

2017-2018 Strategic Planning Prioritization

Academic Plan

Updated 5/3/18

2017-2018	Responsibility	Action	Outcome
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 through external review, annual reviews, and the Academic Prioritization process.	- Provost -Academic Deans -Chair -Faculty	The Academic Prioritization process is underway. Each department or program that submitted report received recommendations. Deans and Provosts responded to recommendations.	The Academic Prioritization culminated with several outcomes that included reorganizations, reductions, discontinuance of academic programs, elimination of fixed-term positions, and proposed retrenchment.
2.1.1: Focus on retaining faculty through continuous onboarding processes and solidifying tenure and promotion expectations.	Provost -Deans -Chairs -Faculty	The deans completed the orientation with new faculty. The deans are meeting consultatively with new faculty members and others pertaining to PDP/PDR goals and objectives. The Deans and Provost are having ongoing discussions on Common Understandings regarding tenure and promotion expectations with SmSUFA leadership.	An onboarding process is in place. This process included PDP/PDR workshop and mentoring program. This process will continue next year.
2.1.3: Review support for the Academic Commons in the areas of writing, speech, mathematics, second language acquisition and other relevant areas.	- Provost -VP for Enrollment Management and Student Success (EMSS) - Deans	Moved the Office of Student Success, Academic Advising, and Blue to Brown into the Academic Commons area. Investigate the feasibility of areas of academic support moving into the Academic Commons area. Determine additional supports for the Writing Center.	Reorganized the Academic Commons to centralize student support services so that students would have better access to services.

<p>2.1.4: Create integrated professional development that focuses on Anti-Bullying, Anti-Racism, Safe Space, Cultural Competency. (See Diversity Plan 1.1.3 and ICE 1.1.2).</p>	<ul style="list-style-type: none"> - Cabinet - Campus Diversity Officer - Chief Human Resource Officer - Faculty 	<p>The current SMSU Diversity Plan and upcoming events address the need to remain forward thinking in relation to the need for clear policy and procedures anti-bullying, cultural competency, acceptance of diverse people, technological literacy, etc... As a result, the SMSU climate in relation to 2.1.4 continues to be progressive</p>	<p>Focused Professional Development Day and SMSU Staff Development Day on producing inclusive campus climate. Offered Safe Space and Anti-Racism sessions during these professional development opportunities.</p> <p>During the 2017-2018 fiscal year we have provided: Safe Space Training. Completed introduction to Safe Space fall semester of 2017.</p> <p>Safe Space Training – Train the Trainer, Part 1. Completed spring semester 2018.</p> <p>Cultural Competency – Building a Community of Rapport. Completed spring semester of 2018.</p> <p>Postponed the Anti-Bullying – Respectful Workplace session due to weather, but this will be a priority next year.</p>
<p>2.1.8: Continue the completion of the <i>Academic Advising Plan</i> and begin implementation.</p>	<ul style="list-style-type: none"> - Provost - VP for EMSS - Deans -CIO - Office of Student Success -Registrar 	<p>The Registrar introduced the Mustang Academic Plans (MAPS) during fall 2017. Vetted the MAPS to identify accuracy. Launched the MAPS during academic advisement.</p>	<p>Vetted the <i>Academic Advising Handbook</i> with the Cabinet and collective bargaining units. Completed the MAPS and they are being used in academic advising sessions. The MAPs are accessible on the web.</p>
<p>2.1.9: Create a Portfolio Review process for credit for prior learning in key discipline areas to support the credentialing of College Now instructors.</p>	<ul style="list-style-type: none"> - Provost - Deans -Director of Current Enrollment - Faculty 	<p>Minnesota State System is currently promoting collaboration throughout the system for credit for prior learning (CPL). SMSU is in a good position with this as we have a good policy in place. Extended Learning and</p>	<p>SMSU received a \$25,000 grant to complete the graduate program CPL process This process will assist in the credentialing of high school teachers so that they can continue to teach concurrent enrollment courses in the College Now program.</p>

		College Now both serve on this system-wide task force to promote and organize CPL on our campuses. Currently the effort at SMSU is for the Deans to re-introduce the policy to the program chairs which some follow up on establishing program procedures on CPL processes for their areas. Addressing questions such as, when a student states they want to explore CPL in a specific area, what then is the point of contact, where does the student go to learn what is available and how it works?	
2.2.3 A: Review the <i>Global Studies/Study Abroad Program</i> to ensure students have the opportunity to Study Abroad and domestically as well as enhance Faculty Exchange opportunities.	-Provost -Deans -VP for Enrollment Management and Student Success -Campus Diversity Officer -Director of International Programs	Possible actions: Identify resources including budget, time, and staff to facilitate travel opportunities for students. Identify student interest in study abroad/domestically.	Developed a set of protocols, application materials, and checklists. Posted these materials at https://www.smsu.edu/academics/programs/studyabroad/index.html Sought global partnerships in order to have global studies opportunities for students in China, Nigeria, Northern Ireland, Thailand, and Mexico. Hired a new Director of International Student Services. Global Studies will be a part on the new director's portfolio.
2.2.3 B: Investigate how to increase English Language Learning (ELL) support for	-Provost -Deans -VP for Enrollment Management and Student Success -Campus Diversity Officer	Collaborated with Southwest Adult Basic Education. The English Department faculty is reviewing a set of courses for fall of 2018 that	Adult Basic Education provided training and support for newly arrived adult immigrants and refugees. English and Education departments created labs to provide support services for

international and domestic students.	-Director of International Programs -Faculty	will be available for Taiwan graduate students as well as undergraduate domestic and international who may need additional English support.	students with limited English proficiency. Generated a series of basic, intermediate, and advance English courses for domestic and international students with limited English proficiency.
2.3.1: Move towards providing our top graduate students the opportunity to work as research assistants in cutting edge research or as teaching assistants for faculty in core undergraduate classes.	-Deans -Chairs -Faculty - Director of School of Graduate Studies	Possible action: Identify graduate funding sources. Identify course where graduate student qualifications match the qualifications needed to effectively deliver the course.	There was inaction on this strategic initiative. We will make this a priority for next year.
3.1.2: Continue the assessment project through the Assessment Academy to address the assessment concerns listed in the Higher Learning Commission (HLC) report, especially the Graduate Programs.	- Provost -Deans - HLC/Assessment Coordinator - Committee on Institutional Assessment (CIA) - Assessment Academy Team -Chairs -Faculty	The Assessment Academy Team, CIA, and LEC is working together to complete myriads tasks that will show evidence of progress pertaining to SMSU's Assessment Plan and filling the gaps as indicated in the 2104 HLC Response.	Implemented several assessment initiatives. These included the creation of the Campus Assessment Master Plan (CAMP), the Program Assessment of Student Learning Outcomes (PASL), the Report on Student Learning Outcomes (RASL), and Program Assessment Leaders (PALS).
3.1.7 / 3.1.8: Review the Liberal Education Plan with an emphasis on capstone experiences, internships, civic	- Provost -Deans - Liberal Education Committee (LEC) -Chairs -Faculty	The Liberal Education Plan review is ongoing. The Liberal Education Committee is also reviewing the Liberal Education student learning outcomes (SLOs) for better alignment with the Minnesota Transfer Curriculum (MnTC).	The Liberal Education Committee (LEC) reviewed the Liberal Education Program (LEP) to shore up any gaps in content coverage, skill development, and assessment of the LEP student learning outcomes (SLOs).

engagement, clinical experiences, and practicums that assess and demonstrate the quality of student learning specific to the discipline.			
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Diversity Plan

updated 5/23/18

2017-2018	Responsibility	Action	Outcome
1.1.1: Implement a hiring plan for diverse and underrepresented faculty, staff and administrators. Identify and recruit from sufficiently diverse applicant pools.	-Campus Human Resource Officer (CHRO) -Deans -Campus Diversity Officer (CDO) -Bargaining Units	The deans, Provost, and CHRO attended a diversity hiring conference to create strategies to enhance the diversity of hiring pools.	Utilized new candidate sourcing to attract diverse applicants. Sites include HERC, The Registry, and HireVets.com. Sponsored trainings related to diversity to increase awareness of the value of diversity to employees. Search committee trainings included unconscious bias training.
1.1.2: Continue to connect with alumni of color to aid in the recruitment and retention of faculty and staff of color.	-Campus Human Resource Officer (CHRO) -Deans -Campus Diversity Officer (CDO) - Director of Alumni	There has not been any progress made on this strategy.	
1.1.3: Modify and re-administer the Culture/Climate Campus Self-Assessment. Continue to determine professional development and programming opportunities. (See Academic Plan 2.1.4 and ICE 1.1.2)	- Campus Diversity Officer (CDO) - Director of Institutional Research	The CDO and the Director of Institutional Research modified the survey. Sent survey to all faculty and staff. Shared results at the next All-university conversation.	Administered a campus climate survey for faculty and staff in fall semester of 2017. Results of the survey are available on the SMSU research web site.
1.3.1: Create an assessment or	- Campus Human Resource Officer (CHRO)	Create an online exit survey in which employees can identify	Sought to improve retention of diverse faculty and staff;

evaluation tool to determine why diverse faculty and staff are staying or leaving the institution.	- Deans - Chairs	their experience while employed at SMSU. Target date for completion is 8/31/2018.	improve performance of all faculty; and assist with recruiting diverse faculty and staff.
1.4.1: Modify current policies to ensure they are diverse and inclusive and vet them through bargaining units and Student Government Association.	-Campus Diversity Officer -Associate Vice President of Student Affairs -Bargaining Units -Student Government Association	In order to assist in the inclusivity of our campus we have reviewed all SMSU policies and procedures for diverse and inclusive wording. During FY 2018-2019 we will be working with Dr. Clyde Pickett to incorporate a rubric that will ensure current and future policies and procedures are inclusive.	Reviewed all SMSU policies and procedures for diverse and inclusive wording.

Enrollment Management Plan

Updated 5/21/18

2017-2018	Responsibility	Action	Outcome
1.1.2: Identify space and implement changes to the Enrollment Management structure.	-VP for EMSS -VP for Finance & Admin -SSP Sub-Committee	Combined Office of Student Success, Academic Advising Center, and Academic Commons.	Remodeled space in Academic Commons. New center opened Jan. 2, 2018
1.3.1: Develop a comprehensive university-wide marketing plan.	-VP for EMSS -VP for Advancement - Admissions Office - Office of Communications and Marketing - CDO - Director of Athletics	The VP for Advancement and VP for Enrollment Management and Student Success completed plan, 11/2/17. Vetted plan with the Faculty Assembly.	Completed university marketing plan on 11/12/17.
1.2.1 A: Research and establish a student portal to improve student transition and retention.	- CIO - VP for EMSS - VP for Advancement - EMSS Staff	Discussions have taken place and listening sessions with students occurred Feb. 8 & 13, 2018. Directional options under consideration pending outcome of System CRM RFP process as this may affect planning and provide a valuable opportunity.	Listening sessions completed.

Updated August 7, 2018

<p>1.2.1 B: Implement the student success plan and academic plan with special focus and emphasis on the advising plan.</p>	<ul style="list-style-type: none"> -VP for EMSS - Provost -Deans -Director of the Advising Center -Dir. of Student Success -Registrar -Director of Advising 	<p>Implemented the Student Success Plan.</p> <p>Began review of Educational Opportunity Program.</p> <p>Created MAPs, which are available in catalog. Advising plan is ongoing.</p>	<p>Required grade of C or better for completion in IDST 110 for provisional students.</p> <p>Renamed Academic Success Program.</p> <p>Improved communication to admitted students.</p> <p>Opened new student success and advising center spring 2018.</p>
<p>1.1.2: Evaluate systems and processes to enhance transfer student enrollment.</p>	<ul style="list-style-type: none"> -VP for EMSS -Director of Admission -Transfer Specialist -Office of Extended Learning 	<p>Developed a digital communication strategy to target feeder 2 year schools.</p> <p>Evaluated transcripts are entered into T:Drive.</p> <p>Transferology updated on a regular basis.</p> <p>Developed a query to track SMSU students taking remote courses.</p>	<p>Evaluated transcripts are up 23% compared to last year same time.</p>
<p>1.1.1: Increase enrollment of new domestic first-year students.</p>	<ul style="list-style-type: none"> -VP for EMSS -Director of Admission 	<p>Applications and admits are up over last year by 12%.</p> <p>Purchased additional names, expanded search territory, and developed comprehensive marketing plan.</p>	<p>Registered first-year students are up 14% as of 5/15/18.</p> <p>Increased search buy from 26,000 names to 50,000.</p> <p>Increased prospects from 33, 068 to 51,778.</p> <p>Increased inquiries from 3,068 to 17,254.</p>
<p>1.2.1: Improve first-year retention of Fall 2017 cohort.</p>	<ul style="list-style-type: none"> -VP for EMSS -Director of Student Success -Director of Academic Commons -Director of Advising Center 	<p>Created Student Success and Advising Center. Currently up 1.5% in first-year fall to spring, return rate.</p>	<p>First-year fall-to-fall retention is up .8% as of 5/15/18.</p>

Institutional Capacity and Effectiveness

Updated 5/24/18

2017-2018	Responsibility	Action	Outcome
<p>1.1.1: Continue and access the mentorship and onboarding programs for new faculty and staff, enhance current processes.</p>	<p>-Campus Human Resources Officer (CHRO) -Deans -Athletic Director</p>	<p>Mentoring support for new faculty.</p> <p>AAFSCME new employees meet with unit representatives and have orientation.</p> <p>ASF has orientations to the union, but not to the campus.</p> <p>We should seek efficiencies in these processes. We may want to assign mentors that are not necessarily from the new employee's department.</p>	<p>Changed timelines for these processes.</p> <p>Evaluated the effectiveness of new faculty mentoring and identified ways to strengthen the mentoring program.</p> <p>Investigated what other Minnesota State schools are doing for onboarding.</p>
<p>1.1.2: Create integrated professional development that focuses on equity, diversity, and inclusion (See Academic Plan 2.1.4 and Diversity Plan 1.1.3).</p>	<p>-CHRO -Deans -Campus Diversity Officer</p>	<p>The institution should seek mechanisms for making these initiatives sustainable.</p>	<p>Offered Anti-Racism and Safe Space workshops.</p> <p>Rescheduled Anti-Bullying – Respectful Workplace workshop.</p>
<p>1.1.3: Continue development of a succession plan for key leadership positions with a focus on leadership development.</p>	<p>-Campus Human Resource Officer -Cabinet</p>	<p>Sub-group is working on developing a succession grid based upon needs and staffing within administrative units.</p> <p>Future actions: Human Resources will use a focus group to work with employees who could obtain a higher degree and be available for additional positions on campus.</p> <p>Conduct a series of leadership development training to encourage cross training and mobility.</p>	<p>Discussed tactics for potential succession scenarios.</p> <p>Started Succession Plans within Cabinet units.</p> <p>Cabinet debriefed plans to accomplish cross training and employee mobility.</p>

1.2.3: Participate in and review the SMSU/Marshall/Region economic impact study conducted every five years by the Minnesota System.	-Cabinet -Office of Advancement -Academic and Student Affairs Council -Chairs -Faculty	Announced RFP. Hired a firm to collect economic data. Conduct academic impact study summer of 2018. The firm conducting the study reached out in May to begin the work.	Worked with firm toward completion of economic impact study.
1.4.1: Develop a plan to foster positive student engagement in campus life through student organization participation, student activities, residential life and volunteer community service, and the Civic Action Plan.	-Associate VP for Student Affairs -Deans -VP for Student Affairs -Director of the Center for Civic and Community Engagement	Worked with advisory group and Campus Compact to develop plan. Discussed how best to use the Center for Community and Civic Engagement	The Center for Community and Civic Engagement started an advisory group that meets monthly. Activated Mustangs Volunteer and expanded to capture Service Learning data from individual classes.
1.4.2: Improve the McFarland Library's facilitation of intellectual, interpersonal and interdisciplinary connections through examination of its physical and virtual spaces, technology and resources (See Facilities Plan 1.2.2B and 1.2.3).	-Provost -Deans -Director of the Library -Chief Information Officer	Rearranged spaces to add additional active learning spaces. Added study pods. Library initiated a new strategic plan.	Instructional librarian was hired. The instructional librarian managed the Technology Integrated Learning Environment (TILE) CH 104 classroom.

Facilities Plan

Updated 5/13/18

2017-2018 Priorities	Responsibility	Action	Outcome
1.1.3 A: Review the 95% Report with the System Office.	-VP for Finance and Administration -Director of Facilities and Physical Plant	Met with system office in November 2017.	Report was accepted.
1.1.3 B: Share the final 100% Report with the campus.	-VP for Finance and Administration -Director of Facilities and Physical Plant	Report is on the Facilities and Physical Plant website.	Presented report at December All-University Conversation.

Updated August 7, 2018

1.2.1 A: Modernize space – Begin pre-design process for the fiscal 2020 bonding cycle.	-VP for Finance and Administration -Director of Facilities and Physical Plant	There has not been any progress made on this strategy.	
1.2.1 B: Modernize space – Seek third party funding sources for leverage equipment projects.	-VP for Finance and Administration -VP for Advancement	Received funding.	Used leverage equipment funding to purchase new science lab equipment (NMR)
1.2.1 C: Modernize space – Continue progress of smaller internally funded modernization projects.	-VP for Finance and Administration -Director of Facilities and Physical Plant - Chief Information Officer	Additional updates planned. Funding secured for summer 2018 projects.	Projects (study spaces, Speech Center) targeted for completion during summer 2018. Initiated work.
1.2.2 A: Repurpose space – Convert CH 104 into an active learning classroom.	-Chief Information Officer -Director of Facilities and Physical Plant	Converted CH 104 into technology integrated learning environment (TILE).	Completed conversion.
1.2.2 B: Repurpose space – Initiate transition of the archives media space on the 5 th floor of the library to a faculty development space.	-Chief Information Officer -Librarian	Preparing space and next phase of this item will be in summer 2018.	Project targeted for completion during summer 2018 using the BA 501 space. Initiated work.
1.2.2 C: Repurpose space – Develop a plan for transitioning existing academic spaces into active learning environments.	-VP for Finance and Administration - Chief Information Officer - Director of Facilities and Physical Plant	In progress. Funding for FY 19 projects secured.	Identified space as CH 225-226. Initiated work.
1.2.3 A: Optimize space – Develop individualized student computer spaces on the main floor of the library.	-Chief Information Officer -University Librarian	Purchased and configured 6 study pods on the first floor of the library.	Completed development of study pod area.
1.2.3 B: Optimize space – Explore use of additional joint use agreements, leases, or partnerships for space utilization.	-VP for Finance and Administration -VP for Advancement	Awaiting review of contract by the System’s Office of General Counsel and Facilities division.	Worked to generate external partnership agreement with Verizon for them to provide small cell towers on campus.