

2018-2019 Strategic Planning Prioritization

Academic Plan

Updated 7/10/19

2018-2019	Responsibility	Action	Outcome
<p>1.1.1: Review the Liberal Education Program and align the Student Learning Outcomes with the Minnesota Transfer Curriculum as well as review LEP 100 and 400.</p>	<ul style="list-style-type: none"> - Liberal Education Committee - Academic Deans - Chairs - Faculty 	<p>The new student learning outcome based on the MNTC has been approved by the Faculty Assembly. LEP 100 and LEP 400 discussions have been held by the faculty and decisions have been made to review the content of LEP 100 and eliminate LEP 400.</p>	<p>MnTC goals were adopted as the LEP goals, with minor modifications.</p> <p>LEP 400 was removed as a graduation requirement and LEP 100 was moved from Goal 2 of the MnTC to fulfilling a graduation requirement.</p> <p>The fulfillment of Goal 2 was modified, so that it is met when a student completes the MnTC requirements.</p>
<p>1.1.3 A: Follow through on all Academic Prioritization recommendations from 2017 - 2018.</p>	<ul style="list-style-type: none"> - Provost - Academic Deans - Chairs - Faculty 	<p>The deans completed and checked with all programs/departments and determined that 2017-2018 recommendations were implemented.</p>	<p>The Academic Prioritizations of 2017-2018 were implemented and cost savings were established.</p>
<p>1.1.3 B: Identify academic programs for investment, divestment, and reinvestment.</p>	<ul style="list-style-type: none"> - Provost - Academic Deans - Chair - Faculty 	<p>The deans completed essentiality, effectiveness and efficiency reports on programs and departments. From these reports, they determined the investments, divestments and reinvestments. The recommendations were shared with department chairs, provost and the president.</p>	<p>Departments/Programs adhered to and implemented the recommendations.</p>
<p>2.1.1: Continue discussions on Common Understandings regarding tenure and promotion expectations with SmSUFA leadership.</p>	<ul style="list-style-type: none"> - Provost - Academic Deans - Chair - Faculty 	<p>Programs/Departments engaged in crafting common understandings/expectations that would guide professional development processes, including tenure and promotion. The deans</p>	<p>Departments/programs completed their Common understandings. Faculty will be held accountable to the Common Understandings as</p>

		and the provost vetted these common understandings. Deans then provided departments and programs with recommendations and suggestions.	Deans provided feedback to PDP's through the PDR's. Approved Common Understandings are to be housed in each department's T drive.
2.1.3: Begin the implementation of the English for Multilingual Speakers program, which includes opportunities for international and domestic graduate and undergraduate students.	<ul style="list-style-type: none"> - Provost - VP for Enrollment Management and Student Success (EMSS) - Academic Deans - English program - Education TESOL program. 	Pilot implementation of the EMLS courses has started with our domestic and current international undergraduate students. Our intent is to offer these courses to the Taiwan cohort in 2019-2020 academic year.	<p>The courses were implemented with domestic students. Six EMLS courses were scheduled during AY 2018-19. The incoming international undergraduate students took the ESL Accuplacer tests and were placed in the appropriate EMLS course(s).</p> <p>The 2019-2020 Taiwan cohort will be offered the courses fall of 2019.</p>
2.1.4 A: Focus on technology integration and professional development to enhance faculty technological instructional capabilities.	<ul style="list-style-type: none"> - Chief Information Officer (CIO) - Instructional Designer - Academic Deans - Chair - Faculty 	We have offered technology integration sessions during Professional Development Days in 2018-2019. We will continue to have technology integration as a concurrent session during future Professional Development Days.	We hired an Instructional Technologist. She has been instrumental in offering professional development for faculty.
2.1.7: Create an external Graduate Program Advisory Council to support graduate student success.	<ul style="list-style-type: none"> - Provost - Graduate Dean - Director of Graduate Studies - Faculty 	Discussions have started among various graduate programs directors, the director of the school of graduate studies and the dean of graduate studies. Selection of council members occurred in spring of 2019 and the inaugural council meeting is slated for fall 2019.	Selection of Advisory Council members has started and the first Council meeting will take place in fall 2019
2.1.8: Review the <i>Academic Advising Plan</i> that includes the	<ul style="list-style-type: none"> - Provost 	The Academic Advising Technical Committee reviewed the Academic	The strategic goals of the <i>Academic Advising Plan</i> were updated and

implementation of the <i>Academic Advising Handbook</i> to aid in retention of current students.	<ul style="list-style-type: none"> - VP for Enrollment Management and Student Success - Deans - CIO - Office of Student Success - Registrar - Faculty 	Advising Handbook and are updating the strategies within the handbook. The Academic Advising Plans are on the web and the MAPs are being used to guide advising.	the revised <i>Academic Advising Handbook</i> was posted on the web.
2.1.9: Utilize the grant received (\$25,000) to complete the graduate program CPL process. This process will assist in the credentialing of high school teachers so that they can continue to teach concurrent enrollment courses in the College Now program.	<ul style="list-style-type: none"> - Provost - Deans - Director of Current Enrollment - Faculty 	The CN Office in collaboration with the deans and the provost have worked with the faculty to create credit for prior learning procedures to credential High School teachers.	Five CPL courses (English 589, Communications 589, Biology 589, Chemistry 589, and Physics 589) have been developed and approved by SMSU curriculum committee campus for next year. The College Now Office submitted for approval from the MinnState as well on all five courses. BIOL, CHEM, and PHYS have been approved. The office will be resubmitting with additional information for English and Communications.
2.3.2: Investigate opportunities to increase graduate enrollment that may lead to additional Graduate Program personnel support.	<ul style="list-style-type: none"> - VP of Finance and Administrative Services - Graduate Dean - Graduate Program Directors - Director of School of Graduate Studies 	Discussions are ongoing to start a graduate program in Athletic Training. Other graduate programs being explored are Cyber Security as a concentration within the MBS program, and Data Analytics	Faculty are working on curriculum and other logistics for the proposed graduate programs.
4.1.1: Secure grants from the McKnight Foundation and the Southwest Initiative Foundation to implement Teacher Preparation Partnership with Minnesota West and Worthington.	<ul style="list-style-type: none"> - Provost - BEPS Dean - CIO - Director of Extended Learning - School of Education faculty 	An implementation grant proposal has been submitted to the McKnight Foundation for the Teacher Preparation Partnership with Minnesota West and Worthington School District 518	The McKnight Implementation Grant was secured, which was \$300,000 for this year and with an option for another 300,000 next year.

<p>5.1.3: Determine a clear and transparent process for what constitutes <i>academic distinctiveness</i> and <i>signature programs</i>; the implication of these designations should be made clear and transparent.</p>	<ul style="list-style-type: none"> - Provost - Academic Deans - Chair - Faculty 	<p>We have been investigating what it means to be academically distinctive and creating a checklist of characteristics associated with academic distinctiveness.</p>	<p>Many meetings have been held. The conversations were captured. Future action is to determine if we are to create criteria for distinctiveness and to identify some signature programs or to have all programs identify their distinctiveness. This strategy should be revisited.</p>
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Diversity Plan

Updated 7/1/19

2018-2019	Responsibility	Action	Outcome
<p>1.1.2: Continue to connect with alumni of color to aid in the recruitment and retention of faculty and staff of color.</p>	<ul style="list-style-type: none"> - Campus Diversity Officer (CDO) - Alumni Office - Vice President for Enrollment Management and Student Success (VPEMSS) 	<p>Working on a plan/timeline to update Raisers Edge to allow the current system to query/identify Alumni of color.</p>	<p>The Raisers Edge system has been modified to incorporate queries to identify alumni of color.</p>
<p>1.1.3: Pilot the Minnesota State Campus Climate Study and provide training and programming around the findings of the campus climate survey.</p>	<ul style="list-style-type: none"> - Chief Human Resource Officer - Campus Diversity Officer - Bargaining Units - Student Association - Institutional Research Administration 	<p>Pilot survey has been administered.</p>	<p>Data was aggregated and available late spring 2019.</p> <p>Focus groups were conducted at the conclusion of the survey. Programming will be identified based on feedback from focus groups and the analysis of the survey data.</p>
<p>1.2.1: Develop, offer and advertise International and Diversity Living and Learning Community options at recruitment events, registrations, and orientation days.</p>	<ul style="list-style-type: none"> - Vice President for Enrollment Management and Student Success (VPEMSS) - Campus Diversity Officer - Office of Diversity and Inclusion 	<p>The CDO and Director of ISO will begin reviewing existing programs within the Minnesota State System.</p>	<p>Director of International Student Services did not agree with SMSU having an international student Living Learning Community. SMSU will further review best practices in order to determine a housing format that better meets the needs of the international students.</p>

1.4.1: Utilize the Minnesota State Pilot Campus Climate Study assessment/evaluation to determine why diverse students are staying or leaving the institution.	<ul style="list-style-type: none"> - Campus Diversity Officer - Minnesota State Diversity Officer - Student Affairs 	Focus groups are scheduled for Spring 2019 to identify why diverse students are staying or leaving the institution.	Focus groups were conducted at the conclusion of the survey. Programming will be identified based on feedback from focus groups and the analysis of the survey data.
1.5.2: Conduct Anti-Bullying, Anti-Racism, and Cultural Competency workshops and other diversity initiatives.	<ul style="list-style-type: none"> - Provost - Academic Deans - Campus Diversity Officer - Associate Vice President for Student Affairs - Bargaining Units 	Anti-Bullying workshop was offered.	Fran Sepler's workshop on incivility in the workplace had a high participation rate, both from individuals who attended in person or who watched the recorded presentation.
1.5.3: Provide <i>Safe Space</i> training as well as provide diversity and inclusion awareness training for new faculty, staff, students, and administration.	<ul style="list-style-type: none"> - Campus Diversity Officer - Chief Human Resource Officer - Student Affairs - Bargaining Units - Student Association 	Provided Professional Development Day 2019.	Presentations were found to be important and informative.

Enrollment Management Plan

Updated 7/19/19

2018-2019	Responsibility	Action	Outcome
1.1.1: Increase enrollment of new first-year students.	<ul style="list-style-type: none"> - VP for Enrollment Management and Student Success (EMSS) - Director of Admission 	<ul style="list-style-type: none"> - Added Digital Marketing - Hired Consultants - Purchased ACT of late test takers - Redesign of communications - Purchased tele-counseling module - Secured funding for one-time implementation of CRM - Offered lunches to all open house attendees - Contracted with Naviance - Increased social media presence - Free application week increased to month 	Several efforts were put into place to enhance enrollment. The implementation of these elements were taking place during the recruiting cycle, so the results are not as robust this coming year.

		<ul style="list-style-type: none"> - Added letter to parents - Housing awards Scholarship offers weekly instead of monthly - Moved scholarship acceptance into academic works 	
1.1.2 A: Further identify and implement changes to the Enrollment Management structure.	<ul style="list-style-type: none"> - VP for EMSS - Provost - VP for Finance & Administration - Student Success Planning Sub-Committee 	<ul style="list-style-type: none"> - Implement CRM across campus - Enrollment Planning group met to discuss process 	A CRM product— Campus Management Nexus Engage—was selected and funding secured for implementation and Year 1 of a five year service. Project kickoff was scheduled for early July.
1.1.2 B: Identify structure and resources to enhance transfer student enrollment including participation in the Central Minnesota Baccalaureate Program.	<ul style="list-style-type: none"> - VP for EMSS - Director of Admission - Transfer Specialist - Office of Extended Learning 	<ul style="list-style-type: none"> - Added Digital Marketing - Requested student names directly from feeder colleges - Joined Central MN Baccalaureate Program - Increased Transfer - Specialist to full-time to work with CMBP - Joined Phi Theta Kappa (PTK) – transfer honor society and purchased names for enhanced recruitment - Improved transfer student website navigation - Added Transfer Day to Minnesota State Week of campus visits 	Increased time for Transfer Specialist to actively recruit in the Central Minnesota area.
1.3.1: Assess communications and marketing messaging and evaluate findings for fiscal year 2020 changes.	<ul style="list-style-type: none"> - VP for EMSS - VP for Advancement - Admissions Office - Office of Communications and Marketing - Campus Diversity Officer 	<ul style="list-style-type: none"> - Webber Marketing visited campus April 2 & 3, 2019. 	Implement new plan by fall 2019.

	- Director of Athletics		
1.2.1 A: Begin implementation of a student portal to improve student transition and retention.	- Chief Information Officer (CIO) - VP for EMSS - VP for Advancement - EMSS Staff	- On hold for CRM capabilities - Website improvement for post-admission processes	Completed website improvements. A CRM product— Campus Management Nexus Engage—was selected and funding secured for implementation and Year 1 of a five year service. Project kickoff was scheduled for early July.
1.2.1 B: Continue implementation of the <i>Student Success Plan</i> focusing on narrowing the opportunity gap.	- VP for EMSS - Student Success and Advising Center - SEM	- Received one-time funds to enhance tutoring. - Received one-time money to update AC. - Received mini-grant to enhance marketing of Blue-to-Brown program. - Received funds for Mustang Pantry.	All actions were completed.
1.2.1 C: Improve first-year retention of Fall 2018 cohort and develop initiative to improve retention of 2 nd to 3 rd year students.	- VP for EMSS - Student Success and Advising Center.	- Review and consider move to professional advisors.	The move to professional advisors were discussed, but not implemented.

Institutional Capacity and Effectiveness

Updated 6/24/19

2017-2018	Responsibility	Action	Outcome
1.1.1: Systematize the current mentorship and onboarding programs for new faculty and staff.	- Campus Human Resources Officer (CHRO) - Deans - Athletic Director	- Onboarding procedures at other institutions investigated. - Two faculty focus groups conducted. - Outline of faculty orientation schedule drafted. <i>Still to be done:</i> - Meet with Athletic Director about inclusion of athletic onboarding into	- Onboarding checklist developed. - Draft of a New Faculty Onboarding plan developed. Will be presented to Cabinet in conjunction with the Opening Week schedule of events, Summer 2019. - Athletic Director confirmed how onboarding process for coaching faculty

		<p>schedule for coaching faculty.</p> <ul style="list-style-type: none"> - Draft and distribute onboarding checklist and schedule for feedback. 	<p>can coordinate with the broader faculty onboarding process.</p> <ul style="list-style-type: none"> - Faculty onboarding plan was presented to the HLC/Strategic Planning Institutional Capacity and Effectiveness subgroup for feedback.
<p>1.1.2: Create integrated professional development that focuses on equity, diversity, and inclusion for all employees (See Academic Plan 2.1.4 and Diversity Plan 1.1.3).</p>	<ul style="list-style-type: none"> - CHRO - Deans - Campus Diversity Officer (CDO) 	<p>Professional Development Day in August and January included many sessions that address this goal.</p> <p>Climate Survey was conducted on campus.</p>	<ul style="list-style-type: none"> - Professional Development Days, primarily for faculty, were held both in August and January. - Climate survey was successfully completed. Results will be available for Fall 2019. - SMSU Development Day was held in May, 2019, primarily for university staff. Sessions were held on food insecurity and ways to enhance inclusion of diverse members of the SMSU community.
<p>1.1.3: Continue process of developing a Succession Plan for key leadership positions with a focus on leadership development.</p>	<ul style="list-style-type: none"> - CHRO - Cabinet 	<ul style="list-style-type: none"> - Presidential search was undertaken. - Succession planning committee will meet in March to discuss moving forward. 	<ul style="list-style-type: none"> - Dr. Kumara Jayasuriya was selected as the next president of SMSU. - The succession planning committee met in March. - The succession planning committee met with employees who have Master's degrees but who are in bargaining units other than IFO for feedback on how continue education has benefitted them in their positions.

			-HR implemented monthly supervisor meetings on topics relevant to supervisory roles.
1.2.3: Promote employee work-life balance and wellness by developing programs and workshops that enhance the work-life balance of the campus community.	<ul style="list-style-type: none"> - Employees associated with Healthy 56258 - Counseling Services - Human Resources - Office of Diversity and Inclusion - Athletic Director 	<ul style="list-style-type: none"> - Fran Sepler provided two workshops on incivility in the workplace, Fall '18. - January Professional Development Day included sessions that considered wellness topics: <ul style="list-style-type: none"> - Daman Neathan on the Trans community; - Christine Zych from MMB State Wellness Program presented on work/life balance. 	<ul style="list-style-type: none"> -Fran Sepler's workshop on incivility in the workplace had a high participation rate, both from individuals who attended in person or who watched the recorded presentation. -Daman Neathan's presentation was positively received, according to the results of the Professional Development Day survey. -For future wellness programs, SMSU will request that the content be more inclusive.
1.4.1: Promote faculty and student achievements for accomplishments in their disciplines/majors and within the community.	<ul style="list-style-type: none"> - Associate VP for Student Affairs - Deans - VP for Student Affairs - Director of the Center for Civic and Community Engagement 	<ul style="list-style-type: none"> - Various occasions have taken place across the year. - Mustang Ovations will recognize several faculty and student achievements. 	<ul style="list-style-type: none"> - Mustang Ovations included the Cowan Award Address this year, which will continue in the future. -Commencement recognized several students and faculty, including the Senior of the Year and all emeriti faculty. -Recognition of emeriti faculty will be added to Mustang Ovations next year.

2018-2019 Priorities	Responsibility	Action	Outcome
1.2.1 A: Modernize space – Begin pre-design process for the fiscal 2022 bonding cycle.	<ul style="list-style-type: none"> - VP for Finance and Administration - Director of Facilities and Physical Plant - Other Cabinet members as needed 	RFP is being finalized at this time. Two reviews by the System Office Facilities staff have been received and a final writing will be completed by month end with the RFP submitted for proposals sometime in May or June.	Waiting on final dates for RFP, it should be issued in June 20, 2019
1.2.1 B: Modernize space – Seek third party funding sources for leverage equipment projects.	<ul style="list-style-type: none"> - VP for Finance and Administration - VP for Advancement projects 	Approximately \$90,000 of leveraged equipment funding is left to use by June 30. There are a couple of projects possibly in the works yet, but these will not use up all the funds.	All leveraged funds should be disbursed by June 20, 2019.
1.2.1 C: Complete HEAPR funded replacement of the CH/SM Link and finish the ST/SM Link.	<ul style="list-style-type: none"> - VP for Finance and Administration - Director of Facilities and Physical Plant 	The ST/SM link only needs to have the heaters installed. The work on the CH/SM link began April 16.	The ST/SM link is not complete as there are floor issues to be investigated. The CH/SM Link is scheduled for an October completion date.
1.2.1 D: Complete HEAPR funded emergency projects and replace aging infrastructure – chiller, FH condensing units, and water main.	<ul style="list-style-type: none"> - VP for Finance and Administration - Director of Facilities and Physical Plant 	<p>All three projects are currently in progress with spring to early summer completion dates.</p> <p><u>Central Chiller Plant Overhaul:</u> System funded budget at \$ 558,500; Bisbee Plumbing & Heating is the contractor; Project has started; Substantial completion of 5.24.19.</p> <p><u>Founders Hall Condensing Unit Replacement:</u> System funded budget at \$151,125; Bisbee Plumbing & Heating is the contractor; Project has started; Substantial completion of 5.24.19.</p> <p><u>Watermain replacement (MT-SM):</u> System funded budget at \$248,996; D&G</p>	<p>All three projects are still in progress.</p> <p><u>Central Chiller Plant Overhaul:</u> System funded budget at \$ 558,500; Bisbee Plumbing & Heating is the contractor; Substantial completion expected 6.30.19.</p> <p><u>Founders Hall Condensing Unit Replacement:</u> System funded budget at \$151,125; Bisbee Plumbing & Heating is the contractor; Substantial completion expected 6.14.19.</p> <p><u>Watermain replacement (MT-SM):</u> System funded budget at \$248,996; D&G Excavating is the contractor; Substantial completion expected July 1, 2019.</p>

		Excavating is the contractor; Project to start after commencement; Substantial completion of July 1, 2019.	
1.2.1 E: Modernize Space – Academic buildings and Foundation Apartment network switches upgrade.	- Chief Information Officer	Updates to several classrooms and seminar rooms in progress. Summertime completion for most rooms is planned. The Foundation Apartment network upgrade was completed in Summer 2018.	Classroom/seminar equipment is on order. Installation is planned for summertime.
1.2.1 F: Modernize Space – Data Center Next Generation upgrade.	- Chief Information Officer	Project is still in planning stage. There has been a challenge getting pricing from resellers for the preferred system. Moving towards a different hardware platform is being considered.	Project is still in planning stage. Initial quotes have come in at higher prices than anticipated. Other options are being pursued.
1.2.1 G: Modernize Space – Library/Academic Commons.	- Chief Information Officer - University Librarian	Funding was secured from the Foundation to implement more COLLABS. Projects are on pace for summertime completion.	Equipment is on site. Installation is planned for summertime.
1.2.1 H: Modernize Space – Library student use computers and Smart Classrooms.	- Chief Information Officer	Computers in these locations have been upgraded. Upgrades to projector equipment in some Smart Classrooms are planned for summertime and funding secured.	Remaining upgrades are planned for summertime.
1.2.1 I: Modernize Space – MAC Lab upgrade.	- Chief Information Officer	The MAC Lab (CH 128) was upgraded during summertime 2018.	Completed.