of Arts, Letters and Sciences will continue to coordinate with the Faculty Association for increased scheduling and promotion.

- **Objective 1.4:** Sustain and enhance research and scholarship work by faculty and staff.
  - **Strategy 1.4.1:** Brand and circulate the expertise of the faculty and staff throughout the region.
    - **Tactic 1.4.1.1:** Continue and expand the Faculty New Works initiative.
    - **Tactic 1.4.1.2:** Create a *Grant's Office* to assist faculty in securing grants for research.
    - **Tactic 1.4.1.3:** 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.
    - **Tactic 1.4.1.4:** Encourage faculty and staff to be engaged with a SMSU and City of Marshall.
      - **Performance Indicator 1.4.1.1:** The Dean of Arts, Letters and Sciences will continue to coordinate with the Faculty Association for increased scheduling and promotion.
      - **Performance Indicator 1.4.1.2:** Feasibility of this initiative to be determined by the Chief Financial Officer by December 31, 2016.
      - **Performance Indicator 1.4.1.3:** A survey to determine faculty and area of expertise to be developed by Communications and Marketing by December 31, 2016.
      - **Performance Indicator 1.4.1.4:** City of Marshall engagement opportunities will be compiled via the Marshall Chamber of Commerce and the Marshall City Administrator and shared with the President's Cabinet.
- **Objective 1.5:** Strengthen overall engagement of students.
  - **Strategy 1.5.1:** Develop a plan to foster positive student engagement in campus life through student organization participation, student activities, residential life and volunteer community service.
    - **Tactic 1.5.1.1:** Continue to support and sustain the strong intramurals program on campus.
    - **Tactic 1.5.1.2:** Continue to support the *Center for Civic Engagement* and course work that requires civic engagement.
    - **Tactic 1.5.1.3:** Highlight and report in a more prominent and frequent mode the number of successful student civic engagement events involving students.
    - **Tactic 1.5.1.4:** Utilize the Collegiate Link of the SMSU Student Activities for the metric of hours spent in civic engagement.
    - **Tactic 1.5.1.5:** Expand publicity of community events sponsored or hosted by the students in Residential Life.
    - **Tactic 1.5.1.6:** Promote and encourage more demand for the Mustang Speaker bureau.
    - **Tactic 1.5.1.7:** Create a clearinghouse for students to be connected with alumni willing to serve as mentors to SMSU students.
    - **Tactic 1.5.1.8:** Highlight the many activities and services coordinated by students on SMSU Media, digital media on campus or Studio One.
    - **Tactic 1.5.1.9:** 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.

- **Tactic 1.5.1.10:** Continue assessment of the best practice models for scheduling career events at the optimal time of a semester.
- **Tactic 1.5.1.11:** Mount a digital screen devoted exclusively to career services in the Career Services Office hallway.
- **Tactic 1.5.1.12:** Continue to work with academic departments and programs to warehouse internship opportunities in the Career Services Office.
- **Tactic 1.5.1.13:** Promote and utilize the services of the Executive in Residence.
- **Tactic 1.5.1.14:** Continue to promote and highlight the Activities Fair.
- **Tactic 1.5.1.15:** 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.
- **Tactic 1.5.1.16:** Encourage students to be engaged with the University and the City of Marshall.
- **Tactic 1.5.1.17:** Publicize and celebrate the large number of students in campus clubs and organizations that attend conferences. Utilize the campus newspaper, *The Spur*, to feature and celebrate student accomplishments and academic efforts.
- **Tactic 1.5.1.18:** Publicize students involved with the Society for Leadership.
- **Tactic 1.5.1.19:** Mine the SAFAC data and rosters to highlight the students involved with student activities, clubs and organizations.
- **Tactic 1.5.1.20:** Help the Admissions Office to use the Collegiate Link as a recruitment tool.
- **Tactic 1.5.1.21:** Highlight the Collegiate Link service to students during registrations.
  - **Performance Indicator 1.5.1.1:** Create additional marketing of intramurals program starting fall semester 2016 to be done by the Athletics Department. Provide additional funding for intramurals and open gym through Fitness Center athletic fee, to be completed by spring 2017.
  - **Performance Indicator 1.5.1.2:** Provide additional funding for the *Center of Civic Engagement* through the use of another Graduate Assistant or student help and fund for marketing and telling the Civic engagement story; funding will be added as it becomes available.
  - **Performance Indicator 1.5.1.3:** Through the *Center of Civic Engagement* and the Communications and Marketing Office be sure stories are reported, written and distributed widely. An English writing course could use the *Center of Civic Engagement* as a source for writing material and ideas; these stories or articles written could be shared with the Communications and Marketing Office for distribution to newspapers or other journals starting the fall of 2017.
  - **Performance Indicator 1.5.1.4:** Coordinate with the Assistant Director of Student Activities to facilitate the collection of this data. Some campus groups such as Civic Engagement may apply for funding to support software that best supports data collection needs.

- **Performance Indicator 1.5.1.5:** An RHA Communication Leader position should be created or if already available the person should be sending information to SMSU Communications and Marketing on a regular basis and submitting that same information to SMSU Today and ensuring events are placed on the SMSU Master Calendar.
- **Performance Indicator 1.5.1.6:** At Department Chairpersons meetings the Dean can periodically remind faculty to utilize the Bureau. The Director of Alumni can promote more often on a regular basis.
- **Performance Indicator 1.5.1.7:** The clearinghouse will be created by the Director of Alumni and a method for interested students to sign up to be established by the fall of 2017.
- **Performance Indicator 1.5.1.8:** An enhanced collaboration with Studio One is underway as of January 2016 and will be ongoing and expanded each year for the next five years; coordination through the Communication Studies Program faculty.
- **Performance Indicator 1.5.1.9:** A pathway for collecting assessment information from career fairs or career services events will be established by the Director of Career Services by August 2018.
- **Performance Indicator 1.5.1.10:** Assessment of Career Services events will be ongoing by the Director of Career Services.
- **Performance Indicator 1.5.1.11:** A monitor screen will be placed in the Bellows Academic (BA) hallway by Career Services for Career Services notices only by December 2016.
- **Performance Indicators 1.5.1.12:** Internship listings will continuously be updated in the Career Services Office and a process for communications between Departments and Career Services regarding internships will be created to simplify this process for both areas; to be facilitated by August 2017.
- **Performance Indicator 1.5.1.13:** The Foundation, the Dean of Business, Education and Professional Studies and Communications and Marketing will create a plan to better promote and highlight the services available and to schedule opportunities.
- **Performance Indicator 1.5.1.14:** Through the Student Activities Office and the Communications and Marketing Office brainstorm to find even more avenues to share the information, to invite participation and promote the event.
- **Performance Indicator 1.5.1.15:** An economic impact study of volunteer hours will be created and assessed by the Center of Civic Engagement in conjunction with the Office of Institutional Research by August 2018.
- **Performance Indicator 1.5.1.16:** A listing of community engagement activities will be created and made available to students through the Collegiate Link, the *Center of Civic Engagement* and other pertinent departments. This listing can be compiled in conjunction with the listing for faculty and staff

completed and updated by the Marshall Chamber of Commerce and City Administrator. A plan to assess the number of students seeking civic engagement opportunities will be created by December 2017. The *Center of Civic Engagement* will tap into the United Way's "Campus Connect" data base to stay up to date on student civic engagement opportunities.

- **Performance Indicator 1.5.1.17:** Student clubs working through SAFAC and the Assistant Director of Student Activities will regularly report information on students attending conferences and workshops to be forwarded to Communications and Marketing. *The Spur* will be asked to publicize student club events and to write more feature stories on student leadership and conference attendance.
  - **Performance Indicator 1.5.1.18:** The Assistant Director of Student Activities will continue to report to the Communications and Marketing Office the achievement of SMSU students that are members of the Society for Leadership.
  - **Performance Indicator 1.5.1.19:** Encourage a greater use by the SMSU clubs and organizations to utilize Collegiate Link. The Assistant Director of Student Activities can continue or increase reporting of information to the Communications and Marketing Office and *SMSU Today*.
  - **Performance Indicator 1.5.1.20:** There should be an internal collaboration between the Student Activities Office and the Office of Admission to develop a strong and vital appearance on Collegiate Link before using Link as a recruitment tool.
  - **Performance Indicator 1.5.1.21:** The Admission Office in cooperation with the Office of Student Activities will create more awareness of Collegiate Link and highlight the use of Collegiate Link by registration April 2017.
- **Strategy 1.5.2:** Improve the McFarland Library's facilitation of intellectual, interpersonal and interdisciplinary connections through examination of its physical and virtual spaces, technology and resources.
- **Tactic 1.5.2.1:** Create a two-year plan to evaluate and redesign public spaces to encourage students and others to utilize more sections of the Library.
  - **Tactic 1.5.2.2:** Evaluate the locations of the Library's collections.
  - **Tactic 1.5.2.3:** Evaluate physical resources of the Library.
  - **Tactic 1.5.2.4:** Enhance the Library's partnership with the Undergraduate Research Conference (URC) to be more multi-faceted and purposeful.
  - **Tactic 1.5.2.5:** Explore how the McFarland Library might work with Career Services and Testing.
  - **Tactic 1.5.2.6:** Increase the number of presentations or presentation series co-hosted or co-sponsored by the Library.
  - **Tactic 1.5.2.7:** Partner more with the Marshall-Lyon County Library for hosting and co-hosting events and other programming.
  - **Tactic 1.5.2.8:** Continue campus media literacy theme programming such as Blind Date with a Book, Banned Books and Favorite Books.

- **Tactic 1.5.2.9:** Continue and sustain the digital archiving project Islandora.
  - **Performance Indicator 1.5.2.1 - 1.5.2.3:** In conjunction with the Comprehensive Facilities Plan, McFarland Library faculty and staff and other pertinent offices will continue to review space and locations of resources within the Library. Planning is underway spring semester 2016. To be completed by September 2016.
  - **Performance Indicator 1.5.2.4:** The University Librarian and McFarland Library faculty will continue to expand and enhance the work already done that creates a link between the Library and the Undergraduate Research Conference organizers.
  - **Performance Indicator 1.5.2.5:** The McFarland Library faculty will work with the Director of Career Services to create a framework for how the two areas will work together for mutual benefit.
  - **Performance Indicator 1.5.2.6:** The McFarland Library faculty will work with the Deans, New Works organizers, Departments, student organizations and the Communications and Marketing Office to raise awareness of the Library facilities and calendar.
  - **Performance Indicator 1.5.2.7:** The McFarland University Librarian and faculty and the SMSU Creative Writing Program will continue the recently established partnerships between the campus and Marshall-Lyon County Library to promote and schedule events.
  - **Performance Indicator 1.5.2.8:** The McFarland Library faculty and staff will continue the well-developed media literacy theme programming and will assess the success of these programs as a part of the McFarland Library strategic plan.
  - **Performance Indicator 1.5.2.9:** The Project Islandora will continue.
- **Objective 1.6:** Celebrate and champion the achievements of our students.
  - **Strategy 1.6.1:** Develop activities and/or events that celebrate the accomplishments of students.
    - **Tactic 1.6.1.1:** Schedule a reception or an event for Dean's List recipients.
    - **Tactic 1.6.1.2:** Institute a President's List for those students who received all A's (4.0) within a semester.
    - **Tactic 1.6.1.3:** Celebrate scholarship recipients at scheduled events.
    - **Tactic 1.6.1.4:** Schedule a running banner on the SMSU website highlighting scholarships awarded and the number of scholarships awarded.
    - **Tactic 1.6.1.5:** Departments will post scholarship highlights on their website.
    - **Tactic 1.6.1.6:** Use the video screens on campus to highlight names of scholarships and recipients.
    - **Tactic 1.6.1.7:** Highlight the students featured in the Fine Arts Celebration.



- **Tactic 1.6.1.8:** Highlight the students featured in Celebrate Science Week.
  - **Performance Indicator 1.6.1.1:** The SMSU Foundation and Deans Office in cooperation with the President's Cabinet will determine an appropriate time of an academic year to
  - **Performance Indicator 1.6.1.2:** The Provost will coordinate with the Registrar's Office the names of students receiving all A's (4.0) within a semester to be publicized in the same manner as the Dean's List.
  - **Performance Indicator 1.6.1.3:** Continue the annual Scholarship Luncheon.
  - **Performance Indicator 1.6.1.4:** The Web Designer will create banner with permission from the Office of Advancement and in cooperation with the Communications and Marketing Office.
  - **Performance Indicator 1.6.1.5:** The Office of Advancement secures a new software service to support scholarship management.
  - **Performance Indicator 1.6.1.6:** Work with Communications and Marketing Office and the Student Center to schedule slides highlighting scholarships and the names of recipients with their permission.
  - **Performance Indicator 1.6.1.7:** The Fine Arts and Communication Department will send information to Communications and Marketing Office for feature stories. *The Spur* will be encouraged to write feature stories.
  - **Performance Indicator 1.6.1.8:** The Science Department will send information to Communications and Marketing Office for feature stories. *The Spur* will be encouraged to write feature stories.
- **Strategy 1.6.2:** 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.
  - **Tactic 1.6.2.1:** Continue to expand the URC to include not only applied research but the creative arts research as well.
  - **Tactic 1.6.2.2:** Develop conferences/opportunities for students to present independent of the URC.
  - **Tactic 1.6.2.3:** Investigate a Foundation campaign that develops dollars dedicated to a cost center to be used for travel to the Capitol Rotunda, regional research conferences and national research conferences.
  - **Tactic 1.6.2.4:** 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.
  - **Tactic 1.6.2.5:** When possible name academic events on the annual academic calendar.
  - **Tactic 1.6.2.6:** Facilitate faculty driven/initiated capstone projects leading to student research published in journals.

- **Tactic 1.6.2.7:** Utilize and encourage departments and programs to have available contacts/clearinghouse for journals aimed at student publications.
- **Tactic 1.6.2.8:** Generate “Mustang Talks” which are scholarly and creative talks that are posted on the SMSU website and streaming service.
- **Tactic 1.6.2.9:** Highlight student participation in the Fine Arts Celebration, Science Week events, and other academic/research events on campus.
- **Tactic 1.6.2.10:** Continue to encourage student clubs to attend conferences; utilize and report out data provided by Student Activities demonstrating number of students active in local, regional, state and national conferences.
  - **Performance Indicator 1.6.2.1:** Expansion of the URC to include the research of the creative arts is underway and will continue.
  - **Performance Indicator 1.6.2.2:** Each academic area will investigate opportunities for students to present at conferences and workshop within their discipline independent of the URC.
  - **Performance Indicator 1.6.2.3:** The SMSU Foundation will investigate the feasibility of such funding and cost center.
  - **Performance Indicator 1.6.2.4:** The organizers of the URC will form a Committee to create and promote more categories.
  - **Performance Indicator 1.6.2.5:** Each department with organized academic events will work with Communications and Marketing to post the event on *SMSU Today*.
  - **Performance Indicator 1.6.2.6 - 1.6.2.7:** Each academic area will investigate opportunities for students to publish undergraduate research in journals aimed at student publications.
  - **Performance Indicator 1.6.2.8:** Interested faculty and students will coordinate with the Communication and Marketing Office scheduling of recordings and postings; this may require coordination with Communication Studies and Studio One.
  - **Performance Indicator 1.6.1.9:** The Fine Arts and Communication Studies Department and the Science Department will send information to Communications and Marketing Office for feature stories. *The Spur* will be encouraged to write feature stories.
  - **Performance Indicator 1.6.1.10:** The Assistant Director of Student Activities will continue to report to the Communications and Marketing Office the achievement of SMSU students that are members of the Society for Leadership.

## 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 MnSCU Finance and Facilities division.
    - **Strategy 1.1.1:** Convene the CFP Committee to begin planning work.
    - **Strategy 1.1.2:** Receive proposals and select consultant to complete the comprehensive Facilities Plan.
    - **Strategy 1.1.3:** Consultant works on the phases of the Comprehensive Facilities Plan Process.
    - **Strategy 1.1.4:** Present completed plan to the Campus, Administration and System Office Facilities staff.
  - **Objective 1.2:** Steward physical resources to enhance academic, student life, and workplace experiences and spaces.
    - **Strategy 1.2.1:** Modernize facilities.
    - **Strategy 1.2.2:** Repurpose space.
    - **Strategy 1.2.3:** Optimize space.